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EXPLORING THE ANTECEDENTS AND CONSEQUENCES OF CUSTOMER-ORIENTED PERSPECTIVE TAKING

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PhD

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2024

The Hong Kong Polytechnic University

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Exploring the Antecedents and Consequences of Customer-Oriented

Perspective Taking

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A thesis submitted in partial fulfilment of the requirements for the degree

of Doctor of Philosophy

October 2023

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Yun Dong

ABSTRACT

Customer-oriented perspective taking (COPT) is the ability of employees to adopt the viewpoint of customers, comprehending their thoughts, motivations, and emotions. This ability enables employees to gain insights into customer needs, fostering a heightened capacity for empathy. Consequently, employees are better equipped to meet customer needs swiftly and are ideally positioned to deliver superior service. Despite the practical benefits of adopting a customer-oriented perspective, research has largely neglected this concept. Furthermore, the existing body of literature has predominantly investigated this concept at the employee level, overlooking the potential advantages of COPT at the team level. To fully leverage the benefits of COPT, gaining more knowledge of both employee- and team-level COPT is crucial.

Grounded in social information processing theory and the relevant work on this topic, the present research suggests that team factors, such as a collectivist culture, servant leadership, and coworker exchange, can communicate to employees that being other-oriented and caring for others' needs are valued and necessary at work. When employees receive this information and believe that caring about others is a priority, they tend to think from customers' viewpoints in their service delivery. Accordingly, this research proposes that a collectivist culture, servant leadership, and coworker exchange foster employee- and team-level COPT, helping to promote employee service quality and team service innovation, respectively. Furthermore, this study suggests that high service performance work systems (HSPWS) can significantly moderate the relationships between COPT and its outcomes on a variety of levels.

To verify these hypotheses, this research conducted two empirical studies. First, through the adoption of scenario experiments, Study 1 collected data from employees using an online platform and found evidence regarding the effects of organizational factors (i.e., team collectivist culture, servant leadership, and coworker exchange) on employee COPT and service quality. Second, Study 2 employed a field study conducted

in China and investigated the impact of the above-mentioned organizational factors on team and employee COPT. Furthermore, this research examined whether COPT could promote service outcomes in the hospitality industry. Finally, this work examined the moderating role of HSPWS in the relationship between COPT and its consequences at different levels. In particular, data from 557 hospitality employees and 121 team leaders of 121 teams was analyzed. The findings show that team factors, including a collectivist culture, servant leadership, and coworker exchange, enhance employee- and team-level COPT, which in turn increase employee service quality and team service innovation, respectively. Furthermore, the findings present that the effect of employee COPT on service quality is heightened when supported by HSPWS. Additionally, the path from team COPT to team service innovation is augmented by HSPWS.

This thesis makes a significant contribution to both theory and practice. It demonstrates meaningful factors within an organizational context that can shape employee- and team-level COPT. Furthermore, it affirms the connection between COPT and two critical service outcomes. In addition, it provides valuable insights regarding the human resource strategies that organizations should adopt to enhance team service innovation and employee service quality, thereby delivering ideal outcomes from the practice of COPT. Practically speaking, this study also offers suggestions regarding how to improve employee- and team-level COPT, which in turn will lead to beneficial service outcomes. Team managers should encourage a collectivist culture, promote servant leadership, enhance exchange among coworkers, and implement high service performance human resource management systems.

Keywords: customer-oriented perspective taking; collectivist culture; servant leadership; coworker exchange; service innovation; service quality

ACKNOWLEDGEMENTS

I extend my profound thanks to my supervisor, Dr. Alice Hon. Her continuous support, meticulous attention to detail, and insightful direction have played an essential role in shaping my journey. She patiently addressed my questions, skillfully guided my thought process, provided me with the necessary compass to navigate the right path, and instilled the courage to fearlessly forge ahead. Without her invaluable mentorship, my achievements would have remained unattainable.

My heartfelt gratitude goes to my BOE chair, Dr. Lisa Gao; my external examiners, Dr. Guohua Emily Huang and Dr. Steven Lui; and my confirmation panel members, Dr. Eric Chan, Dr. YooHee Hwang, and Dr. Maxime Wang. I sincerely thank Prof. Kaye Chon and Prof. Haiyan Song for their priceless mentorship and unwavering dedication to supporting all PhD students. I am also grateful to all the professors and colleagues in our school for fostering an excellent working and learning environment for us. Specifically, I extend my appreciation to Ms. Yuki Lui, whose support has been invaluable throughout my PhD journey.

I am profoundly thankful for the support and assistance provided by my friends and classmates throughout my academic journey. Specifically, I would like to express my deep gratitude to Dr. Bao Cheng and Dr. Jianfeng Ma for their invaluable suggestions on my research. I am also immensely grateful to Ms. Pin Yi, Ms. Danni Wang, Mr. Wilson Au, and Ms. Adrienne Liu for their cooperation and encouragement during our group assignments. The companionship of Ms. Jie Xu, Ms. Wenwen Han, Mr. Haipeng Ji, Ms. Danting Cai, Mr. Guyang Lin, and Ms. Bella Gao has been truly appreciated. Furthermore, I would like to thank Ms. Darry Dai, Ms. Vicky Liu, Ms. Wendy Xu, Ms. Fiona Chi, Ms. Gabrielle Lin, and Mr. Terrence Kong for their support. I am also grateful for the companionship of Dr. Hanyuan Zhang, Dr. Yun Zhang, and Dr. Yuchen Xu.

I extend my sincere appreciation to Ms. Yu He and Mr. Guo Wang for their

invaluable assistance during the data collection process. Additionally, I am also grateful for the considerable support from hotel managers and employees. Their assistance and collaboration have been integral to completing my research, and I am genuinely thankful for their contributions.

I extend my deepest gratitude to my parents for their selfless love and unwavering support. My family will forever be my warmest and safest harbor.

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Chapter 1: Introduction

This chapter illustrates the research background, emphasizing the importance of teamwork, employee service quality, team service innovation, and customer-oriented perspective taking in the hospitality industry. Furthermore, this chapter presents several research gaps in the current literature and proposes the research questions, objectives, and the theoretical and practical contributions of the thesis. Finally, the definitions of essential terms adopted for this work and the structure of the thesis are described.

1.1 Research Background

1.1.1 The prevalence of teamwork in the hospitality industry

In today's rapidly changing global market and highly demanding business environment, organizations face immense pressure to enhance their efficiency and adaptability to remain competitive. To effectively respond to these evolving external conditions, the adoption of team-based work structures has become increasingly popular as a means to navigate the dynamic landscape (Kozlowski & Ilgen, 2006; Lee & Lim, 2023). The hospitality industry follows this trend and places significant emphasis on utilizing work teams to deliver exceptional service to customers (Hon & Chan, 2013). For instance, front desk teams play a pivotal role in providing continuous customer care, from the moment guests check-in until their departure, operating across various work shifts (Lee & Lim, 2023). Given this context, it is crucial to conduct research on the factors that motivate team members to deliver high-quality service both individually and as part of a cohesive team. Understanding these variables that drive employees to provide excellent service and contribute to overall team performance is vital to meeting industry demands and ensuring customer satisfaction.

1.1.2 The challenge of employee service quality in the hospitality industry

The service sector is an essential driving force of the world's economy and regularly contributes more than half the gross domestic product (Kloutsiniotis & Mihail,

2020b). Service industries are different from manufacturing due to their intangibility, customer co-production during the service process, and simultaneity of production and consumption (Parasuraman et al., 1988; Zeithaml et al., 1990). Hence, service quality is always an important topic for the service sector (Liang & Wu, 2022; Qiu et al., 2019; Qiu et al., 2020; Wang, 2020) and is as essential to success as the product quality of intangible products.

As a part of the service sector, the hospitality industry relies on the provision of high-quality service as an effective means of attracting customers and distinguishing themselves in the market (Han & Hyun, 2017; Islam et al., 2019; Mohsin et al., 2019). High service quality can lead satisfied customers to revisit and make favorable recommendations (González et al., 2007; Hutchinson et al., 2009; Serra-Cantallops et al., 2020; Viglia et al., 2016; Wong et al., 2020). Furthermore, research has found that service quality has an impact on overall efficiency in hospitality companies (Arbelo-Pérez et al., 2017) and has been identified as a critical success factor by researchers around the world (Yadegaridehkordi et al., 2018; Zhang et al., 2013). However, it is always a challenge to provide satisfying service since customer standards with regards to service quality are higher, and their requirements are constantly changing. They prefer personalized service and unique experiences during the consumption of service (Walls et al., 2011). Hence, providing exceptional service has become much more challenging, and service providers must offer satisfying experiences that fulfill customers' unique service demands.

The significance of service quality is even greater in the current digital age (Hu & Yang, 2021; Padma & Ahn, 2020; Rajaguru & Hassanli, 2018). Given the advancements in communication technology and the widespread availability of smartphones, customers can now freely express their opinions on products and services through the internet. They rate service quality on online platforms such as TripAdvisor and Ctrip and proactively share their stories, feelings, and experiences on social media platforms such as Instagram and Weibo. For example, customers can record organizations' service

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processes, along with photos or videos, and then upload the content on the internet. Prospective customers can then gather information about organizations' service quality and further refine their visit intention. Moreover, with the popularity of live streaming platforms such as TikTok, the service provided to a specific customer can be directly viewed by online audiences. Analysis of online reviews has revealed that customers value service quality and are eager to share their opinions on that topic (Hu et al., 2019; Liu et al., 2017). Moreover, the effect of online reviews can extend to influencing potential customers, for such customers rely heavily on online reviews to make decisions (Park et al., 2021; Wen et al., 2020). All of these factors make service quality much more important than in days past. In summary, in the digital age, service quality is becoming much more critical because it influences customer loyalty and revisit intention and can serve as an essential tool to attract new customers.

Service quality is primarily determined by the employees who are responsible for delivering physical products and providing service to customers during service encounters. Hence, their abilities, attitudes, and behaviors determine customers' feelings about and perceptions of service quality (Benitez et al., 2021; Gong et al., 2022; Ling et al., 2016; Qiu et al., 2019; Tsaur et al., 2014; Wang, 2020). Their performance is crucial in the contemporary hospitality industry, given the highly competitive and customer-centric environment (Chi et al., 2020; Gong et al., 2022; Latif et al., 2020; Nguyen & Malik, 2021; Prentice et al., 2020; Wai Lai, 2019; Wang, 2020). Accordingly, employees are recognized as valuable human capital that can produce a competitive advantage (Elsharnouby & Elbanna, 2021) and organizations must identify effective strategies to motivate employees to provide satisfying service quality.

1.1.3 The significance of team service innovation in the hospitality industry

Service innovation includes the formulation and execution of creative ideas regarding new service procedures, practices, and products (Anderson et al., 2014; Witell et al., 2016). Beyond service quality, in the current fast-changing business climate,

service innovation can also serve to attract and retain customers, achieve a competitive advantage, and increase financial performance (Anning-Dorson & Nyamekye, 2020; Ruan et al., 2020; Wang et al., 2021). Accordingly, the hospitality industry's reliance on service innovation is increasing.

The team framework has garnered increased academic interest in recent years when it comes to the study of innovation, due to the widespread presence of teams in contemporary organizations (Byron et al., 2023). However, previous research on the hospitality industry has primarily emphasized the significance of promoting employee service innovation, and as yet, there has been insufficient research on team-level service innovation (Lin et al., 2022; M. Yang, T. T. Luu, & D. Qian, 2021; Yang et al., 2022). The fact is, the hospitality industry relies heavily on team members working together and providing creative solutions in response to changing customer demands (Lee & Lim, 2023). Moreover, researchers have highlighted that individuals tend to demonstrate higher levels of creativity when they collaborate in a team setting compared to working individually (Hon & Lui, 2016). Accordingly, exploring factors that can contribute to team service innovation is necessary.

1.1.4 The importance of COPT

Customer-oriented perspective taking (COPT) refers to an employee's ability to understand the world from the customer's standpoint and their ability to understand the customer's opinions, intentions, and feelings (Ku et al., 2015; Parker & Axtell, 2001). When employees can view things from the customer's perspective, they are able to gain greater knowledge about the customer's needs (Homburg et al., 2009) and show more empathy towards them (Axtell et al., 2007). Accordingly, such employees are better capable of satisfying customer needs in a timely fashion and more willing to provide superior service (Huo et al., 2019). Even if employees are faced with customer mistreatment, taking the customer's perspective can help them neutralize negative emotions and engage in more deep acting (Lee, 2022; Lee et al., 2020). In general,

COPT helps employees handle customer demands, be more confident in their work, and have fewer negative emotions, resulting in better service outcomes. Accordingly, organizations should find effective ways to encourage COPT.

1.2 Research Gaps

Although service quality, service innovation, and COPT have been prioritized by hospitality organizations, the connection between COPT and service outcomes has yet to be thoroughly researched. Based on the previous literature, the present work has identified the following research gaps that require further exploration.

First, more consequences of employee COPT need to be explored. Considering the importance of employee service quality, researchers have investigated several contributory elements, including organizational factors and employees' personal issues. According to the current literature, organizations can influence employee service quality by shaping employees' attitudes, emotions, and behaviors (Lin & Ling, 2021; Lin et al., 2017; Wang, 2020). However, while the current research has heavily emphasized general employee abilities, there is a relative lack of focus on how organizations might enhance service quality via employees' cognitive abilities, such as COPT. Social information processing (SIP) theory explains that the attitudes and behaviors of employees can be cultivated by organizational clues from leaders and coworkers (Salancik & Pfeffer, 1978) if there is a significant organizational element. As a result, based on SIP theory, it is reasonable to scrutinize organizational factors that can facilitate employee service quality via the development of COPT.

Moreover, in the current fast-changing business climate, the hospitality industry's reliance on service innovation to attract and retain customers, achieve a competitive advantage, and increase financial performance is growing in importance (Anning-Dorson & Nyamekye, 2020; Ruan et al., 2020; Wang et al., 2021). Research has identified many elements that contribute to service innovation. However, no study has investigated the path from team COPT to team service innovation. Given the significant

role of perspective taking in the customer service process, it is very likely that teams whose members actively engage in COPT will also exhibit increased service innovation. Hence, examining the correlation between these two aspects of customer service is imperative.

Third, research on employee COPT is relatively scarce. Although studies have acknowledged the advantages produced by COPT, little work has contributed to the cultivation of the latter within an organizational context (Ku et al., 2015). Furthermore, current research has mainly investigated individual-level perspective taking, and only a few studies have explored perspective taking at the team level (Dasborough et al., 2020; Leroy et al., 2021; Li, 2016). To address this research gap, the present study conceptualized a theoretical model drawing upon SIP theory (Salancik & Pfeffer, 1978) and identified critical elements that contribute to COPT within organizations. Based on the previous literature and SIP theory, this thesis further proposed that a collectivist culture (Robert & Wasti, 2002), servant leadership (Eva et al., 2019), and coworker exchange (Sherony & Green, 2002) could be critical factors that shape both team and employee COPT. By exploring the relationships among these variables, this study adds new insights into the literature on COPT.

Fourth, it is also necessary to investigate the boundary conditions that may amplify or attenuate the pathway from COPT to the outcomes of service quality and innovation. However, limited research has investigated the contextual determinants that amplify or mitigate the consequences of such perspective taking (Al-Ajlouni, 2021; Liu & Dong, 2020; Toomey et al., 2021). Hence, exploring additional boundary conditions and gaining further knowledge on the topic is necessary, such as high service performance work systems (HSPWS). Such systems can convey significant social information to employees and influence their attitudes and behaviors (Jo et al., 2020; Z. Wang et al., 2020). For example, HSPWS can enhance service performance and service-oriented organizational citizenship behaviors. Thus, this thesis investigated how such a system might serve as a moderator in the connection between COPT and service quality, as

well as the association between COPT and service innovation.

In sum, to advance the literature on service quality, service innovation, and COPT, it was necessary to explore how to enhance the latter in an organizational context and identify the consequences of COPT on service quality and innovation.

1.3 Research Problem Statement

Considering the influential role that adopting customers' perspectives can have in the service process, this thesis suggests that it is a crucial driver for enhancing service outcomes. Consequently, there is a need to explore the factors that contribute to such perspective taking and its potential benefits. Based on SIP theory, this thesis considered whether COPT contributes to service quality and innovation. Furthermore, this thesis examined whether the organizational context, namely team collectivist culture, servant leadership, and coworker exchange, serves to cultivate the cognitive ability to engage in taking customers' perspectives. In addition, this thesis also investigated the boundary conditions that might amplify the positive effects of COPT.

1.4 Research Objectives

This thesis adopted SIP theory as a theoretical basis, developed a theoretical framework, and analyzed the influence of organizational contexts, with a specific focus on team factors, on team- and employee-level perspective taking, and in turn enhanced employee service quality and team service innovation. Particular attention was dedicated to examining team factors such as a collectivist culture, servant leadership, and coworker exchange. That is because compared to other types of cultures, leadership styles, and coworker characteristics, these factors highlight other-oriented thinking styles (Liden et al., 2015; Robert & Wasti, 2002; Sherony & Green, 2002). Consequently, they are anticipated to have a stronger influence on shaping team- and employee-level perspective taking. Furthermore, this theoretical framework also facilitated an examination of how HSPWS amplifies the impact of COPT on employee service outcomes. Consequently, this thesis offers four objectives to fill the current

research gaps.

The first objective was to scrutinize the effects of organization-based contextual predictors, specifically team factors, on COPT. In particular, this work investigated the effects of a collectivist culture, servant leadership, and coworker exchange on employee and team COPT.

The second goal was to scrutinize the consequences of COPT and specifically examine the relationship between employee COPT and employee service quality and the relationship between team COPT and team service innovation.

The third objective was to analyze whether COPT could mediate the associations among team culture, servant leadership, coworker exchange, and service outcomes. Particularly, this work examined whether employee COPT could mediate the connections among team culture, servant leadership, coworker exchange, and employee service quality. Furthermore, this research examined whether team COPT could mediate the associations among team culture, servant leadership, coworker exchange, and team service innovation.

The final objective was to identify whether HSPWS could moderate the paths from COPT to service outcomes. This work identified whether HSPWS could moderate the path from team COPT to service innovation and explored whether HSPWS could moderate the path from employee COPT to employee service quality.

1.5 Research Contributions

1.5.1 Theoretical contributions

In contrast to the focus on how employee attitudes and emotions affect service quality and innovation, little research has been conducted on how employees' cognitive abilities might improve service quality and innovation. Recently, research has shown that employees who can adopt the customer's point of view are better able to understand customer needs, reduce negative emotions even when being mistreated, and be more

proactive during the service process (Huo et al., 2019; Lee, 2022). This suggests that COPT is a useful way to improve service quality and innovation. Although recent research has realized the benefits of employees' engagement in adopting customers' perspectives, little is known about how to foster such an ability in an organizational context (Ku et al., 2015).

SIP theory furnishes theoretical justification for strategies to nurture COPT in the workplace because it emphasizes the significant role of the organizational context and how it can impact employee cognitive processes and behavior (Salancik & Pfeffer, 1978). Hence, this research adopted SIP theory as a theoretical foundation and explored how organizational contexts (i.e., a collectivist culture, servant leadership, coworker exchange, and high service performance systems) influence team and employee COPT, service quality, and service innovation.

The current thesis contributes to the current literature in the following aspects. First, based on SIP theory, this work contributes to the hospitality research by connecting COPT with service quality and innovation. Previous studies have identified that taking customers' perspectives is a valuable means of improving employee proactive service performance and alleviating employees' negative emotions stemming from customer mistreatment (Huo et al., 2019; Lee, 2022). However, little is known about whether taking customers' perspectives can contribute to service quality and innovation. According to SIP theory, after receiving significant social cues, employees shape their cognition, which subsequently affects both their attitudes and behaviors (Salancik & Pfeffer, 1978; Zalesny & Ford, 1990). By linking COPT with service quality and innovation, this research provides new insights into perspective taking and adds knowledge regarding service quality and innovation to the literature.

Second, most previous research has investigated COPT at the individual level, while little attention has been paid to team-level perspective taking (Dasborough et al., 2020; Leroy et al., 2021; Li, 2016). Team-level COPT is different from employee COPT

in that it reflects a team feature, rather than individual cognitive ability. By focusing on team COPT, we were able to gain additional knowledge regarding how team COPT is shaped in an organizational context and derive new insights into its outcomes.

Third, satisfying customer demands is widely recognized as the key means of attracting and retaining customers. Therefore, employees are expected to detect customer needs both efficiently and in a timely fashion. To achieve these goals, the service sector encourages its employees to think from the customer's perspective. However, how to enhance employees' ability to put themselves in customers' shoes remains underexplored. Moreover, outcomes require further investigation. Previous research has underscored the necessity of investigating perspective taking in an organizational context (Ku et al., 2015). SIP theory provides a proper lens through which to view this research gap, emphasizing the significant role of that context and the valuable social cues it provides to employees, which further shape employee attitudes and behaviors. For example, employees can seek social cues from their particular culture (Pan & Li, 2022), leaders (Lu et al., 2019), and coworkers (Chen et al., 2013). Hence, to better explore the antecedents of COPT, this thesis directs attention towards the following team factors: collectivist culture, servant leadership, and coworker exchange.

Fourth, this thesis enriches the existing literature by pinpointing the mediating role of COPT between organizational contextual factors and service outcomes. Previous studies have shown a strong interest in investigating the relationship between organizational contextual factors and service outcomes. However, there is a noticeable gap in research focusing on how organizational contextual elements can stimulate COPT, which in turn can enhance service outcomes. Hence, this research provides fresh insights into the mechanisms through which organizational contextual factors can impact employee service quality and team service innovation, mediated by COPT.

Fifth, this thesis also advances the current body of literature by exploring HSPWS

as a new boundary condition that can influence the consequences of COPT. Although previous research has highlighted the positive consequences of COPT, little attention has been paid to when such perspective taking leads to positive results. By adopting HSPWS as an essential moderator operating between team COPT and team service innovation and employee COPT and employee service quality, this research adds new insights to the literature on COPT.

Finally, this thesis adopted an experimental design and multilevel analysis to advance the current literature on COPT. Most research on perspective taking has employed an experimental design and required participants to directly adopt the customer's perspective (Lee et al., 2020). Little work has used an experimental design to explore how to inspire employees to take customers' perspectives (Liu et al., 2021). Moreover, most attention has been paid to individual-level analysis and thus has overlooked multilevel analysis. By adopting a multilevel analysis methodology, this research was able to highlight the substantial impact of higher-level factors on the development of COPT.

1.5.2 Practical contributions

Hospitality organizations and their employees will gain insights from this study. First, this research proposes that organizations will benefit from team- and employee-level COPT. To ensure high-quality service on the employee level and improve team service innovation, managers must first understand that employee and team service outcomes can benefit from taking customers' viewpoints. They must then convey this information to their employees and facilitate their understanding of the significance of COPT. Furthermore, organizations should incorporate COPT into their key performance metrics and provide employees with efficiency training to cultivate their ability to adopt a customer-oriented perspective.

Second, researchers have found that the ability to see things from another's perspective has long been associated with altruistic behavior and the ability to benefit

others (Ku et al., 2015). However, we know little about how to enhance employee COPT within an organizational context. Based on SIP theory, this study proposes that organizations should motivate employees to take the customer's perspective by cultivating a collectivist culture, encouraging servant leadership, and creating high-quality coworker exchange within teams. Hence, organizations should also strive to develop a team culture that cares for employees and highlights collective interests. Leaders should also adjust their leadership style and become servant leaders, caring for employees' needs, listening to their voices, and trying to satisfy their demands when possible. They should also pay attention to their employees' relationships with coworkers, guiding them to build high-quality connections and highlighting the importance of teamwork. By adopting such practices, employees will be more motivated to place a high value on others' feelings, emotions, and motivations. As a result, they will be better situated to respect their customers' feelings and thinking from the customer's perspective.

Finally, this study highlights the significance of HSPWS in amplifying the positive effects of COPT on service quality and innovation. Hence, organizations should adopt a high service performance work system and emphasize service performance in every management process, such as employee selection, training, and rewards procedures. Accordingly, when employees have the ability to engage in COPT, they will be more willing to provide high-quality service and engage in service innovation within the high service performance work system.

1.6 Definition of Key Terms

COPT refers to an employee's cognitive ability that can be shaped by organizations and the employee's ability to view the world from the customer's viewpoint, allowing them to better understand customers' thoughts, motivations, and emotions (Huo et al., 2019; Ku et al., 2015).

Service quality refers to employee attitudes, behaviors, and expertise that

determine customer evaluation of service interactions (Brady & Cronin, 2001).

Service innovation is the development and implementation of creative ideas regarding new service procedures, practices, or products (Anderson et al., 2014; Witell et al., 2016).

Collectivist culture describes common values, beliefs, and norms recognized within a group that highlight communal interests and encourage members to prioritize organization, department, or team benefits rather than those of the individual (Robert & Wasti, 2002).

Servant leadership is a management approach that prioritizes the needs and interests of individuals, emphasizing one-on-one attention and shifting the focus from self-interest to the well-being of individuals belonging to the organization and the wider community (Eva et al., 2019).

Coworker exchange refers to the quality of exchange among coworkers supervised by the same leader (Sherony & Green, 2002).

Finally, HSPWS represents a human resource strategy that promotes employees' abilities, motivation, and performance, ensuring high-quality customer service during service delivery (Liao et al., 2009).

1.7 Structure of The Thesis

Drawing upon SIP theory, this thesis explores how organization-based contextual factors can be used to cultivate team- and employee-level COPT, and proposes that a collectivist culture, servant leadership, and coworker exchange shape team and employee COPT, resulting in enhanced team service innovation and employee service quality, respectively. This thesis covers eight chapters: the introduction, literature review, research framework and hypothesis development, overview of methodology, method and results of Study 1, method and results of Study 2, discussion, and conclusion.

Chapter 1 introduces the research background, gaps, questions, objectives, and potential theoretical and practical contributions. Chapter 2 introduces SIP theory and the literature on collectivist culture, servant leadership, coworker exchange, and HSPWS. Furthermore, this chapter summarizes the current literature on perspective taking, service quality, and service innovation. Additionally, the chapter identifies research gaps by synthesizing the present body of literature. Chapter 3 presents how hypotheses are developed based on SIP theory. Chapter 4 discusses the methodology, including the research approach, background, questionnaire design, data analysis method, and pilot test. Then, Chapter 5 describes the methods and results of Study 1. Furthermore, Chapter 6 describes the methods and results of Study 2. Chapter 7 discusses the findings and compares them with those of previous research. This chapter also presents the theoretical and practical contributions made by this research. Finally, Chapter 8 concludes the thesis by presenting the key findings, stating the limitations, and providing suggestions for future research.

Chapter 2: Literature Review

This chapter provides an overview of the literature on SIP theory, collectivist culture, servant leadership, coworker exchange, HSPWS, perspective taking, service quality, and service innovation. Additionally, it pinpoints areas of research gaps by providing a succinct summary of the current body of literature.

2.1 Social Information Processing Theory

Social Information Processing (SIP) theory, proposed by Salancik and Pfeffer (1978), is one of the most prevalent theories used to elucidate how organizational contexts can shape employee attitudes and behaviors in the workplace (David et al., 2021; Y. Lin et al., 2021; Pan & Li, 2022). Prior to SIP theory, existing theories primarily focused on how individual characteristics influenced attitudes and behaviors. For instance, the need-satisfaction model explored the impact of individual attributions and traits on attitudes and behaviors, but it did not take into account contextual factors. The SIP theory, therefore, broadens the scope of previous theories by establishing a connection between individuals and their social context, and further assessing the influence of contextual elements on individuals.

The core viewpoint of SIP theory is that individuals rely on information conveyed by social context to decide their attitudes and behaviors (Salancik & Pfeffer, 1978). Individuals' social environments are complex and include a wide range of information. Not all information is equally important to an individual. SIP theory further points out that individuals evaluate critical environmental information and information pertinent to themselves and then adjust their attitudes and actions in response to such information's social norms and expectations (Salancik & Pfeffer, 1978).

In addition, SIP theory illustrates how social information could directly or indirectly affect an individual's work attitude and behavior in four ways (Salancik & Pfeffer, 1978). First, the social surroundings in which individuals live provide

information that characterizes the work environment. For example, authentic leadership can foster workplace inclusion by highlighting the significance of inclusion through their behavior (Boekhorst, 2015). Second, the communal surroundings draw an individual's attention by emphasizing particular elements of social facets, influencing their work attitudes and behaviors. For example, from coworker ostracizing behavior, employees can learn that they are not welcomed at the workplace and generate the feeling of workplace ostracism (Yang & Treadway, 2018). Third, the impact of social information depends on how individuals interpret such hints. For example, servant leadership can help leaders build trust with employees because employees tend to regard servant leaders as reliable and helpful (Lu et al., 2019). Fourth, individuals' social interactions contribute to deepening or forming an understanding of their own needs, values, and perceptions. In light of this understanding, individuals can more effectively assess the work environment that surrounds them. For example, a single-friendly work culture indicates that the organization values the non-work requirements of single workers, which helps single employees feel valued and, in turn, can reduce their emotional exhaustion (Pan & Li, 2022).

SIP theory can also explain how individual attitudes and behaviors can be determined by social information and contribute to how team-level results can be developed by social context. For example, researchers have confirmed that team psychological capital can be acquired via leader humility (Rego et al., 2019). Humble leaders admit their limits and mistakes, and then team members can gain and interpret such information. They can realize that problems can be solved, and they are encouraged to develop themselves, which can enhance team psychological capital.

2.2 Organizational Context

According to SIP theory, team culture, leadership style, and coworker interaction can play significant roles in shaping employee attitudes and behavior (Chen et al., 2013; Lu et al., 2019; Pan & Li, 2022). Inspired by previous research, this thesis suggests

collectivist culture, servant leadership and coworker exchange can play critical roles in shaping COPT.

2.2.1 Collectivist culture

Culture reflects a collection of shared values, beliefs, norms, assumptions, and behavioral rules within a group (Robert & Wasti, 2002). Culture is significant because it can determine organizational competitive advantages and performance (Cho et al., 2021; González-Rodríguez et al., 2019; Lee et al., 2023; Pascual-Fernández et al., 2021; Ratni et al., 2020). It also sets the basic norms and beliefs within a group, influencing employee attitudes and behaviors (Pizam, 2020; Senbeto et al., 2021; Wang et al., 2019). In general, culture can convey the group's beliefs and norms to its employees. Therefore, team culture is vital for team members for it determines their working experience and environment. Meanwhile, culture also fosters how members of a group adapt individual behavior to obey the shared values and norms (Schein, 2010). Besides, it shapes how members interact with each other and how members evaluate out-group member behavior (Balaji et al., 2020; Wang et al., 2019; Zoghbi Manrique de-Lara & Ting-Ding, 2016). In other words, employees can learn how to react to their working environment and achieve collective goals by following the principles and values conveyed by group culture.

Based on Hofstede's (2011) national culture model, individualism and collectivism constitute an essential part of cultural value, and they reflect the extent to which individuals are integrated into groups. Meanwhile, culture is a complex concept and can be represented at multi-levels, such as global, national, organizational, group, and individual levels (Erez & Gati, 2004). Hence, referring to Hofstede's cultural value dimensions, researchers have divided group culture into individualist and collectivist cultures (Robert & Wasti, 2002). Individualist culture highlights individual independence (Hofstede, 1980). Under such a culture, employees show deep concern for themselves and value their accomplishments, self-determination, and self-

fulfillment (Oyserman et al., 2002). On the contrary, collectivist culture values collective interests and encourages members to prioritize organization, department, or team benefits rather than individual benefits (Robert & Wasti, 2002). Collectivist culture encourages harmony rather than competition, and group members show significant concern for each other (Wu & Keysar, 2007). Researchers have confirmed that such cultural categorization helps predict employee attitudes and behaviors (Liu et al., 2021; Robert & Wasti, 2002).

A meta-analysis showed that the Chinese are featured in higher collectivism and lower individualism (Oyserman et al., 2002). Besides, researchers have pointed out that employees from collectivist national cultures show talent for providing better service (Radojevic et al., 2019). Combining these findings, this thesis believes collectivist culture represents a significant working setting for Chinese hotel employees and can predict employee COPT. Therefore, this study explores whether collectivist culture will shape team and employee COPT and further influence team service innovation and employee service quality.

2.2.2 Servant leadership

Servant leadership has been regarded as a type of ethical and people-centered leadership style that can satisfy the needs of all stakeholders and support the long-term prosperity of organizations (van Dierendonck, 2010). Servant leaders care for the development and achievement of their subordinates, treat subordinates with humility and sincerity, and guide their followers on the right path to success (van Dierendonck, 2010). Hence, both researchers and practitioners believe that servant leadership is one of the most promising leadership styles in the 21st century for the hospitality industry (Chon & Zoltan, 2019). For example, Marriott is one of the representatives in the hospitality industry that has implemented and taken advantage of servant leadership practices (Eva et al., 2019). Considering the popularity of servant leadership, this study believes that exploring the effects of servant leadership on COPT can enrich current

hospitality industry literature.

According to the definition provided by Eva et al. (2019), servant leadership can be interpreted as a leadership style that emphasizes the prioritization of followers' personal preferences and requirements through one-on-one interactions. This approach involves redirecting the focus of individuals away from their own self-interests and towards the needs of others within the organization and the broader community. Compared with other types of leadership, serving others beyond one's self-interest is the crucial attribute of servant leadership. This feature is also the most significant difference between servant leadership and other leadership styles (Greenleaf, 2002).

Servant leaders have emanated their great charm in the hospitality industry and contributed to the growth and prosperity of hospitality organizations (Huang et al., 2016). Indeed, according to the current literature, servant leaders positively impact multilevel outcomes within a hospitality organization, including employee level, team level, and organizational level. At the employee level, servant leadership can cultivate employees' positive attitudes, behaviors, and performance. For example, servant leadership can ensure employee internal service orientation (Wu et al., 2021), work engagement (Rabiul & Yean, 2021), service innovation (Li et al., 2021), service quality (Ling et al., 2016), organizational citizenship behavior (Nazarian et al., 2020) and extra-role behavior (Huertas-Valdivia et al., 2021). Besides, servant leadership can also magnify the favorable outcomes of green human resource management on proactive pro-environmental performance (Darvishmotevali & Altinay, 2022). Servant leadership can enhance team-level occupational citizenship behavior (Kwak & Kim, 2015) and team performance (Liden et al., 2014). Researchers have found that hotel CEO servant leadership can promote high-performance work systems at the organizational level and create strategic service differentiation (Ruiz-Palomino et al., 2021). Besides, hotel CEOs who show servant leadership can build a high-performance human resources system that enables employees to participate in organizational decision-making, promoting their voice behavior and leading to firm innovation (Ruiz-Palomino et al.,

2019).

While scholars have provided evidence supporting the numerous advantages of servant leadership for both employees and organizations, the extent to which servant leadership fosters team and employee COPT remains uncertain. Hence, this thesis aims to explore the relationship among these variables.

2.2.3 Coworker exchange

SIP theory points out that coworkers play essential roles in providing social clues for employees and influencing employee attitudes and behavior (Salancik & Pfeffer, 1978). Coworkers are more important for hospitality employees, for this industry requires a high volume and frequency of social contact among coworkers. On the one hand, service is a complex process, and it requires employees to rely on their coworkers to complete service. Hence, employees have to communicate and cooperate with their coworkers frequently. On the other hand, for hospitality employees, especially frontline employees, the individual workspace has no clear boundaries with their colleagues and is often overlapping. Hence, anyone can reach the workspace, making it impossible for an employee to avoid interaction with others. In a work environment characterized by frequent interpersonal engagement, employees have a heightened susceptibility to the influence exerted by their peers (Chiaburu & Harrison, 2008). As a result, coworkers constitute an integral part of the hospitality employee work environment, which can determine their service outcomes (Kim & Qu, 2020; Ma & Qu, 2011; Ye et al., 2021).

Coworker exchange refers to the quality of interaction among coworkers supervised by the same leader (Sherony & Green, 2002). Employees' relationships with coworkers determine their sense of belonging and self-worth. A high quality of coworker exchange indicates that employees reported to the same supervisor have a stable, cohesive, and effective relationship with each other. They trust and respect each other, care about each other's feelings, and are loyal to their groups (Sherony & Green, 2002). Researchers have confirmed that coworker exchange can promote hospitality

employee organizational citizenship behavior by targeting organizations and coworkers (Ye et al., 2021). Coworker exchange has also significantly impacted hospitality employees' customer service performance (Kim & Qu, 2020). Although the quality of coworker exchange determines a critical aspect of the hotel employee work environment and significantly impacts employee attitudes and behaviors, it has not received enough attention in the hospitality industry. For example, it is unclear whether coworker exchange will impact team and employee COPT. Considering the significant role of coworkers in the workplace, investigating and building up the relationship between coworker exchange and COPT is essential.

2.2.4 HSPWS

The characteristics of human resource management systems can convey signals to employees, enable them to comprehend necessary and suitable reactions in the workplace, and establish a collective understanding of the expectations of organizations (Bowen & Ostroff, 2004). Therefore, based on SIP theory, this study suggests that human resource management systems can also contribute to conveying information for better quality expectations.

Organizations aim to optimize the recruitment and retention of human capital and ultimately attain a competitive advantage in fierce market competition by implementing strategic human resource management systems (Kloutsiniotis & Mihail, 2020b). In particular, high performance work systems have attracted much attention from both employers and researchers because they can contribute to the organizational goal of high performance (Cooke et al., 2021). Until now, there has been no unified understanding of this concept. However, scholars believe that high performance work systems (HPWS) are a specific bundle of human resource management approaches and procedures that optimize employee knowledge, competence, loyalty, and adaptability to promote employee and organization performance (Takeuchi et al., 2009). Researchers have keenly focused on discovering the compositions of HPWS and the

benefits they can provide to organizations and employees and have achieved a collection of pertinent conclusions. However, compared with the fruitful findings on HPWS in the manufacturing industry, this topic in the service industry remains unexplored, especially in the hospitality industry (Kloutsiniotis & Mihail, 2020b). Service industries are different from the manufacturing industry for the intangibility feature of service, customer co-production during the service process, and simultaneous production and consumption (Parasuraman et al., 1988). Besides considering the outstanding contribution of the service industry to global gross domestic product and the driving effects on the domestic economies of most countries (Liao et al., 2009), research on high performance work systems in service industries is necessary. Hence, researchers developed the concept of high service performance work systems (HSPWS), adapted from HPWS and suitable for service industries (Jiang et al., 2015; Liao et al., 2009).

To be more specific, HSPWS describes a bunch of human resource strategies aimed at promoting employees' abilities, motivation, and performance to ensure high-quality customer service during service delivery (Liao et al., 2009). In this perspective, HSPWS includes selecting candidates based on their service qualifications, providing extensive service training, service-quality-based compensation and rewards, empowerment, and high quality of internal service (Jiang et al., 2015; Liao et al., 2009).

Researchers have confirmed that HSPWS can positively influence employee service performance (Jo et al., 2020; Z. Wang et al., 2020) and service-oriented organizational citizenship behavior (Kloutsiniotis & Mihail, 2020a). Moreover, HSPWS can promote collective organizational citizenship behavior, which contributes to organizational service performance (J. Yang et al., 2021). Besides, current literature also shows that HSPWS can bring positive outcomes for organizations, such as enhanced strategic service differentiation (Ruiz-Palomino et al., 2021), organizational ambidexterity and knowledge absorptive capacity (Gurlek, 2021). Based on these findings and SIP theory, this study suggests that HSPWS can amplify the positive

effects of COPT.

2.3 Perspective Taking

2.3.1 Definition of perspective taking

The current literature has not yet formed a unified understanding of the concept or phenomenon of perspective taking. Researchers have regarded perspective taking as a stable personality trait, a general ability, a situation-based experience, or a psychological process (Davis, 1983; Galinsky et al., 2005; Huo et al., 2019; Ku et al., 2015; Parker & Axtell, 2001). Some researchers have adopted the dispositional approach and describe perspective taking as an individual's stable tendency to perceive others' feelings (Davis, 1983). Meanwhile, many researchers suggest perspective taking is a situationally malleable process (Hoever et al., 2012; Parker et al., 2008). Furthermore, although researchers have provided different definitions of perspective taking, most researchers agree that perspective taking is a cognitive process. To discover how perspective taking can be encouraged by the organizational environment, this thesis follows the second stream, which regards perspective taking as a situationally malleable process that specific factors can cultivate.

Following this logic, this study provides several definitions of perspective taking. Galinsky et al. (2005) defined perspective taking as the endeavor of envisioning the world through another person's vantage point or mentally placing oneself in their position. Parker et al. (2008) defined perspective taking as the process of an individual's proactive efforts to understand another's thoughts, motives, and feelings without being judgmental. Ku et al. (2015) held the opinion that the definitions provided by Galinsky et al. (2005) and Parker et al. (2008) had shortages and needed to be improved. They pointed out that the definition provided by Galinsky et al. (2005) did not present a holistic exploration of the content and consequences of perspective taking, for they only focused on the aspects of cognitive process but neglected the fact that perspective taking also required perspective takers to understand others' feelings, motivations, thoughts

and interests.

Further, Ku et al. (2015) argued that non-judgment was not the process of perspective taking but only one possible outcome. Based on these arguments, Ku et al. (2015) combined and improved previous definitions and further defined perspective taking as individuals' active engagement in a cognitive process where they imagine the world from another person's standpoint, envision themselves in others' shoes, and seek to grasp their opinions, intentions, and emotions. Following Ku et al. (2015), the current research views employee perspective taking as an ability that can be shaped by organizations and refers to employees' ability to view the world from others' viewpoints and make efforts to understand others' thoughts, motivations, and emotions.

2.3.2 Antecedents of perspective taking

This thesis focuses on research investigating employee perspective taking and studies that at least involved employee participants in one study. Hence, we can better understand how employee perspective taking can be facilitated or encouraged.

Although organizations have emphasized perspective taking in their practice, academics have not paid enough attention to discovering factors that may encourage or hinder such an ability. The current literature has shown that personal, relational, job, and organizational factors could impact employee perspective taking. Table 2-1 shows the representative antecedents of employee perspective taking.

Personal factors

Consistent with research on perspective taking in the psychology literature (Ku et al., 2015), researchers have revealed that individual employees' emotions, attitudes, motivations, and work values can influence their willingness and ability to adopt others' perspectives. First, research has shown that employees' emotions can predict their perspective taking, such as anxiety (Itzchakov, 2020). Anxiety forces employees to focus on themselves, and thus they have limited attention to be aware of others' feelings

and thoughts (Pineles & Mineka, 2005). Itzchakov (2020) has found that a reduction in employee anxiety could increase perspective taking. Moreover, employee attitudes toward their work and role have potent effects on perspective taking. Research has confirmed that employees' integrated understanding of the work environment's breadth and complexity is central to perspective taking. Ramarajan et al. (2017) further pointed out that enhancement in role identity was positively associated with perspective taking while conflicts in role identity could suppress employee perspective taking. Besides, employees' motivations can determine their perspective taking. Employees with stronger prosocial motivation are more willing to prioritize the needs of others and show a more elevated level of perspective taking (Grant & Berry, 2011; Skerlavaj et al., 2018). In addition, customer orientation and production ownership were significantly positively related to employee perspective taking (Axtell et al., 2007; Huang & Brown, 2016; Parker & Axtell, 2001).

Table 2-1 Representative antecedents of perspective taking

Classification	Antecedents	Relationship	Sources
Personal factors	Anxiety	Negative	Itzchakov (2020)
	Prosocial motivation	Positive	Grant and Berry (2011); Skerlavaj et al. (2018)
	Identity enhancement	Positive	Ramarajan et al. (2017)
	Identity conflict	Negative	Ramarajan et al. (2017)
	Customer orientation	Positive	Axtell et al. (2007); Huang and Brown (2016)
	Production ownership	Positive	Parker and Axtell (2001)
	Integrated understanding	Positive	Parker and Axtell (2001)
Relational factors	Transformational leadership	Positive	Wadei et al. (2021)
	Respectful leadership	Positive	Gerpott et al. (2020)
	Contact quality with coworkers	Positive	Fasbender et al. (2020)
	Work-family conflict	Negative	Pan and Yeh (2019)
	Perceived customer reciprocity	Positive	Axtell et al. (2007)

	Interaction with suppliers	Positive	Parker and Axtell (2001)
Job factors	Job enrichment	Positive	Axtell et al. (2007)
	Perceived work-style dissimilarity	Negative	Williams et al. (2007)
	The interactive effect of work-style dissimilarity and age dissimilarity perception	Negative	Williams et al. (2007)
Organizational factors	Socially responsible human resource management	Positive	Zhang et al. (2021)
	Organization collectivist	Positive	Liu et al. (2021)
	Listening training	Positive	Itzchakov (2020)
	Integration mechanisms	Positive	Distel (2019)

Relational factors

Employee workplace relationships with leaders, coworkers, customers, and family members are motivators for developing employee perspective taking abilities. First, employee perspective taking can be shaped by leaders. At work, employees tend to regard their leader as a role model, and they are inclined to adopt the leader's working tendency to consider others. Employees can learn from leaders' behaviors, such as making efforts to comprehend followers' preferences, investing time in eliciting followers' perspectives, and including followers' views in decision-making processes. Hence, leaders who exhibited transformation leadership styles (Wadei et al., 2021) and respectful leadership styles (Gerpott et al., 2020) could pass on their thinking styles to their followers and incentivize them to focus on others' feelings and thoughts, leading to better perspective taking.

Second, high-quality contact with colleagues is a pleasurable experience that helps employees stay in a good mood and stimulates them to consider and notice their colleagues' opinions and feelings. Hence, the level of coworker interaction quality was positively associated with employee coworker-oriented perspective taking (Fasbender et al., 2020). Similarly, the more interaction with suppliers, the more employees engage in perspective taking (Parker & Axtell, 2001). Third, for employees who have

opportunities to interact with customers, customers can exert an impact on their perspective-taking. For example, employee perceptions of customer reciprocity determine the extent to which employees would like to consider customer perspectives (Axtell et al., 2007). Finally, supervisors' work-family conflict is inversely associated with their perspective taking (Pan & Yeh, 2019).

Job factors

Job factors are also significant contributors. For example, Williams et al. (2007) investigated how employee perspective taking would be affected by workplace dissimilarity. Their findings indicated that the more different employees viewed themselves from their colleagues regarding their work styles, the lower their perspective taking would be. Further, they also discovered that when work-style dissimilarity perception was limited, the adverse impact of age dissimilarity perception on employee perspective taking was more prominent. Besides, researchers have investigated the relationship between job enrichment and perspective taking. They found that job enrichment could not directly have an impact on COPT but it could enhance employee customer role orientation and further increase COPT (Axtell et al., 2007).

Organizational factors

Organization factors also play a significant role in encouraging employee perspective taking, including collectivist culture, human resources practices, organization integration mechanisms and training (Distel, 2019; Itzchakov, 2020; Liu et al., 2021; Zhang et al., 2021). First, research has confirmed that collectivist culture can enhance leaders' perspective-taking (Liu et al., 2021). Second, employee perspective-taking can be developed by human resource practices, especially other-oriented practices, such as socially responsible human resource management (Zhang et al., 2021). Third, organization integration mechanisms capture how organizations manage their cooperation with their inside and outside units. Hence, employees can

benefit from such means by experiencing diverse perspectives and gaining expertise in different parts of the organization. Therefore, employee perspective could be increased (Distel, 2019). Finally, perspective taking can also be gained through training. A study conducted by Itzchakov (2020) proved that listening training could enhance employee listening skills, reduce their anxiety when faced with problematic customers, and further improve their perspective taking toward customers.

2.3.3 Outcomes of perspective taking

Employee perspective taking has been identified as a positive driver of their emotions, attitudes, behaviors, and performance. For employees who have contact with customers, perspective taking can also result in positive responses. Table 2-2 shows the representative outcomes of employee perspective taking.

Table 2-2 Representative outcomes of perspective taking

Classification	Variables	Relationship	Sources
Emotions	Anger	Negative	Lee (2022)
	Emotional empathy	Positive	Lee (2022); Umasuthan et al. (2017)
	Empathy toward customer	Positive	Axtell et al. (2007)
	Negative mood	Negative	Song et al. (2018)
Attitudes	Received respect	Positive	Ng et al. (2021)
	Well-being	Positive	Zhang et al. (2021)
	Deep acting	Positive	Huang and Brown (2016); Lee and Madera (2021); Toomey et al. (2021)
	Surface acting	Negative	Toomey et al. (2021)
	Supervisor-subordinate goal congruence	Positive	Liu and Dong (2020)
	Sense of competence	Positive	Itzchakov (2020)
	Prediction and control decision-making logics	Positive	Zhang et al. (2019)
	Experienced customer mistreatment	Negative	Song et al. (2018)
	Rumination	Negative	Song et al. (2018)
	Manager's consumer identity	Positive	Hattula et al. (2015)
	Role breadth self-efficacy	Positive	Huo et al. (2019)

	Customer need knowledge	Positive	Homburg et al. (2009)
Behaviors	Self-sacrificial leadership	Positive	Liu et al. (2021)
	Boundary spanning	Positive	Wadei et al. (2021)
	Knowledge sharing	Positive	Gerpott et al. (2020)
	Providing support toward coworker	Positive	Fasbender et al. (2020)
	Customer compensation behavior	Positive	Lee et al. (2020)
	Voice solicitation	Positive	Liu and Dong (2020)
	Creative behavior	Positive	Distel (2019)
	Maladaptive shopping	Negative	Song et al. (2018)
	Adaptive selling behavior	Positive	Limbu et al. (2016)
	Guest-directed citizenship behaviors	Positive	Ho and Gupta (2012)
	Guest-directed counterproductive behaviors	Negative	Ho and Gupta (2012)
	Transformational leadership behavior	Positive	Gregory et al. (2011)
	Helping behavior toward customer	Positive	Axtell et al. (2007) (Lee & Madera, 2021)
	Cooperative behaviors	Positive	Parker and Axtell (2001)
Performance	Creative performance	Positive	Wadei et al. (2021)
	Proactive customer service performance	Positive	Huo et al. (2019)
	Proactive complaint-handling performance	Positive	Huo et al. (2019)
	Outcome performance	Positive	Limbu et al. (2016)
	Sales Performance	Mixed results	Ramarajan et al. (2017)
	Organization absorptive capacity	Positive	Distel (2019)
Customer outcomes	Customer emotional experience	Positive	Umasuthan et al. (2017)
	Customer trust	Positive	Weisshaar and Huber (2016)
	Customer commitment	Positive	Weisshaar and Huber (2016)
	Customer's willingness to pay	Positive	Homburg et al. (2009)
	Customer satisfaction	Positive	Homburg et al. (2009); Wieseke et al. (2012)
	Customer loyalty	Positive	Wieseke et al. (2012)

Emotions

Perspective taking can help employees adjust and regulate their emotions. It can not only make employees feel less angry (Lee, 2022), but it can also reduce their negative moods through reduced perceived customer mistreatment (Song et al., 2018). Meanwhile, perspective taking can enhance employee emotional empathy and empathy towards customers (Axtell et al., 2007; Lee, 2022; Umasuthan et al., 2017).

Attitudes

Engaging in perspective taking can motivate employees to explain their experience in a more positive and optimistic way and enable them to be more confident. First, the experience of perspective taking can enhance employee well-being (Zhang et al., 2021), feelings of being respected (Ng et al., 2021), role breadth self-efficacy (Huo et al., 2019), and deep acting (Huang & Brown, 2016; Lee & Madera, 2021; Toomey et al., 2021). It also enables employees to reduce rumination, perception of experienced customer mistreatment (Song et al., 2018) and surface acting (Toomey et al., 2021). Second, employees' perspective taking assists them in obtaining a better understanding of consumer needs (Homburg et al., 2009). Itzchakov (2020) also demonstrated that employees who showed greater perspective taking toward customers had greater confidence in their competence to resolve challenging customer conversations. Similarly, perspective taking can ensure employees achieve a more congruent goal with their supervisor (Liu & Dong, 2020). In addition, perspective taking can influence employee interpretations of organization citizenship behavior. Individuals with a strong capacity for perspective taking were more likely to consider helping others as a role-defined behavior (Kamdar et al., 2006).

Perspective taking can not only influence employee attitudes but also have impacts on managers and entrepreneurs. For example, managers' COPT can trigger their identity as customers and such identity accelerates their self-reference in the process of predicting consumer preferences (Hattula et al., 2015). Additionally, Zhang et al. (2019)

explored the relationship between perspective taking and decision-making logic. By analyzing entrepreneurs from the USA and China, they discovered that perspective taking was positively associated with prediction decision-making logic in both groups. Further, perspective taking was only favorably associated with control decision-making logic among Chinese entrepreneurs.

Behaviors

Perspective taking is found to be positively associated with employee in-role and out-role behaviors towards organizations, followers, coworkers as well as customers. First, organizations can benefit from employee perspective taking. Liu and Dong (2020) found that supervisor-subordinate goal congruence could link subordinate perspective taking with manager rated employee voice solicitation. Perspective taking can help employees come up with new and useful ideas, leading to more creative behavior (Distel, 2019). More importantly, such creativity induced by perspective taking can finally lead to an increased organization's capacity to absorb new knowledge (Distel, 2019). Second, employee perspective taking toward coworkers could motivate employees to provide more instrumental and emotional support to their coworkers (Fasbender et al., 2020). Perspective taking can also facilitate knowledge sharing because employees can possess a deeper understanding of colleagues' thinking processes and their personalized demands for knowledge (Gerpott et al., 2020).

Third, perspective taking enables employees to view service encounters from the standpoint of customers, and hence they would like to interpret customer behaviors in a positive way and conduct more genuine emotions in front of customers. Axtell et al. (2007) identified that employee COPT could generate empathy towards customers and conduct more helping behaviors. Perspective taking can enhance guest-directed citizenship behaviors and is negatively associated with guest-directed counterproductive behaviors (Ho & Gupta, 2012). Even faced with customer mistreatment, employees can benefit from perspective taking for it can reduce their

negative affect and enhance empathy toward customers, which in turn leads to more customer compensation behavior (Lee, 2022; Lee et al., 2020) and helping behaviors toward customers (Lee & Madera, 2021). In addition, individuals who participate in perspective taking can also gain from it. Perspective taking can help employees control their maladaptive shopping through perceived less customer mistreatment and negative mood (Song et al., 2018). Leaders who show talent in perspective taking can gain a higher rating in transformational and servant leaders by their followers (Gregory et al., 2011; Liu et al., 2021).

Performance

Conflicting results have been reported regarding the effect of perspective taking on employee performance. Most of the current literature supports the standpoint that perspective taking can enhance diverse employee performance, either directly or through different mediators. For example, perspective taking can improve employee proactive performance by providing better customer service and addressing complaints more efficiently (Huo et al., 2019). Weisshaar and Huber (2016) provided evidence that employee perspective taking could promote objective sales performance. Limbu et al. (2016) confirmed that the cognitive ability of perspective taking enabled sales employees to understand personalized customer demands and provide diverse approaches to satisfy their needs, leading to better outcome performance. Wadei et al. (2021) also found that perspective taking could motivate employees to engage in boundary-spanning behavior and increase their creative execution. Surprisingly, Ramarajan et al. (2017) found a negative connection between customer service representative perspective taking and their sales performance, contrary to their hypothesis.

Customer rated outcomes

Perspective taking has been confirmed as an effective way of ensuring customers' positive attitudes and behaviors. One stream of the current literature has focused on

employee self-report perspective taking and linked it with customer-report outcomes. Perspective taking enables employees to gain more knowledge on customer needs, leading to higher customer satisfaction, loyalty, and willingness to pay (Homburg et al., 2009; Wieseke et al., 2012). Another stream has focused on the significance of customer experience and investigated customer responses to employee perspective taking by exploring customer awareness of employee perspective taking. The results show that customer rated perceptions of employee perspective taking could contribute to positive customer attitudes and behaviors (Umasuthan et al., 2017; Weisshaar & Huber, 2016). Research has shown that customer consciousness of employee perspective taking makes customers believe that employees can empathize with them and experience more positive emotions during their interaction with employees, which in turn leads to a more exciting revisit, and recommend intention as well as better word of mouth (Umasuthan et al., 2017). Besides, customers are more inclined to trust and reveal a higher commitment to employees who display higher perspective taking (Weisshaar & Huber, 2016).

2.3.4 Boundary conditions of perspective taking

The strength of perspective taking on outcomes depends on boundary conditions. First, the beneficial impacts of perspective taking can be amplified for individuals high in certain traits or skills, such as empathic concern (Gerpott et al., 2020) and political skills (Toomey et al., 2021). Further, organizational politics can weaken the positive relationship between subordinate perspective taking and employee voice solicitation (Liu & Dong, 2020). In addition, customers can also exert their influence on the effects of employee perspective taking (Umasuthan et al., 2017; Wieseke et al., 2012). Table 2-3 presents a summary of important moderators of perspective taking.

Table 2-3 Representative boundary conditions of perspective taking

Classification	Moderators	Main findings	Sources
Personal factors	Empathic concern	Employees high in empathic concern can be more influenced by perspective taking and thus are more frequently motivated to share knowledge.	Gerpott et al. (2020)
	Age and political skill	Age and individual political skill moderated the relationship between perspective taking and deep acting.	Toomey et al. (2021)
	Time hurriedness	For individuals with low levels of time hurriedness, perspective taking reduces the acceptability of lying.	Cojuharenco and Sguera (2015)
Organizational factors	Organizational politics	Organizational politics could weaken the positive relationship between subordinate perspective taking and employee voice solicitation.	Liu and Dong (2020)
Customer-related factors	Customer types (business and leisure guests)	While employee perspective taking had a significant role in determining the emotional service experience for business customers, emotional empathy played a substantial role in determining the emotional service experience for leisure guests.	Umasuthan et al. (2017)
	Customer perspective taking	With a higher level of customers' perspective taking, the relationship between employee perspective taking and customer satisfaction can be strengthened.	Wieseke et al. (2012)

2.3.5 Perspective taking as a moderator

Research has regarded perspective taking as an essential boundary condition and investigated how it can strengthen or decelerate the effects of other variables.

Strengthen positive effects

Employee perspective taking can intensify the beneficial impacts of individual efficacy and emotion. For example, perspective taking can determine the impact of employee self-efficacy on feedback seeking (Sherf & Morrison, 2020). For employees

low in perspective taking, self-efficacy could hinder their ability to inquire for feedback. By contrast, for employees high in perspective taking, self-efficacy could motivate them to seek feedback from others. Research has also found that perspective taking could influence individual behaviors stimulated by self-conscious emotions (Bagozzi et al., 2018). Specifically, the emotion of pride could elicit more proactive behaviors in those who were able to see the world through the eyes of others and maintain strong other-directed values. Meanwhile, the feeling of shame elicited employee shame proactive behavior only in those with limited perspective-taking capacity and poor other-directed values.

Second, perspective taking can amplify the advantages of positive leadership styles on employee attitudes and behavior. For example, Kim et al. (2021) found that individual-focused transformational leadership showed the strongest effects on psychological empowerment for employees who posited high perspective taking, which motivated employee creativity. Hu and Luo (2020) found that employee perspective taking could amplify the positive connection between leader humor and employee affective commitment and task resources.

Third, perspective taking can also amplify the positive effects of organizational policy. Perspective taking can intensify the positive effects of HPWS on employee engagement (Al-Ajlouni, 2021) and organizational citizenship behavior (He et al., 2018). Flinchbaugh et al. (2016) concluded that perspective taking could strengthen the path from high involvement work practices to service climate through the avenue of knowledge sharing at the team level.

Weaken negative effects

First, employee differences in perspective taking could predict their varying responses in customer encounters. In general, perspective taking enables employees to consider the customer's point of view and to comprehend the customer's emotions and actions. Compared with those low in perspective taking, employees high in perspective

taking could handle customer verbal aggression better and then the negative effect of such aggression on cognitive performance was weakened (Rafaeli et al., 2012). High perspective taking can also ensure employees interpret customer injustice in a more muted way, such that the negative impact of customer injustice on surface acting could be attenuated (Rupp et al., 2008). Chan and Wan (2012) found that employees who could sharpen their attention through perspective taking were less impacted by regulatory depletion when faced with work stress and such effects emerged as a result of increased intrinsic work motivation.

Second, perspective taking can also facilitate project success. Hannen et al. (2019) confirmed that improvements in research and development employee perspective taking could mitigate the detrimental indirect effect of Not-Invented-Here Syndrome on project success. Third, perspective taking can weaken the impact of perception of procedural justice on role-defined interpersonal helping such that the effects will be most favorable for employees low in perspective taking (Kamdar et al., 2006). Fourth, perspective taking can diminish the negative effects caused by personal factors. For example, research has found that positive affect could generate incivility toward coworkers and spouses through moral disengagement merely for employees low in perspective taking (Ilies et al., 2020). Perspective taking can also alleviate the adverse effects of time pressure on knowledge sharing (Skerlavaj et al., 2018). In addition, leaders can also reshape their behaviors because of perspective taking. Research has found that leaders benefit or suffer from enacting servant leadership behavior based on their individual experience with perspective-taking (Liao et al., 2021). Specifically, for leaders with insufficient perspective-taking capacity, servant leadership was related to elevations in depletion, and they tended to display more remarkable laissez-faire behavior. Leaders who frequently engaged in perspective taking tended to experience less depletion and showed more minor subsequent laissez-faire behaviors after engaging in daily servant leadership activities.

2.3.6 Team level perspective taking

Even though most research on perspective taking is conducted at the individual level, a few researchers have investigated perspective taking at the group or team level (Dasborough et al., 2020; Leroy et al., 2021; Li, 2016). Literature has shown that teams can also benefit from team level perspective taking. For example, Dasborough et al. (2020) emphasized the significant role that perspective taking could play within team contexts. They found that perspective taking could serve as a team norm that highlighted other members' preferences, values, and needs. Hence, team members could remind themselves to consider their influences on others before taking action, activating their moral emotions and self-regulation, and engaging in more ethical behaviors (Dasborough et al., 2020). Further, Leroy et al. (2021) explained the team's significant role in taking perspective by linking it with team members' authentic living in teamwork. They found that teams could benefit from members displaying their true selves, such as sharing views, ideas, and feelings, but only when members attempted to understand other members' perspectives in the team. Li (2016) also found that diverse groups could address the challenging issues associated with ambidexterity by engaging in perspective taking. Team level perspective taking could mediate the relationship between team regulatory focus and team innovation (Li et al., 2018). Team level perspective taking could weaken the harmful effects of team negative affect on team performance (Beersma et al., 2018).

2.3.7 Customer-oriented perspective taking

Current research has investigated perspective taking from several aspects. Some literature has regarded perspective taking as a general process without pointing out the targets of perspective taking (Grant & Berry, 2011; Skerlavaj et al., 2018; Zhang et al., 2021). Some literature has defined perspective taking with specific targets, such as coworker perspective taking (Fasbender et al., 2020) and COPT (Axtell et al., 2007; Huo et al., 2019). Considering that perspective taking forces implementers to put

themselves into a specific target and understand the target's feelings and emotions (Ku et al., 2015), this study believes it can help us better understand perspective taking toward a specific type of target. Considering the significant role of taking customer perspective in the service process (Axtell et al., 2007; Lee, 2022; Lee et al., 2020; Lee & Madera, 2021), this study focuses on COPT. Further, although some researchers didn't point out the conception of a COPT in their studies, they explained that the extent to which employees viewed the situation from the perspective of their customers could further influence employee behavior or performance (Ramarajan et al., 2017). They showed an interest in COPT and highlighted the significance of COPT. As discussed before, this study views employee COPT as an ability that organizations can shape and refers to employee ability to view the world from customers' viewpoint and make efforts to understand customers' thoughts, motivations and emotions.

Within the literature on perspective taking, there has been relatively limited research that specifically focuses on taking customers' perspectives. To the best of our knowledge, only a few factors have been identified as positive predictors of COPT, namely customer role orientation, job enrichment, perceived customer reciprocity, and listening training (Axtell et al., 2007; Itzchakov, 2020). Conversely, anxiety has been confirmed as a negative predictor of COPT (Itzchakov, 2020). Moreover, the existing literature has primarily concentrated on examining the emotional and behavioral outcomes associated with COPT. For example, studies indicate that COPT can increase employees' empathy towards customers and mitigate negative affect and anger in response to customer incivility (Axtell et al., 2007; Lee, 2022; Umasuthan et al., 2017). COPT is also found to enhance employees' sense of competence and self-efficacy in fulfilling their roles and responsibilities while serving customers (Huo et al., 2019; Itzchakov, 2020). Furthermore, COPT has been linked to enhanced guest-directed behaviors, and proactive service performance (Ho & Gupta, 2012; Huo et al., 2019). Additionally, COPT has the potential to predict customer loyalty and satisfaction (Homburg et al., 2009; Wieseke et al., 2012), indicating its significance in influencing

customer perceptions and experiences.

2.3.7 Summary

In summary, compared to general perspective taking, COPT has received relatively limited attention in research. As a result, there are significant research gaps that hinder our understanding of COPT and its implications.

First, most current research focuses on individual-level perspective taking, and little literature has investigated team-level perspective taking (Dasborough et al., 2020; Leroy et al., 2021; Li, 2016). Team-level COPT is different from employee COPT for it reflects a team feature rather than emphasizing individual cognitive ability. This study suggests that team level COPT can better predict team level outputs, specifically service innovation.

Second, there is a dearth of studies on the variables influencing COPT in the setting of organizations, especially in the hotel industry. Furthermore, previous research mainly adopted social exchange theory (Axtell et al., 2007), reciprocity theory (Itzchakov, 2020), motivated information theory (Huo et al., 2019), and affective event theory (Lee, 2022) to explore the results of COPT. In contrast to fruitful studies on the outcomes of perspective taking, only a few studies investigated how to improve employee perspective taking within an organizational context (Ku et al., 2015). Consequently, there are still plenty of chances for an investigation into the elements that contribute to perspective taking. To better explore the antecedents of COPT, this study relies on SIP theory and explains how organizational factors, including collectivist culture, servant leadership and coworker exchange, can enhance COPT. SIP theory points out that individuals seek social cues from important and relevant social information and tend to change their cognition, attitudes, and behaviors based on the signals (Salancik & Pfeffer, 1978). Further, research has shown that organizational collectivist culture (Liu et al., 2021), servant leaders (Elche et al., 2020) and coworkers are important social information senders (Fasbender et al., 2020). Therefore, this study

aims to add new insights into customer-oriented perspective by examining the relationship with the mentioned variables.

Third, research on the outcomes of perspective taking is still insufficient. Previous research has examined the impact of perspective taking on employee emotions, attitudes, and behaviors, and the scope of research has been continuously expanded. However, no research has examined the impact of perspective taking on employee service quality and service innovation. Research has confirmed that COPT can enable employees to perform more deep acting (Huang & Brown, 2016; Lee & Madera, 2021; Toomey et al., 2021) and helping behavior (Lee & Madera, 2021). Research has also found that it can enhance service employee performance (Huo et al., 2019). Hence, it is very likely that COPT can also improve service quality. Besides, when team members take customers' perspectives, they tend to understand customers' demands better and will make efforts to satisfy customers' needs. Since customers' needs are always changing, it is very likely that team members will propose creative solutions, which further leads to higher team service innovation. Hence, research into the relationship between COPT and service quality, as well as the relationship between COPT and employee service innovation, is necessary.

Fourth, inadequate attention has been devoted to exploring the boundary conditions that can influence the effects of perspective taking. Only limited research has investigated the boundary conditions that can amplify or mitigate the impacts of perspective taking (Al-Ajlouni, 2021; Liu & Dong, 2020; Toomey et al., 2021). Hence, it is necessary to explore more boundary conditions to gain more knowledge on perspective taking. The beneficial effects of perspective taking on employees' attitudes and behaviors often happen when employees recognize they can benefit from changing their behaviors and attitudes. As a result, HSPWS will moderate the impact of perspective taking. Research has shown that HSPWS can motivate employees to generate more positive attitudes and behaviors, such as enhanced service performance and service-oriented organizational citizenship behavior (Jo et al., 2020; Kloutsiniotis

& Mihail, 2020a; Z. Wang et al., 2020). This study suggests that investigating how it can influence the outcomes of COPT is meaningful.

2.4 Service Quality

2.4.1 Definition

Although researchers from multiple disciplines have provided definitions of service quality from different perspectives and regarded service quality as a multidimensional structure, most of them admit that employee performance is a critical component of service quality (Brady & Cronin, 2001; Choi & Chu, 2001; Ekinci et al., 2008). For example, Brady and Cronin (2001) proposed that service quality encompasses multiple dimensions, including outcome, interaction, and environmental quality. In particular, interaction quality refers to employee attitudes, behaviors, and expertise that determine customer evaluation of service interactions (Brady & Cronin, 2001). Choi and Chu (2001) also identified that employee service quality, which refers to customer perceptions of their interactions with employees, is one of the critical hotel factors determining customer satisfaction. Similarly, Ekinci et al. (2008) also established physical quality and employee behaviors as significant components of service quality. Considering that this study explores how employee customer-oriented perspective-taking can shape employee service outcomes, it is appropriate to focus on employee service quality rather than other dimensions. Combining the current literature, this thesis defines employee service quality as employee attitudes, behaviors, and expertise that determine customer evaluation of service interactions (Brady & Cronin, 2001).

2.4.2 Antecedents of service quality

Personal factors

Employee individual differences are important factors in predicting service quality. First, employees' work states profoundly determine service quality. Engagement in

work can ensure that employees concentrate on their tasks and improve employee service (Wang, 2020). Similarly, psychological empowerment can inspire employee intrinsic motivation to provide service productively and effectively, leading to high service quality (Lin et al., 2017). On the contrary, burnout represents employees' lack of energy and emotional resources, which has a detrimental impact on their service quality (Benitez et al., 2021; Wang, 2020). An employee's performance in providing excellent service can also suffer due to job stress (Schwepker & Dimitriou, 2021). Second, employee service outcomes also depend on employee attitudes towards their organizations and jobs. Commitment to the organization and job satisfaction are significant drivers of service quality (Benitez et al., 2021). Third, employee behaviors are also likely to influence service quality. The way employees treat customers significantly impacts the level of quality they bring to consumers. Customer-oriented constructive deviance (Gong et al., 2022), customer-oriented organization citizenship behavior (Qiu et al., 2019), service-oriented behaviors (Ling et al., 2016) and extra-role behavior (Tsaur et al., 2014) can bring benefits to customers and are significant predictors of service quality. Besides, employee knowledge sharing behavior is also positively associated with service quality (Nguyen & Malik, 2021). Finally, customers' evaluations of service quality are determined by employee appearance. It has been shown by Liang and Wu (2022) that employees who wear face masks during the COVID-19 period can convince customers that they are providing excellent service.

2-4 Representative antecedents of service quality

Classification	Antecedents	Relationship	Sources
Personal factors	Burnout	Negative	Benitez et al. (2021); Wang (2020)
	Engagement	Positive	Wang (2020)
	Job stress	Negative	Schwepker and Dimitriou (2021)
	Psychological empowerment	Positive	Lin et al. (2017)
	Job satisfaction	Positive	Benitez et al. (2021)
	Organization commitment	Positive	Dhar (2015b)

	Knowledge sharing	Positive	Nguyen and Malik (2021)
	Customer-oriented constructive deviance	Positive	Gong et al. (2022)
	Customer-oriented organization citizenship behavior	Positive	Qiu et al. (2019)
	Service-oriented behaviors	Positive	Ling et al. (2016)
	Extra-role behavior	Positive	Tsaur et al. (2014)
	Wearing facemasks	Positive	Liang and Wu (2022)
Relationship factors	Ethical leadership	Positive	Schwepker and Dimitriou (2021)
	Supportive leadership	Positive	M. Lin et al. (2021)
	Servant leadership	Positive	Ling et al. (2016); Qiu et al. (2020)
	Interpersonal conflicts	Negative	Benitez et al. (2021)
Organizational factors	Organizational empowerment climate	Positive	Lin et al. (2017)
	Department psychological empowerment	Positive	Lin et al. (2017)
	Training	Positive	Dhar (2015b); Salem and Abdien (2017)
	Job standardization	Positive	Tsaur et al. (2014)
	Corporate social responsibility	Positive	Latif et al. (2020)
	Hotel image	Positive	Wai Lai (2019)
Customer factors	Procedural justice	Positive	Chi et al. (2020)
	Interactional justice	Positive	Chi et al. (2020)
	Customer trust	Positive	Liang and Wu (2022)
	Customer-perceived employee expertise	Positive	Liang and Wu (2022)

Relationship factors

Leaders can profoundly influence employee service quality. Research has found that employee service quality can be significantly enhanced by ethical leadership (Schwepker & Dimitriou, 2021), servant leadership (Ling et al., 2016; Qiu et al., 2020) and supportive leadership (M. Lin et al., 2021). Furthermore, not only direct supervisors but also middle-level (i.e., department managers) and even top-level managers (i.e.,

hotel general managers) can have an impact on service quality. For example, top-level leaders who show a servant leadership style can inspire middle-level leaders to exhibit servant leadership, fostering employee service-oriented behaviors and resulting in higher employee service quality (Ling et al., 2016). Similarly, top-level supportive leaders can directly promote employee service quality and exert their influence on employees through the mediating role of middle-level supportive leadership (M. Lin et al., 2021). Besides, group level interpersonal conflicts can adversely impact customer rated employee service quality (Benitez et al., 2021).

Organizational factors

Literature has shown that organizational factors are vital predictors of employee service quality. Creating an empowerment climate in organizations can facilitate departmental empowerment, which increases employee psychological empowerment, resulting in a better quality of service (Lin et al., 2017). Meanwhile, providing training can also improve service quality by enhancing employee skills, understanding of their job, and commitment to their organizations (Dhar, 2015b; Salem & Abdien, 2017). Furthermore, job standardization can provide clear guidance in the service process and thus contribute to improving service quality (Tsaur et al., 2014). A hotel's efforts in corporate social responsibility can translate into customers' perceptions of excellent service quality (Latif et al., 2020). Finally, hotel image has a beneficial impact on how customers view employee service quality (Wai Lai, 2019).

Customer factors

Customers' evaluation of employee service quality is firmly decided by their judgment of company service procedures and employees. Researchers have found that customers care about how service is delivered. In general, customers prefer to assume that they receive high-quality service when organizations treat them fairly (Chi et al., 2020). Another factor contributing to customer-rated service quality is how they interact with staff. In particular, customer perceptions of employee interaction justice are

positively associated with customer-rated service quality (Chi et al., 2020). Finally, customers are concerned about employee expertise. Customers' confidence in hotel employee competence translates into more trust in both the employees and the hotels, leading to higher levels of perceived service quality (Liang & Wu, 2022).

2.4.3 Summary

Employee service quality has always been a hot topic for the hospitality industry because of its significant role in customer satisfaction, loyalty, and organizational success. Hence, researchers have identified a number of antecedents that can impact employee service quality, including employee differences, workplace relationships, job factors, organizational factors, and customer perceptions. In particular, research has suggested that organizations can impact employee service quality by cultivating employee attitudes, emotions, and behaviors, which leaders and organizational climates can determine. However, there is a narrow focus on how organizations can improve service quality through employee abilities compared with employee attitudes, emotions, or behaviors. Furthermore, although current research has focused on general employee abilities, a dearth of attention is paid to employees' specific abilities, such as perspective taking. Therefore, there is a need to discover how to enhance employee service quality by fostering their abilities.

2.5 Service Innovation

2.5.1 Definition

Service innovation describes the generation and adoption of creative ideas regarding novel service procedures, practices, or products (Anderson et al., 2014; Witell et al., 2016). In other words, it describes the process by which employees in their work come up with new ideas or problem-solving approaches, and then endeavor to apply them. Employees are important contributors to innovation in service industries because they provide service to customers directly, master a superior grasp of customer demands, and are prone to come up with creative approaches and apply them to their work (Li &

Hsu, 2016b). This makes employees in service industries important contributors to innovation.

The field of innovation research within the context of teams has witnessed a significant expansion in recent years, owing to the prevalent use of teams in modern-day organizations (Byron et al., 2023). However, existing research in the hospitality industry has predominantly emphasized the essence of fostering employee service innovation, leaving a gap in the understanding of team-level service innovation (Lin et al., 2022; M. Yang, T. T. Luu, & D. Qian, 2021; Yang et al., 2022). Regrettably, the hospitality industry heavily relies on collaborative efforts among team members to provide innovative solutions to evolving customer needs (Lee & Lim, 2023). Consequently, it is imperative to investigate the determinants that can stimulate team service innovation.

This section first summarizes factors that contribute to employee service innovation and team service innovation and then points out the research gaps on team service innovation.

2.5.2 Antecedents of service innovation

Individual factors

Employees' tendency to trust others in the workplace can positively influence their participation in sharing beneficial knowledge, resulting in service innovation (Ogunmokun et al., 2020). Employee motivation can also predict employee innovation behavior. Research has found that intrinsic and extrinsic motivation contribute to employee innovation behavior (Xu & Wang, 2019). Further, goal orientation can also impact employee innovation. For example, employees' mastery orientation can positively predict innovative behavior (Kumar et al., 2022). Customer orientation can guarantee that employees provide customer-satisfying service and is positively associated with employee service innovation (Li et al., 2021).

Meanwhile, employees' capacities can predict their innovation behavior. Research has found that psychological capital, which contains hope, efficacy, resilience, and optimism, showed a positive connection with employee innovation behavior (Kumar et al., 2022). Nazir and Islam (2020) found that employee autonomy, competence, and relatedness generated from participating in corporate social responsibility can enhance employee intrinsic motivation, resulting in innovative behavior.

Besides, employee work state can determine service innovation. Work engagement can foster employee service and innovative behavior (Jaiswal & Tyagi, 2020; Nazir & Islam, 2020). Further, an employee with enough psychological capital tends to engage in more innovative behavior (Kumar et al., 2022; Schuckert et al., 2018). Moreover, emotions can have significant impacts on employee innovation. Positive affect can promote employee intrinsic and extrinsic motivation, which enhances employee innovation behavior (Xu & Wang, 2019). In addition, employee regulatory processes can predict innovation behavior. For instance, employee openness is positively associated with innovative behavior, whereas employee resistance is negatively related to innovative behavior (Senbeto et al., 2021).

Further, employee attitudes at work can influence innovative behavior. For example, employee commitment to organizations can also determine service innovation (Dhar, 2015a). Further, employee attitudes toward the job can also predict innovation. Research has found that job insecurity can threaten employee self-efficacy, decreasing service innovation (Etehadi & Karatepe, 2019). In addition, employee attitudes toward customers also play a significant role in shaping innovation behavior. For example, the social psychological climate represents employee perceptions of customer support and encouragement for innovation (Li & Hsu, 2016a). Employees tend to conduct more innovative behavior with plenty of social psychological climate (Li & Hsu, 2016a).

In addition, employee behaviors can also influence employee service innovation. For example, research has discovered that employee charged behavior, which refers to

employee willingness to participate in products and service creation, and challenge-oriented citizenship behavior, which describes employee out-role behavior in providing suggestions for change, have a positive impact on employee service innovation (Baradarani & Kilic, 2018).

Interpersonal relationships

Employee interpersonal relationships also determine service innovation, including employee relationships with leaders, coworkers, and customers. First, researchers have been working hard to investigate whether hospitality leaders can encourage employees to provide innovative service. They found that transformational leadership can directly contribute to employee service innovation and enhance employee service innovation by increasing their creative self-efficacy and psychological capital (Schuckert et al., 2018; M. J. Yang et al., 2021). Furthermore, servant leadership emphasizes satisfying employee needs in the workplace, which can serve as role models for followers, promote follower customer orientation, and subsequently increase follower service innovation (Li et al., 2021). Additionally, Schuckert et al. (2018) discovered that authentic leadership yielded a more substantial positive effect on service innovation than transformational leadership.

Second, coworkers also can influence innovative behavior. For example, knowledge sharing among coworkers can facilitate the transfer of new knowledge and encourage employees to exchange knowledge, which paves the way for service innovation (Ogunmokun et al., 2020; Zhang et al., 2022). Similarly, research has found that knowledge transfer facilitates employee service innovation (Liu & Huang, 2020).

Third, customers can also have a powerful impact on employee service innovation, for employees have frequent interactions with customers during service encounters. For example, customer participation can increase affective and cognitive trust between customers and employees, facilitating innovative behavior during the service process (Li & Hsu, 2018). Furthermore, a customer-employee exchange can also influence

innovative behavior. In particular, researchers have discovered that solidarity, which reveals the extent to which customers and employees expect their relationships to be mutually beneficial and sustainable, and harmonization, which refers to trust between customers and employees and their capacity to handle conflicts, are positively associated with innovative behavior. In contrast, information exchange affects innovative behavior (Li & Hsu, 2016a). In addition, Xu and Wang (2019) argued that customer participation only reflects active customer behavior during service interactions and neglects employee participation. They also suggested that customer exchange stresses customers' evaluation of expenses and advantages. To better capture the two-way interaction between customers and employees, they focused on customer interactivity, which includes all kinds of contacts between customers and employees during the service process. They found that customer interactivity is also positively related to innovative behavior.

Organization context

Organizations play significant roles in ensuring employee work environments and resources. Hence, organizations can deeply determine employee service innovation. For example, external research represents an organization proactively seeking cooperation with diverse sources, such as universities and customers, to obtain knowledge (Zhang et al., 2022). Research has identified that external research can promote knowledge sharing among employees, enhancing employee service innovation (Zhang et al., 2022).

Moreover, organizational culture cannot be overlooked in predicting employee innovation. An innovative and collaborative culture can encourage employees to be more open and less resistant to new ideas (Baradarani & Kilic, 2018; Senbeto et al., 2021). In contrast, traditional culture can inhibit innovative behavior by decreasing employee openness and increasing employee resistance (Senbeto et al., 2021).

Organizational supportive programs and human resources management practices can also predict employee service innovation. Organizational support is positively

related to innovative behavior. It can ensure employees have plenty of resources and opportunities to put to work, which can help them overcome obstacles during the innovation process (Zhang et al., 2022). For example, researchers confirmed that corporate support programs, such as providing sufficient funding, time, and advice to employees, can ensure employees have enough resources to invest in developing creative ideas, thereby fostering innovation behavior (Eid & Agag, 2020). Furthermore, HPWS, as a human-centric approach, can motivate employees to engage in innovative behavior (Jaiswal & Tyagi, 2020). Research has also shown that HPWS can enhance employee organizational commitment, promoting more service innovative behavior (Dhar, 2015a). In addition, an organization can boost employees' innovation by providing training programs. For instance, training can provide employees with opportunities to gain knowledge and skills. Furthermore, employees can gain self-benefits from training, and they tend to regard organizational support for training as caring from the organization. All these factors can motivate employees to engage in more innovative behavior (Chen, 2017).

2-5 Representative antecedents of service innovation

Classification	Antecedents	Relationship	Sources
Individual factors	Trust propensity	Positive	Ogunmokun et al. (2020)
	Openness	Positive	Senbeto et al. (2021)
	Resistance	Negative	Senbeto et al. (2021)
	Positive affect	Positive	Xu and Wang (2019)
	Psychological capital	Positive	Kumar et al. (2022); Schuckert et al. (2018)
	Intrinsic motivation	Positive	Xu and Wang (2019)
	Extrinsic motivation	Positive	Xu and Wang (2019)
	Mastery orientation	Positive	Kumar et al. (2022)

	Customer orientation	Positive	Li et al. (2021)
	Work engagement	Positive	Jaiswal and Tyagi (2020); Nazir and Islam (2020)
	Corporate social responsibility-specific autonomy	Positive	Nazir and Islam (2020)
	Corporate social responsibility-specific competence	Positive	Nazir and Islam (2020)
	Corporate social responsibility-specific relatedness	Positive	Nazir and Islam (2020)
	Job insecurity	Positive	Etehadi and Karatepe (2019)
	Self-efficacy	Positive	Etehadi and Karatepe (2019)
	Organization commitment	Positive	Dhar (2015a)
	Social psychological climate	Positive	Li and Hsu (2016a)
	Charged behavior	Positive	Baradarani and Kilic (2018)
	Challenge-oriented citizenship behavior	Positive	Baradarani and Kilic (2018)
Relationship Factors	Transformational leadership	Positive	Schuckert et al. (2018); M. J. Yang et al. (2021)
	Servant leadership	Positive	Li et al. (2021)
	Authentic leadership	Positive	Schuckert et al. (2018)
	Knowledge sharing	Positive	Ogunmokun et al. (2020); Zhang et al. (2022)
	Knowledge transfer	Positive	Liu and Huang (2020)
	Customer interactivity	Positive	Xu and Wang (2019)
	Customer-employee exchange	Positive	Li and Hsu (2016a)
	Trust between customers and employees	Positive	Li and Hsu (2018)

	Customer participation	Positive	Li and Hsu (2018)
	External search	Positive	Zhang et al. (2022)
Organization factors	Innovative culture	Positive	Baradarani and Kilic (2018); Senbeto et al. (2021)
	Collaborative culture	Positive	Senbeto et al. (2021)
	Traditional culture	Negative	Senbeto et al. (2021)
	Organizational support	Positive	Zhang et al. (2022)
	Corporate support programs	Positive	Eid and Agag (2020)
	High performance work practices	Positive	Dhar (2015a); Jaiswal and Tyagi (2020)
	Hotel training	Positive	Chen (2017)

2.5.3 Team service innovation

In addition to service innovation derived from individuals, the hospitality industry places considerable emphasis on team service innovation as a crucial factor in achieving organizational success (Lin et al., 2022). Team service innovation describes the development and application of creative ideas regarding novel service procedures, practices, or products by a group of employees (Anderson et al., 2014; Witell et al., 2016; M. Yang, T. T. Luu, & D. X. Qian, 2021). On one hand, teams constitute the fundamental building blocks within hospitality organizations, functioning as the bedrock for the accomplishment of collective tasks (Hon & Chan, 2013). On the other hand, empirical literature extensively elucidates that when individuals operate as cohesive teams, they are inclined to yield considerably more substantial innovations as compared to their solitary counterparts (Hon & Lui, 2016). It is unfortunate, however, that team innovation within the context of the hospitality sector has only recently begun to capture the scholarly gaze, and the inquiry into pertinent determinants remains somewhat nascent. Thus far, only a limited array of factors has been subject to exploration, encompassing leadership, team culture, and team-specific variables.

The existing body of scholarly research has emphasized the significant role of team leaders in driving service innovation within teams. A recent study conducted by M. Yang, T. T. Luu and D. X. Qian (2021) provides clear evidence that adopting a team-oriented transformational leadership style is strongly associated with increased innovation within teams. In a similar vein, Lin and her colleagues (2022) have identified that leadership that emphasizes empowerment serves as an effective means of promoting creativity in team-based service contexts. Furthermore, the establishment of team culture has been identified as a crucial factor influencing team service innovation, particularly highlighting the significant contribution of developmental culture (M. Yang, T. T. Luu, & D. X. Qian, 2021). Additionally, team innovation is also determined by the features of team members. Illustrating this phenomenon, previous research has highlighted team members' creative role identity, creative self-efficacy, and creativity as influential factors in driving team service innovation (Liao et al., 2018; Yang et al., 2022). Moreover, knowledge sharing within a team also holds considerable significance, exerting a decisive impact on team service innovation (Liao et al., 2018).

2-6 Representative antecedents of team service innovation

Classification	Antecedents	Relationship	Sources
Relationship factors	Team-focused transformational leadership	Positive	M. Yang, T. T. Luu and D. X. Qian (2021)
	Empower leadership	Positive	Lin et al. (2022)
Culture	Developmental culture	Positive	M. Yang, T. T. Luu and D. X. Qian (2021); Yang et al. (2022)
Team	Team creative role identity	Positive	Yang et al. (2022)
	Team creative self-efficacy	Positive	Yang et al. (2022)
	Team creativity	Positive	Liao et al. (2018)
	Team competitive orientation	Positive	Lin et al. (2022)
	Knowledge sharing	Positive	Liao et al. (2018)

2.5.4 Summary

In the current fast-changing business climate, the hospitality industry's reliance on service innovation to attract and retain customers, achieve a competitive advantage, and increase financial performance is growing in importance (Anning-Dorson & Nyamekye, 2020; Ruan et al., 2020; Wang et al., 2021). Hence, researchers have identified factors that can enhance or hinder employees, such as employee factors, relationship factors, and organization factors. However, existing research in the hospitality industry has predominantly emphasized the importance of fostering employee service innovation, leaving a gap in the understanding of team-level service innovation (Lin et al., 2022; M. Yang, T. T. Luu, & D. Qian, 2021; Yang et al., 2022). Given the importance of teamwork, discovering predictors of team service innovation is essential.

As an essential kind of ability, team customer-oriented perspective-taking can motivate team members to view things from a customer's perspective and gain more knowledge on customer needs, which may force team members to provide new solutions to satisfy customers. In other words, it is very likely that team COPT can stimulate team service innovation. Therefore, it is necessary to examine the association between team COPT and team service innovation.

Chapter 3: Research Framework and Hypothesis Development

This chapter introduces the hypothesis development and theoretical framework of this thesis. Based on SIP theory, this chapter illustrates the development of the hypotheses and focuses on explaining the relationships among variables, including collectivist culture, servant leadership, coworker exchange, HSPWS, COPT, service quality, and service innovation. Then, this chapter provides the conceptual framework for this thesis.

3.1 Organizational Contextual Factors and COPT

3.1.1 Collectivist culture and COPT

A collectivist culture describes the shared values, beliefs, and norms within a group that prioritize collective interests and harmony (Robert & Wasti, 2002; Wu & Keysar, 2007). In collectivist cultures, the group's interests are highly valued, and individuals are encouraged to prioritize organizational, departmental, or team goals over their individual benefits (Robert & Wasti, 2002). Such cultures promote cooperation rather than competition, and group members demonstrate a strong sense of compassion and care for one another (Wu & Keysar, 2007).

According to SIP theory, culture serves as a significant social cue and conveys shared beliefs and norms within a group to employees (Salancik & Pfeffer, 1978). Employees tend to analyze this information and are inclined to adopt these shared rules and adjust their behavior accordingly (Schein, 2010). For example, employees within teams that prioritize a collectivist culture acquire crucial information that emphasizes collective interests and promotes group harmony (Robert & Wasti, 2002; Wu & Keysar, 2007). Consequently, employees are motivated to place a high value on collective goals and become more concerned about the well-being of their group members. Therefore,

employees from a collectivist culture will exhibit less self-focus (Liu et al., 2021).

Perspective-taking is often considered the polar opposite of egocentrism (Clark et al., 2019) and is frequently stated as "adopting the viewpoint of others" or "understanding a problem from another person's perspective." Both a collectivist culture and perspective-taking are characterized by an orientation towards others (Ku et al., 2015; Robert & Wasti, 2002). Based on SIP theory, when employees ingrained in a collectivist culture interact with customers, they are more inclined to adopt the customers' perspectives and demonstrate concern for their needs, which aligns with their cultural norms. Furthermore, these employees are more likely to engage in COPT when they perceive that this cognitive ability is highly valued within their group. This cognitive skill contributes to collective benefits, such as enhancing customer revisit intentions (Umasuthan et al., 2017) and satisfaction (Homburg et al., 2009). Prior research has affirmed the impact of a collectivist culture on leaders' perspective-taking abilities (Liu et al., 2021). Similarly, this study suggests that a collectivist culture can be a predictor of an employee's COPT. Therefore, H1 is formulated:

Hypothesis 1: Collectivist culture positively influences employee COPT.

Furthermore, researchers have proven that team culture can forecast team attitudes and behaviors (Yang et al., 2022). Accordingly, this study suggests that a team characterized by a collectivist culture can stimulate team-level COPT within the team. First, team collectivist culture guides team members to engage in COPT by encouraging them to consider customers' needs and interests. SIP theory suggests that culture can provide significant social cues for team members (Salancik & Pfeffer, 1978). Moreover, collectivist culture creates an other-oriented contextual cue. Thus, it can shape team members' cognitive processes of focusing on others' needs and interests, leading to a higher level of COPT. In other words, when team members service customers, they tend to put themselves in customer situations and think about customer needs, resulting in COPT. Moreover, a team can also benefit from team COPT (Beersma et al., 2018).

Accordingly, team members are likely to engage in COPT with the intention of benefiting their team as a whole. As a result, the team becomes characterized by high levels of COPT. In other words, it is more likely to cultivate team COPT in the context of a collectivist culture. Hence, this study proposes that collectivist culture can predict team COPT. Therefore, this study suggests:

Hypothesis 2: *Collectivist culture positively influences team COPT.*

3.1.2 Servant leadership and COPT

SIP theory posits that individuals actively seek cues in their social context, paying particular attention to significant and relevant information sources (Salancik & Pfeffer, 1978). Leaders, due to their influential status and regular interactions with their followers, become pivotal sources of information within the social environment (Yaffe & Kark, 2011). Furthermore, followers can observe and assess their leaders' behaviors through daily interactions and the consistent social cues their leaders convey. Consequently, this study suggests that servant leadership, characterized by its emphasis on serving others (Eva et al., 2019), can inspire employees to adopt customers' perspectives. Specifically, servant leaders nurture the growth of others in a way that promotes understanding of others' viewpoints and caring for their needs and feelings (Eva et al., 2019). When employees engage with customers, they are more likely to prioritize customer needs, emotions, and interests over their own, thereby exhibiting an elevated level of COPT (Huo et al., 2019; Ku et al., 2015). Furthermore, previous research has validated that servant leadership can enhance employee empathy (Elche et al., 2020). Based on this rationale, it is proposed that employees learn and adopt COPT behaviors from their servant leaders.

Hypothesis 3: *Servant leadership positively influences employee COPT.*

SIP theory posits that leaders can act as role models of appropriate behavior, influencing how team members perceive and interpret their work environment

(Carpenter et al., 2020; Elche et al., 2020). By observing these cues, team members can learn behaviors that are anticipated, encouraged, or discouraged within their teams. Therefore, based on the SIP theory (Salancik & Pfeffer, 1978), this study proposes that servant leaders can enhance team COPT.

COPT describes an employee's ability to perceive the world from the customers' perspectives and comprehend their viewpoints, motivations, and emotions (Ku et al., 2015). Team COPT can emerge as a shared characteristic within a team, indicating a consistent engagement in COPT across the team (Dasborough et al., 2020). Servant leadership is characterized by an other-oriented approach, prioritizing the needs and interests of individuals and demonstrating a deep concern for others (Eva et al., 2019). Servant leaders extend care, consideration, and conscientiousness to team members, prioritizing their needs. When a team is led by a servant leader, they learn that adopting an other-oriented approach is a norm and belief upheld by their leader. Consequently, a servant leader can guide team members towards a mindset where serving others is deemed appropriate, encouraged, and legitimate (Elche et al., 2020). Over time, the leader's behavior of serving, caring for, and prioritizing others reinforces shared team beliefs. It then becomes logical for team members to prioritize customer needs and demonstrate empathy towards customer situations, which is indicative of COPT (Huo et al., 2019; Ku et al., 2015). Therefore, this thesis proposes that:

Hypothesis 4: *Servant leadership positively influences team COPT.*

3.1.3 Coworker exchange and COPT

According to SIP theory, colleagues play critical roles in delivering social cues to employees and influencing employee attitudes and behavior (Salancik & Pfeffer, 1978). Coworker exchange refers to the quality of interchange among colleagues under the same manager or supervisory team (Sherony & Green, 2002). For employees, a high-quality exchange demonstrates an employee's favorable connections with their coworkers (Sherony & Green, 2002). Employees can develop other-oriented thinking

processes by observing how their coworkers value other-oriented social norms. This type of prosocial motivation can help employees broaden their horizons (Grant & Berry, 2011). Then, when employees interact with customers, they are more likely to view things from customer perspectives during the service process. In other words, employees can cultivate their COPT through their interactions with coworkers. Hence, this study proposes that coworker exchange can predict employee COPT. Therefore, this study proposes that:

Hypothesis 5: *Coworker exchange positively influences employee COPT.*

A high quality of exchange represents that team members have mutual trust and respect for each other and are concerned about each other's feelings and needs (Sherony & Green, 2002). High-quality of coworker exchange conveys the message to all team members that caring for others is encouraged and valued by the team. Hence, team members develop the cognitive ability to think from others' perspectives. In keeping with this logic, it is very likely that when team members provide service to customers, they will show their concern for customers and try to understand customer feelings and demands resulting in team COPT (Huo et al., 2019). Hence, this study proposes that coworker exchange can predict team COPT. Therefore, this study suggests:

Hypothesis 6: *Coworker exchange positively influences team COPT.*

3.2 COPT and Service Outcomes

3.2.1 Employee COPT and service quality

Based on SIP theory, this study proposes that employee COPT can enhance employee service quality. Employee COPT inspires a more in-depth insight into customers' cognitive processing and can assist employees in getting a better understanding of customers' expected service. Such a process can increase employees' awareness of customer needs (Homburg et al., 2009), and this process can also enhance employees' empathy toward customers (Lee, 2022). As a result, they can proactively

provide service and satisfy customer needs (Huo et al., 2019), leading to higher service quality. Furthermore, research has confirmed that COPT can drive employees to exhibit more supportive behavior and helping behavior toward customers (Lee et al., 2020) and gust-directed citizenship behaviors (Ho & Gupta, 2012). All of these contribute to high service quality (Ling et al., 2016; Qiu et al., 2019). Therefore, this research proposes:

Hypothesis 7: Employee COPT positively influences employee service quality.

3.2.2 Team COPT and team service innovation

This study suggests that team COPT can positively influence team service innovation. First, COPT implies that team members possess the cognitive capacity to think from customers' viewpoints (Axtell et al., 2007). In other words, perspective taking allows team members to view the service process from a different vantage point. Hence, the process of taking different perspectives from a variety of customers enables employees to gain more knowledge on service products and processes, which is necessary for service innovation (Nguyen & Malik, 2021). Previous research has found that knowledge workers' perspective taking is positively related to their creative behavior (Distel, 2019). Second, adopting a consumer viewpoint allows team members to comprehend customer needs and motivates them to assist customers proactively in service delivery (Huo et al., 2019). In such a process, service teams have to implement innovative ideas to satisfy customers' unique demands, resulting in service innovation. Therefore, this study argues that COPT can motivate team service innovation.

Hypothesis 8: Team COPT positively influences team service innovation.

3.3 The Mediating Role of Employee COPT

SIP theory highlights that social information can impact individual cognitive processes through social contextual environments, subsequently influencing individual attitudes and behaviors. In other words, cognitive processes can mediate the relationship between social contextual elements and outcomes related to attitudes and

behaviors. In line with this, this study proposes that COPT can serve as a mediator between organizational contextual factors and outcomes at the team or employee level.

Hypothesis 1 points out that a collectivist culture can provide employees with the important information that thinking for the group benefits and thinking for others is encouraged, which cultivates COPT. Hypothesis 7 indicates that employee COPT can help employees better understand customer needs and enhance service quality. Combining the two hypotheses, this study proposes that a collectivist culture can inspire employee COPT, resulting in enhanced employee service quality. Hence, Hypothesis 9 is proposed.

Hypothesis 9: *Collectivist culture can influence employee service quality through employee COPT.*

Hypothesis 3 points out that servant leaders demonstrate significant care for employees and can provide employees with the information that they are encouraged to think for others in the workplace, which increases employee COPT. Hypothesis 7 indicates that employee COPT can help employee members obtain a deeper understanding of customer demands and provide service of high quality. Combining the two hypotheses, this study proposes that servant leadership can boost employee COPT, enhancing employee service quality. Hence, this study proposes:

Hypothesis 10: *Servant leadership can influence employee service quality through employee COPT.*

Hypothesis 5 points out that coworker exchange can provide employees with significant information that encourages thinking for others, which cultivates customer-oriented perspective. Hypothesis 7 indicates that employee COPT can help employees understand customer needs better and cope with customer problems with more empathy, which increases employee service quality. Combining the two hypotheses, this study proposes that coworker exchange can inspire employee COPT, which in turn enhances

employee service quality. Hence, this study proposes:

Hypothesis 11: Coworker exchange can influence employee service quality through employee COPT.

3.4 The Mediating Role of Team COPT

Hypothesis 2 posits that a collectivist culture could assist in the dissemination of crucial information among team members, promoting a shared norm that prioritizes collective interests and encourages consideration for others. This, in turn, fosters the development of team members' engagement from a customer-oriented perspective that is focused on meeting the needs of customers. Hypothesis 8 posits that the adoption of a customer-oriented approach, focused on understanding the needs of customers, can improve the ability of team members to generate innovative ideas and ultimately result in a greater degree of service innovation within the team. This research posits that by integrating the two hypotheses, it is proposed that collectivist culture might serve as a predictor for fostering team COPT towards customers, hence augmenting the level of service innovation within a team. Therefore, this research proposes the subsequent hypothesis:

Hypothesis 12: Collectivist culture can influence team service innovation through team COPT.

Hypothesis 4 points out that servant leaders demonstrate significant care for team members and can provide team members with the information that they are encouraged to think for others in the workplace, which increases team COPT. Hypothesis 8 indicates that team COPT can help team members better understand customer needs and find creative solutions to satisfy customers' demands, leading to a higher level of team service innovation. Combining the two hypotheses, this thesis proposes that servant leadership can boost team COPT, enhancing team service innovation. Hence, this study suggests that:

Hypothesis 13: *Servant leadership can influence team service innovation through team COPT.*

Hypothesis 6 demonstrates that coworker exchange can foster team COPT by implying that thinking for others is encouraged. According to Hypothesis 8, teams that have shown their abilities in taking customers' perspectives can assist team members in better understanding customer needs and solving customers' problems in a creative way. By combining the two hypotheses, this thesis proposes that coworker exchange can help teams adopt a more customer-focused perspective, thereby improving team service innovation. Hence, the following hypothesis is proposed:

Hypothesis 14: *Coworker exchange can influence team service innovation through team COPT.*

3.5 The Moderating Role of HSPWS

HSPWS is an essential information source for employees (Bowen & Ostroff, 2004) and it will adjust their attitudes and behavior based on such information. Furthermore, as discussed before, employee COPT can enhance employee service quality. Hence, this research further suggests that HSPWS can strengthen the positive effect of employee COPT on employee service quality.

First, HSPWS represents that organizations highly value service outcomes (Liao et al., 2009). SIP theory suggests that employees tend to obey organization norms that they learn from social contexts (Salancik & Pfeffer, 1978). Hence, HSPWS practices can function as valuable tools for communicating the importance of excellent service to employees. Accordingly, employees are more likely to adhere to organizational norms by satisfying customer expectations and delivering high-quality services after grasping consumer demands. Second, HSPWS can provide service-quality-based compensation and rewards to employees (Liao et al., 2009). Once employees gain such hints from HSPWS, they are more motivated to provide superior service to customers

with the assistance of COPT. Third, even if employees get enough information about customer needs through thinking from a customer perspective, it may be difficult to meet customer requirements because customer demands are always challenging. HSPWS indicates employees are empowered to provide attractive service (Huertas-Valdivia et al., 2018). As a result, employees can finish tasks in a more flexible way, which will, in turn, lead to high service quality. Finally, HSPWS also provides abundant training for employees to learn how to provide excellent service (Otoo, 2019). Consequently, when employees understand customer demands through COPT, they can obtain sufficient information through HSPWS. They tend to be more skilled at ensuring high-quality service for customers. Accordingly, this study proposes the following hypothesis:

Hypothesis 15: HSPWS moderates the effects of employee COPT on employee service quality, and such a relationship will be strengthened when HSPWS is higher.

This research suggests that when team members have the ability to take customers' perspectives, they care for customer needs and feelings (Huo et al., 2019; Ku et al., 2015), paving the way for service innovation. Further, this study proposes that the extent to which service innovation will be determined by COPT depends on HSPWS. SIP theory has pointed out that team members can seek hints from social contexts, and will adjust their behavior based on prominent and relevant signals (Salancik & Pfeffer, 1978). Organizational human resource management systems are closely related to team development and rewards, and thus team members tend to pay close attention to them. In other words, human resources management systems are critical information sources for team members (Bowen & Ostroff, 2004). Based on this assumption, this research suggests that HSPWS can amplify the positive impact of team COPT on team service innovation.

Research has found that employees who experience stronger HSPWS within organizations are more likely to be motivated and engaged in their work (Tuan, 2018).

Besides, they show higher trust and commitment to their organizations (Gürlek & Uygur, 2021). All of these can, in turn, result in higher service innovation (Dhar, 2015a; Jaiswal & Tyagi, 2020; Nazir & Islam, 2020). Meanwhile, they can realize that their organizations value their ability to perform COPT, and they will obtain rewards and promotion in their organizations by engaging in more service innovation. Therefore, they are more likely to provide innovative service. By contrast, teams organized by lower HSPWS tend to suffer stress, demotivation, and insecurity (Alfes et al., 2021), which results in more withdrawal behaviors. As a result, the effect of team COPT on team service innovation is promoted by HSPWS. Accordingly, the research proposes that:

Hypothesis 16: *HSPWS moderates the effects of team COPT on team service innovation, and such a relationship will be strengthened when HSPWS is higher.*

Therefore, based on SIP theory, this thesis proposes a framework that explores how organizational situational contexts, namely collectivist culture, servant leadership, and coworker exchange, can contribute to both team and employee COPT, which in turn influences team service innovation and employee service quality. In addition, this thesis also investigates how HSPWS can strengthen the positive relationship between team COPT and team service innovation and the relationship between employee COPT and employee service quality. The theoretical framework of the current thesis is shown in Figure 3.1. In addition, Table 3-1 summarizes the hypotheses.
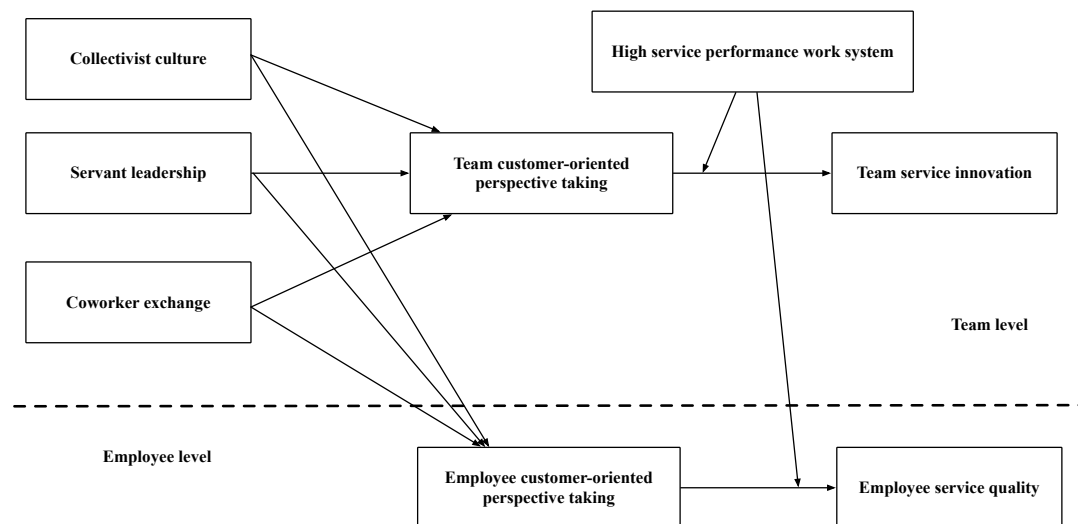
Figure 3-1 Research framework

Table 3-1 A Summary of hypothesis

Number	Hypothesis
Organizational contextual factors and COPT	
Hypothesis 1	Collectivist culture positively influences employee COPT.
Hypothesis 2	Collectivist culture positively influences team COPT.
Hypothesis 3	Servant leadership positively influences employee COPT.
Hypothesis 4	Servant leadership positively influences team COPT.
Hypothesis 5	Coworker exchange positively influences employee COPT.
Hypothesis 6	Coworker exchange positively influences team COPT.
COPT and Service Outcomes	
Hypothesis 7	Employee COPT positively influences employee service quality.
Hypothesis 8	Team COPT positively influences team service innovation.
The Mediating Role of Employee COPT	
Hypothesis 9	Collectivist culture can influence employee service quality through employee COPT.
Hypothesis 10	Servant leadership can influence employee service quality through employee COPT.
Hypothesis 11	Coworker exchange can influence employee service quality through employee COPT.
The Mediating Role of Team COPT	
Hypothesis 12	Collectivist culture can influence team service innovation through team COPT.
Hypothesis 13	Servant leadership can influence team service innovation through team COPT.
Hypothesis 14	Coworker exchange can influence team service innovation through team COPT.
The Moderating Role of HSPWS	
Hypothesis 15	HSPWS moderates the effects of employee COPT on employee service

	quality, and such a relationship will be strengthened when HSPWS is higher.
Hypothesis 16	HSPWS moderates the effects of team COPT on team service innovation, and such a relationship will be strengthened when HSPWS is higher.

Chapter 4: Methodology

This chapter provides a comprehensive overview of the research methodology. It commences by presenting the research approach and contextualizing the research background. The chapter further presents the definitions of the variables employed in the research, shows the measurement scales utilized, and expounds on the meticulous process of questionnaire design. Subsequently, the data analysis method is explained. Finally, the chapter delves into the pilot test, detailing its execution and outcomes.

4.1 Research Approach

This thesis aimed to examine the antecedents and consequences of COPT in the hospitality context. Based on the SIP theory, the theoretical model revealed how COPT, both at the team level and at the employee level, was associated with organizational context factors and their outcomes. Researchers have emphasized that to solve any research questions, achieve any research objectives and verify any theoretical models, rigorous approaches are required (Luthans et al., 2021). The objectives of the current thesis were to examine the hypotheses proposed based on the SIP theory after reviewing the current literature and verifying the relationships among variables. To achieve this research's objectives, this thesis followed the positivist approach to formulate and examine the proposed hypotheses (Sanchez et al., 2023).

Specifically, this research employed the following steps. First, the researcher assessed the research background and significance, which were prompted by the widespread discourse surrounding the phenomenon of how to improve employee COPT. Subsequently, an exploration of the current research was conducted through a comprehensive review of existing literature to identify theoretical support. Then, research questions were formulated based on the gathered information. Subsequently, the research model was formulated, utilizing the theoretical foundation to identify the substance of the research. To verify the theoretical model, this research integrated the

questionnaire method and the experimental method. Finally, the research findings from the two studies were synthesized to produce the research conclusion. Additionally, the research contribution, managerial implications, and research limitations were shown. Furthermore, future research directions were anticipated.

4.2 Research Design

A mixed-method approach was employed to validate the theoretical model proposed in this thesis. Study 1 used an experimental research method, and Study 2 utilized a questionnaire survey method. By doing so, the thesis aimed to comprehensively examine the theoretical model under investigation using experimental and survey approaches.

4.2.1 Experimental approach for study 1

First, Study 1 aimed to build causal relationships between organizational contextual factors and employee outcomes. Furthermore, study 1 also aimed to verify the mediating role of employee COPT between organizational contextual factors and employee service quality. In other words, study 1 aimed to examine hypotheses related to employee COPT. Hence, to examine the causal relationships, Study 1 adopted scenario-based experiments. In particular, Study 1 included three separate one-factor between-subjects design experiments, namely high collectivist culture versus low collectivist culture, high servant leadership versus low servant leadership, and high coworker exchange versus low coworker exchange. By creating these scenarios and conducting experiments, the researcher could create situations that controlled nonrelated conditions and observe how participants reacted to the single stimulation (Lin et al., 2023). Figure 4-1 shows the theoretical model of Study 1.
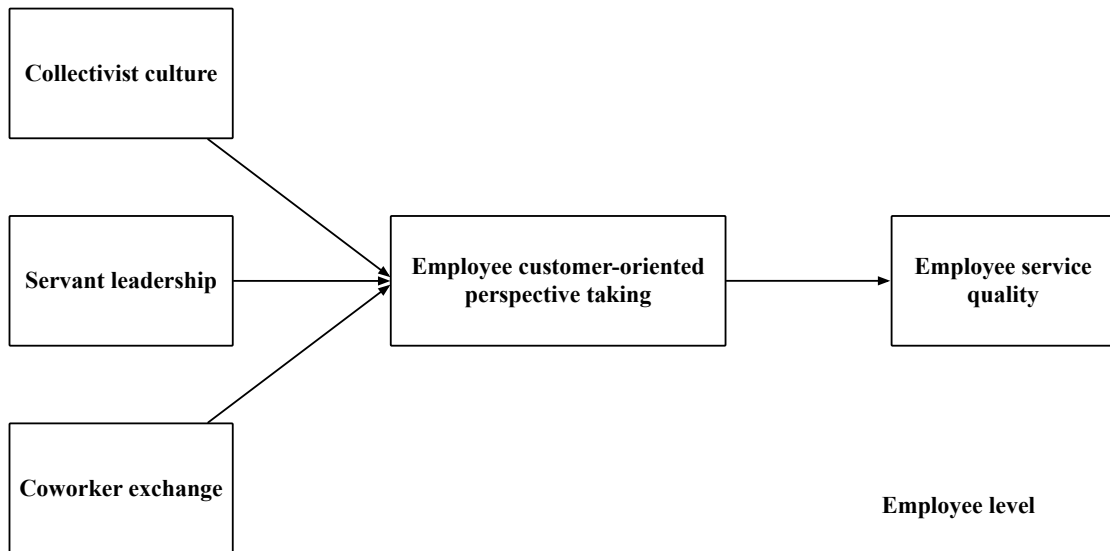
Figure 4-1 The theoretical model for Study 1 at the individual level

4.2.2 Multilevel approach for study 2

Study 2 focused on team COPT and explored the antecedents and consequences of it. The first model, as shown in figure 4-2, examined whether organizational contexts, including collectivist culture, servant leadership, and coworker exchange, could enhance team COPT and improve team service innovation. Further, this study also aimed to examine the moderating role of HSPWS in the association between team COPT and team service innovation.
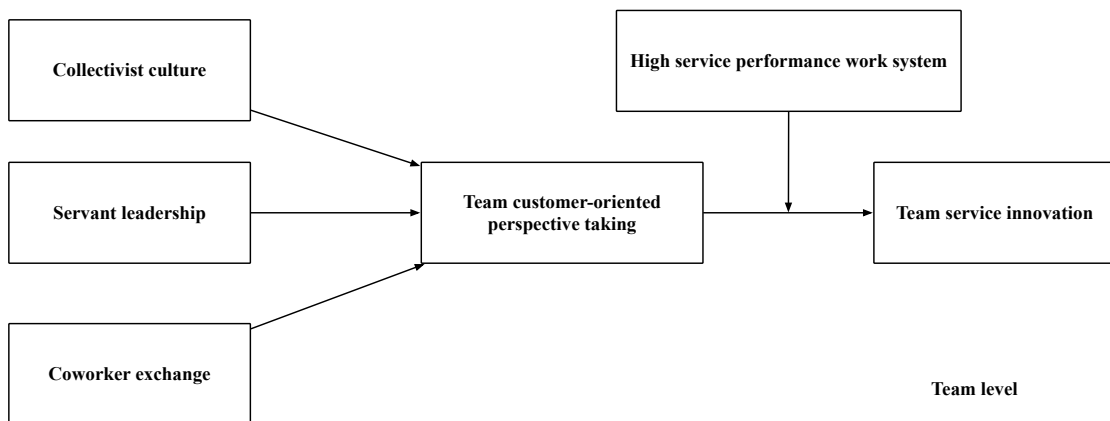
Figure 4-2 The theoretical model (model 1) for Study 2 at the team level

Study 2 also investigated the antecedents and consequences of employee COPT. In particular, the second study aimed to examine whether organizational contexts,

including collectivist culture, servant leadership, and coworker exchange, could enhance employee COPT and further result in higher service quality. Meanwhile, this study also aimed to investigate the moderating role of HSPWS in the association between COPT and employee service quality.
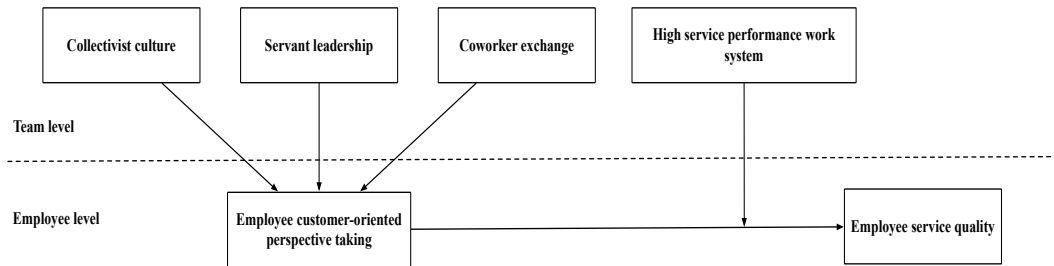
Figure 4-3 The theoretical model (model 2) for the cross-level analysis in Study 2

A multilevel approach was adopted to achieve the objectives of Study 2. The multilevel approach assumes that there are hierarchical structures with multiple levels in which some entities are nested, and various factors in different groups contribute to a specific outcome (Hitt et al., 2007). Researchers suggest that employees are nested in teams or departments, which are nested within higher organizational units (e.g., companies). Figure 4-3 illustrates such nested structures.
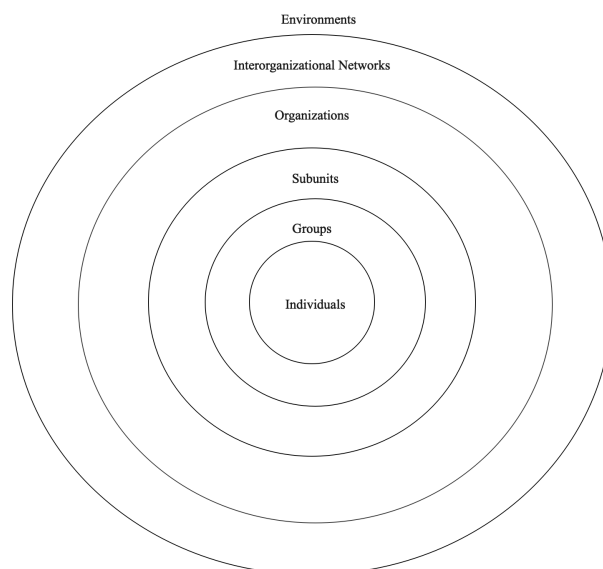
Source: Adapted from Hitt et al. (2007)

Figure 4-4 Multilevel Nesting Arrangement

Researchers have pointed out that a single-level analysis of hierarchical data would be inappropriate. Individuals within a specific group can share some common characteristics and neglecting such similarities can cause potential biases (Heck & Thomas, 2020). For example, researchers have confirmed that employees from the same organization are likely to posit similar attitudes and behaviors (Hon & Gamor, 2021; Lyubykh et al., 2022). Accordingly, nested data is usually not independent. From a statistical point of view, such nonindependence, which can be described as intraclass correlation coefficient [ICC(1)], can result in a loss of independence between the variables. For example, Bliese and Hanges (2004) have confirmed that neglecting such nested data and adopting ordinary least squares regression at a lower level can result in higher Type I and Type II errors. Hence, it is necessary to consider a multilevel approach when analyzing nested structure data. Accordingly, this research aimed to adopt a multilevel approach to examine the theoretical model because employees are nested in teams, and this research focused on how team-level factors influence teams and employees.

4.2.3 The relationship between Study 1 and Study 2

Although Study 1 aimed to adopt experiments that could establish causality between the manipulated independent variables and the outcomes and could achieve high internal validity, it had a weakness in establishing external validity (Kim et al., 2023). Moreover, the outcome variable of service quality was rated by asking the participants to assess their intention to provide high service quality rather than evaluating their actual performance. Thus, such self-reported outcomes may be influenced by social desirability, for participants may hide their true feelings or intentions (Grimm, 2010). Furthermore, this research aimed to examine team-level relationships among variables, which could not be achieved through Study 1. Hence, Study 2 adopted a field survey by inviting employees and leaders to participate in extending external validity.

Moreover, in Study 2, employees were asked to rate team service innovation, and leaders were asked to evaluate employee service quality, which could reduce social desirability to a certain extent. Furthermore, the theoretical model also proposed the moderating role of HSPWS, which had not been investigated in Study 1. Hence, study 2 also provided evidence of the moderating role of HSPWS.

4.3 Research Background

This research aimed to collect data from employees in China's hotel industry to achieve these research objectives. The reasons are as follows. First, the hotel industry is critical to China's service economy. According to statistics published by the Ministry of Culture and Tourism of the People's Republic of China (2021), by the end of 2021, 7676 star-rated hotels employed around 0.7 million workers. Due to its labor-intensive nature, the hospitality industry relies heavily on its employees to achieve the organization's goals and competitive edge (Benitez et al., 2021; Gong et al., 2022; Ling et al., 2016; Qiu et al., 2019; Tsaur et al., 2014; Wang, 2020). Hence, exploring how to enhance employee abilities, such as COPT, is necessary to satisfy customer demands.

Second, this research explored whether a collectivist culture could impact COPT. A meta-analysis shows that the Chinese featured higher collectivism and lower individualism (Oyserman et al., 2002). Hence, it is reasonable to infer that teams can also have the tendency to show a collectivist culture. Accordingly, hotel employees in China were a suitable sample for this study.

In particular, this thesis collected data from frontline teams, including team members and their leaders. In this research, a team means a department led by the manager. Moreover, this research aimed to rate employees' cognitive processes during customer interaction. As a result, this research collected data from teams working in departments with frequent contact with customers, such as the front office, sales department, food and beverage, and housekeeping.

4.4 Variable Definitions and Measurement Scales

Unless otherwise specified, all items were assessed on a five-point Likert-type scale ranging from 1 (completely disagree) to 5 (completely agree). A summary of measurement scales for the key variables is shown in Table 4-1.

Collectivist culture refers to shared values, beliefs, and norms that highlight collective interests and encourage members to prioritize an organization's, department's, or team's benefits rather than individual ones (Robert & Wasti, 2002). This research adopted seven items from Robert & Wasti's (2002) scale to measure collectivist culture.

Servant leadership is characterized by leaders' prioritization of followers' demands and benefits and directing their focus away from their self-interest towards the needs of individuals within the organization and the greater community (Eva et al., 2019). This research used seven items from the servant leadership measurement scale developed by Liden et al. (2015).

Coworker exchange refers to the quality of interaction among coworkers supervised by the same leader (Sherony & Green, 2002). According to previous research (Tang et al., 2022), this research followed Sherony & Green's method (2002), adopted six items from the widely used measurement scale of leader-membership exchange (Graen & Uhl-Bien, 1995), and revised the statement to measure coworker exchange.

COPT refers to the employee's ability to view the world from customers' viewpoints and try to understand customers' thoughts, motivations, and emotions. This research adopted Axtell et al.'s (2007) measurement scale for COPT. Axtell et al. (2007) adapted the general empathy scale (Davis, 1983) and instructions from experimental studies on perspective taking to make the scale more specific. Researchers have identified that the scale demonstrates good reliability in the Chinese context (Huo et al., 2019).

HSPWS refers to a bunch of human resource strategies aimed at promoting employees' abilities, motivation, and performance to ensure high-quality customer service during service delivery (Liao et al., 2009). This research measured HSPWS using the scale developed by Chuang and Liao (2010), which is widely adopted by research in the hotel context (Jo et al., 2021; Jo et al., 2020). The original scale consists of six dimensions or bundles of human resource practices, including staffing, training, involvement/participation, performance appraisals, compensation/rewards, and caring (Liao et al., 2009). However, not all items are service directed. Therefore, this study adopted ten items selected by Z. Wang et al. (2020) to focus on service-oriented human resource management activities.

Service quality refers to employee attitudes, behaviors, and expertise that determine customer evaluation of service interactions (Brady & Cronin, 2001). This research used the measurement scale adopted by Ling et al. (2016) from Driver and Johnston (2001).

Service innovation refers to the development and application of creative ideas regarding novel service procedures, practices, or products (Anderson et al., 2014; Witell et al., 2016). This research adopted the measurement scale used by Grawe et al. (2009) to measure employee service innovation.

Table 4-1 A summary of measurement scales for the key variables

Variable	Number	Items	Sources
Collectivist culture	CC1	Management and supervisors are protective of and generous to loyal workers.	Robert and Wasti (2002)
	CC2	Decisions about changes in work methods are taken jointly by supervisors and employees.	
	CC3	Employees are taken care of like members of a family.	
	CC4	Everyone shares responsibility for the organizations' failures as well as success.	
	CC5	Regardless of hierarchical level, employees take each other's views into consideration.	
	CC6	Once someone is hired, the organization takes care of that person's overall welfare.	

	CC7	Everyone is kept informed about major decisions that affect the success of the company.	
	SL1	My leader can tell if something work-related is going wrong.	
	SL2	My leader makes my career development a priority.	
	SL3	I would seek help from my leader if I had a personal problem.	
Servant leadership	SL4	My leader emphasizes the importance of giving back to the community	Liden et al. (2015)
	SL5	My leader puts my best interests ahead of his/her own.	
	SL6	My leader gives me the freedom to handle difficult situations in the way that I feel is best.	
	SL7	My leader would NOT compromise ethical principles in order to achieve success.	
	CE1	My coworkers understand my job needs.	
	CE2	My coworkers would personally use their power to help me solve my work problems.	
Coworker exchange	CE3	I have an effective working relationship with my coworkers.	Sherony and Green (2002)
	CE4	I always know how satisfied my coworkers are with what I do.	
	CE5	My coworkers would "bail me out" at their expense.	
	CE6	I have enough confidence in my coworkers that I would defend and justify their decision if they were not present to do so.	
Customer-oriented perspective taking	COPT1	I imagine how things look from the customer's perspective.	Axtell et al. (2007)
	COPT2	I think about how I would feel in customers' situation.	
	COPT3	I try to see things from my customers' viewpoints.	
	COPT4	I try to imagine myself as a customer in a similar situation.	
	SI1	This employee is readily to accept innovation at work.	
	SI2	This employee gives special emphasis to service innovation.	
Service Innovation	SI3	This employee constantly seeks new ways to better service customers.	Grawe et al. (2009)
	SI4	This employee is able to change/modify the current service approaches to meet special requirements from customers.	
	SI5	This employee is able to come up with new service offerings.	
	SQ1	This employee is always helpful with customers.	
Service quality	SQ2	This employee is very flexibility to provide service to customers.	Ling et al. (2016)
	SQ3	This employee is highly communicative with customers.	
	SQ4	This employee is very concerned about the needs of customers.	
	SQ5	This employee is highly dedicated to his/her job.	
High service performance work system	HSPWSO1	Recruitment emphasizes traits and abilities required for providing high quality of customer services.	Z. Wang et al. (2020)
	HSPWSO2	High quality of customer services is emphasized in training.	
	HSPWSO3	Performance appraisals are based on multiple sources (self, coworkers, supervisors, customers, etc.).	
	HSPWSO4	Satisfying customers is the most important work guideline.	

HSPWSO5	Meeting customers' needs is emphasized in performance appraisals.
HSPWSO6	The hotel rewards employees for new ideas for improving customer services.
HSPWSO7	The hotel gives special rewards to employees who are excellent in serving customers.
HSPWSO8	Employees have discretion in handling customers' additional requests.
HSPWSO9	Employees have discretion in settling customer complaints without reporting to a supervisor or other specialists.
HSPWSO10	The hotel fully supports employees with necessary equipment and resources for providing high quality of customer services.

Note: CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWSO represents the original scale of high service performance work system. HSPWSO represents the original scale of high service performance work system.

4.5 Questionnaire Design

The following steps were taken to ensure the validity of the survey questionnaires: First, this research reviewed the literature on collectivist culture, servant leadership, coworker exchange, COPT, HSPWS, service quality, and service innovation to grasp a comprehensive understanding of the current literature. Further, this research provided an accurate definition for each variable and adopted measurement scales that could reflect these definitions. Notably, this research adopted measurement scales that were widely used and had shown satisfying reliability and validity.

Second, since all the original scales were developed in English, this research employed the back-translation procedure to ensure accurate expressions of the measurements (Brislin, 1970). The author first translated these measurement scales into Chinese. Then, the author invited five Ph.D. students majoring in tourism and hospitality management who were skilled at both English and Chinese to compare the Chinese version with the original English version. After collecting their feedback, the author modified some expressions to make the meaning more concise and straightforward. Then, the author invited two professors to translate the Chinese version

into English. They had affluent experience in hospitality management research and were experts in both English and Chinese. The author compared the new English version with the original version and revised the Chinese expressions based on their comments. Finally, the author invited three employees and one human resource manager working in the service industry to complete the questionnaires. They evaluated the expressions, clarity, and typesetting of the questionnaire, and provided feedback. The final questionnaire version was formed after the author revised their suggestions.

Third, participants may be influenced by social desirability bias, which refers to when people who are taking part in a study tend to choose answers that they think are more socially acceptable or in line with societal norms instead of the ones more reflective of their true feelings or thoughts (Grimm, 2010). To avoid such bias, this research provided detailed instructions at the beginning of each questionnaire. It explained to the participants that the data would be kept confidential and used only for research purposes. Besides, we explained that we would not be concerned with specific individual responses but with the overall pattern of the data.

Fourth, this research conducted a pilot test to evaluate the reliability and validity of the questionnaire. Based on the results obtained from the pilot test, this study proceeded to revise and enhance the questionnaire. This process aimed to develop a formal survey instrument for subsequent data collection.

4.6 Data Analysis

4.6.1 Research reliability and validity

The Cronbach Alpha coefficient would be used to determine the scales' reliability. Nunnally (1978) identified a Cronbach Alpha coefficient exceeding 0.9 as excellent reliability, within 0.8-0.9 as acceptable reliability, and within 0.7-0.8 as sufficient reliability. A study's Cronbach Alpha coefficient should be greater than 0.7. SPSS 26.0 would be used in this study to determine the reliability of measurement scales.

This research also aimed to compare models by using the maximum-likelihood estimator in Mplus to do confirmatory factor analyses and multilevel confirmatory factor analyses (Muthén & Muthén, 2017). In order to evaluate the model fit, certain thresholds have been recommended in the literature (Hair, 2009). Specifically, it is recommended that the Standardized Root Mean Square Residual (SRMR) value should be below 0.1 to indicate a satisfactory fit. Moreover, the Root Mean Square Error of Approximation (RMSEA) value is ideally expected to fall between 0.03 and 0.08. Furthermore, the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) should exceed 0.9 to indicate a satisfying fit between the proposed model and the collected data. Furthermore, existing literature suggests that to gain adequate convergent validity, standardized loadings should exceed 0.5, average variance extracted (AVE) values should surpass 0.5, and composite reliability (CR) values should exceed 0.8.

4.6.2 Data aggregation

Based on the suggestions of previous literature (Bliese, 2000; James et al., 1993; LeBreton & Senter, 2007), this research aims to examine the appropriateness of aggregating lower-level responses into higher levels using the following principles. The first one relates to intra-class correlation coefficients (ICC). It is suitable to aggregate lower-level data to a higher level, when ICC(1) $\geq$ 0.05, ICC(2) $\geq$ 0.6. Furthermore, the second one suggests that inter-member agreement (r_{wg}) should exceed 0.7.

4.6.3 Hypothesis testing method

First, independent sample t-tests would be performed to examine the results of the hypothesis in the experiment. Second, hierarchical multiple regression analyses would be performed to examine the relationships among the team-level variables. Third, multilevel modeling would be adopted to examine the effects of team-level factors on employee COPT. Fourth, the multilevel structural equation modeling (MSEM) approach examined the mediating role of employee COPT between team-level factors and employee service quality. As Preacher et al. (2010) suggested, a multilevel

modeling (MLM) paradigm can lead to confusion or bias about the indirect effect in a 2-1-1 mediation model. Hence, this study adopted MSEM to examine the mediating role of employee COPT.

4.7 Pilot Test of Measurement Scale

4.7.1 Data collection

A pilot test was conducted in this thesis, to evaluate the measurement scales' validity and reliability. The pilot test utilized an online data collection platform called Credamo, which bears similarities to the well-known data collection platform Amazon Mechanical Turk. Credamo, a widely used data collection platform among researchers in China (Liang et al., 2022), exclusively gathers responses from participants based in China. A total of 200 questionnaires were distributed to hotel employees through the platform, resulting in the receipt of 200 completed questionnaires. After excluding 34 invalid responses, which either exhibited consistent answers across most of the questions or failed to pass the attention check questions, 166 valid responses remained for further analysis. Each participant whose response was accepted received a reward of 5 yuan.

4.7.2 Profile of the respondents

Table 4-2 provides the participants' profile in the pilot test, with data analysis conducted using SPSS 26.0. Among the 166 respondents, 42.77% identified as male, while 57.23% identified as female. Nearly half of the respondents (49.40%) fell within the age range of 21 to 30 years, with 39.76% falling between the ages of 31 and 40, and the remaining 10.86% being over 40 years old. Regarding educational attainment, 46.99% of the respondents held a junior college degree, while 45.78% held a bachelor's degree.

Table 4-2 Profile of the respondents of the pilot test

Demographic Variables	Category	Frequency	Valid Percentage (%)	Cumulative Percent (%)
Gender	Male	71	42.77	42.77
	Female	95	57.23	100
Age	21-30	82	49.40	49.40
	31-40	66	39.76	89.16
	41-50	11	6.63	95.78
	Above 50	7	4.23	100
Education	High school and below	9	5.42	5.42
	Junior college degree	78	46.99	52.41
	Bachelor degree	76	45.78	98.19
	Master degree or above	3	1.81	100

4.7.3 Descriptive statistics for the key variables of the pilot test

Table 4-3 presents the descriptive statistics for the key constructs, namely collectivist culture, servant leadership, coworker exchange, service innovation, service quality, and COPT. The statistics include values of the mean, standard deviation, skewness, and kurtosis for each construct. The results revealed that the absolute values of skewness for all items were below 0.86. Additionally, the values of kurtosis were between -0.77 and 1.88. These results demonstrate adherence to the normal distribution standard (Kline, 2023), thereby validating the appropriateness of employing a model for parameter estimation in the following analysis.

Table 4-3 Descriptive statistics for the key variables of the pilot test

Variable	Item	Mean Statistic	SD Statistic	Skewness Statistic	SE	Kurtosis Statistic	SE
Collectivist culture	CC1	3.93	0.69	-0.03	0.19	-0.58	0.38
	CC2	4.17	0.68	-0.35	0.19	-0.35	0.38
	CC3	4.07	0.69	-0.20	0.19	-0.49	0.38
	CC4	4.12	0.75	-0.47	0.19	-0.26	0.38
	CC5	4.13	0.70	-0.39	0.19	-0.13	0.38
	CC6	4.14	0.67	-0.30	0.19	-0.31	0.38
	CC7	4.09	0.68	-0.35	0.19	0.04	0.38
Servant leadership	SL1	3.95	0.66	-0.34	0.19	0.41	0.38
	SL2	4.22	0.65	-0.52	0.19	0.49	0.38
	SL3	4.19	0.70	-0.50	0.19	-0.02	0.38

	SL4	4.22	0.69	-0.65	0.19	0.57	0.38
	SL5	4.02	0.70	-0.35	0.19	0.03	0.38
	SL6	4.15	0.67	-0.43	0.19	0.24	0.38
	SL 7	4.12	0.70	-0.39	0.19	-0.11	0.38
	CE1	3.80	0.72	0.01	0.19	-0.48	0.38
	CE2	4.02	0.78	-0.35	0.19	-0.48	0.38
Coworker	CE3	3.98	0.81	-0.45	0.19	-0.32	0.38
exchange	CE4	4.01	0.73	-0.38	0.19	-0.08	0.38
	CE5	3.86	0.79	-0.21	0.19	-0.48	0.38
	CE6	3.93	0.79	-0.24	0.19	-0.56	0.38
Customer-	COPT1	3.95	0.71	-0.34	0.19	0.09	0.38
oriented	COPT2	4.10	0.72	-0.75	0.19	1.00	0.38
perspective	COPT3	4.10	0.72	-0.83	0.19	1.22	0.38
taking	COPT4	4.02	0.67	-0.86	0.19	1.88	0.38
	SI1	4.10	0.71	-0.45	0.19	0.10	0.38
	SI2	4.06	0.76	-0.52	0.19	0.01	0.38
Service	SI3	4.16	0.76	-0.54	0.19	-0.29	0.38
Innovation	SI4	4.04	0.76	-0.49	0.19	-0.01	0.38
	SI5	4.10	0.70	-0.46	0.19	0.17	0.38
	SQ1	3.90	0.67	0.12	0.19	-0.77	0.38
	SQ2	4.08	0.64	-0.21	0.19	0.02	0.38
Service quality	SQ3	4.16	0.67	-0.33	0.19	-0.30	0.38
	SQ4	4.15	0.71	-0.23	0.19	-0.99	0.38
	SQ5	4.10	0.68	-0.13	0.19	-0.80	0.38
High service	HSPWSO1	3.99	0.64	-0.13	0.19	-0.11	0.38
performance	HSPWSO2	4.23	0.68	-0.45	0.19	-0.30	0.38
work systems	HSPWSO3	4.16	0.70	-0.44	0.19	-0.07	0.38
	HSPWSO4	4.20	0.72	-0.41	0.19	-0.60	0.38
	HSPWSO5	4.13	0.59	-0.03	0.19	-0.19	0.38
	HSPWSO6	4.19	0.67	-0.23	0.19	-0.76	0.38
	HSPWSO7	4.12	0.67	-0.27	0.19	-0.28	0.38
	HSPWSO8	4.14	0.64	-0.27	0.19	0.04	0.38
	HSPWSO9	3.98	0.89	-0.47	0.19	-0.63	0.38
	HSPWSO10	4.05	0.55	0.03	0.19	0.36	0.38

Note: *N*=166. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWSO represents the original scale of high service performance work system.

4.7.4 Reliability and validity of the key variables in the pilot test

In the pilot test, SPSS 26.0 was adopted to gain Cronbach's alpha coefficients. All scales demonstrated strong internal consistency because Cronbach's alpha coefficients

surpassed the threshold of 0.8 for each scale. Further details can be found in Table 4-4. However, an examination of Cronbach's alpha coefficient for the HSPWS scale revealed that its value increased upon removing item HSPWSO9. In addition, the confirmatory factor analysis results also suggested deleting this item, which is explained in the following section. Hence, this research decided to exclude item HSPWSO9 while retaining the remaining nine items.

Table 4-4 Reliability Analysis for the key variables of the pilot test

Variable	Number of Items	Item	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Collectivist culture	7	CC1	0.867	0.884
		CC2	0.869	
		CC3	0.868	
		CC4	0.864	
		CC5	0.866	
		CC6	0.869	
		CC7	0.866	
Servant leadership	7	SL1	0.853	0.876
		SL2	0.863	
		SL3	0.858	
		SL4	0.859	
		SL5	0.859	
		SL6	0.860	
		SL 7	0.859	
Coworker exchange	6	CE1	0.843	0.873
		CE2	0.850	
		CE3	0.845	
		CE4	0.857	
		CE5	0.860	
		CE6	0.855	
Customer-oriented perspective taking	4	COPT1	0.763	0.811
		COPT2	0.749	
		COPT3	0.778	
		COPT4	0.762	
Service Innovation	5	SI1	0.826	0.846
		SI2	0.808	
		SI3	0.801	
		SI4	0.814	
		SI5	0.821	

		SQ1	0.795		
		SQ2	0.818		
Service quality	5	SQ3	0.820	0.835	
		SQ4	0.781		
		SQ5	0.792		
		HSPWSO1	0.870		
		HSPWSO2	0.866		
		HSPWSO3	0.868		
		HSPWSO4	0.865		
High service performance work systems	10	HSPWSO5	0.873	0.882	
		HSPWSO6	0.867		
		HSPWSO7	0.865		
		HSPWSO8	0.865		
		HSPWSO9	0.897		
		HSPWSO10	0.869		

Note: *N*=166. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWSO represents the original scale of high service performance work system.

Confirmatory factor analysis (CFA) was conducted to examine the discriminant validity among the variables using Mplus 8.0. Based on suggestions proposed by previous literature, this study found that the results of CFA demonstrated a strong fit between the proposed seven-factor model and the data, as evidenced by the following fit indices: $\chi^2 = 4201.151$, $df = 946$, $p < 0.00$, RMSEA = 0.041, TLI = 0.919, CFI = 0.925, SRMR = 0.066. Moreover, all factor loadings exceeded the threshold of 0.6 except for item HSPWSO9. The results provide substantial evidence supporting the validity of the measurement scales (Schumacker & Lomax, 2004). Building upon prior research, the present study excluded item HSPWSO9 due to its factor loading falling below 0.4, deemed unacceptable (Hair, 2009). In addition, based on factor loading, AVE and CR were calculated. The findings reveal that, except for the HSPWS, all AVE values exceed 0.5, and all CR values surpass 0.8. These results indicate satisfactory convergent validity for the measurement scales. Table 4-5 provides a comprehensive overview of the results obtained from the CFA.

Table 4-5 Confirmatory factor analysis results of the pilot test

Variable	Number of Items	Item	Factor loading	AVE	CR
Collectivist culture	7	CC1	0.707	0.521	0.884
		CC2	0.710		
		CC3	0.713		
		CC4	0.758		
		CC5	0.722		
		CC6	0.702		
		CC7	0.740		
Servant leadership	7	SL1	0.758	0.505	0.877
		SL2	0.678		
		SL3	0.719		
		SL4	0.700		
		SL5	0.719		
		SL6	0.698		
		SL7	0.697		
Coworker exchange	6	CE1	0.796	0.539	0.875
		CE2	0.732		
		CE3	0.777		
		CE4	0.702		
		CE5	0.681		
		CE6	0.710		
Customer-oriented perspective taking	4	COPT1	0.723	0.520	0.812
		COPT2	0.754		
		COPT3	0.682		
		COPT4	0.723		
Service Innovation	5	SI1	0.689	0.524	0.846
		SI2	0.712		
		SI3	0.784		
		SI4	0.736		
		SI5	0.696		
Service quality	5	SQ1	0.737	0.508	0.837
		SQ2	0.624		
		SQ3	0.662		
		SQ4	0.778		
		SQ5	0.753		
High service performance work systems	10	HSPWSO1	0.686	0.452	0.890
		HSPWSO2	0.725		
		HSPWSO3	0.699		
		HSPWSO4	0.638		
		HSPWSO5	0.695		

HSPWSO6	0.692
HSPWSO7	0.736
HSPWSO8	0.718
HSPWSO9	0.382
HSPWSO10	0.678

Note: *N*=166. OCC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWSO represents the original scale of high service performance work system.

After removing item HSPWSO9, a revised version of the seven-factor model was subjected to CFA. The results confirmed a satisfying fit between the revised model and the data, as evidenced by the following fit indices: $\chi2$ = 1061.097, *df* = 839, *p* < 0.00, RMSEA = 0.040, TLI = 0.926, CFI = 0.931, SRMR = 0.063. In particular, the revised HSPWS measure scale exhibited satisfactory results regarding CR (0.897) and AVE (0.493).

In addition, this study compared the results of the CFA of the seven-factor model with other alternative models. The results reveal that the seven-factor model had a superior fit compared to other alternative models, confirming that the seven variables (collectivist culture, servant leadership, coworker exchange, COPT, service innovation, service quality, and HSPWS) had acceptable discriminant validity. More detailed information on CFA results is presented in Table 4-6.

Table 4-6 Results of the model comparison of the pilot test

Model	*χ2*	*df*	CFI	TLI	RMSEA	SRMR
Baseline model: Seven-factor model	1061.097	839	0.931	0.926	0.040	0.063
Six-factor model 1: COPT and SQ were combined into one factor	1260.810	845	0.871	0.862	0.054	0.077
Six-factor model 2: COPT and SL were combined into one factor	1264.237	845	0.869	0.860	0.055	0.076
Six-factor model 3: CC and SL were combined into one factor	1419.352	845	0.821	0.809	0.064	0.081
Six-factor model 4: CC and CE were combined into one factor	1493.244	845	0.798	0.784	0.068	0.094
Six-factor model 5: SL and CE were combined into one factor	1493.567	845	0.798	0.784	0.068	0.094

Six-factor model 6: CC and HSPWS were combined into one factor	1545.436	845	0.782	0.767	0.071	0.104
Five-factor model 7: CC, SL and CE were combined into one factor	1847.494	850	0.689	0.670	0.084	0.106
Four-factor model 8: CC, SL, CE and HSPWS were combined into one factor	2411.633	854	0.515	0.487	0.105	0.135
Three-factor model 9: CC, SL, and HSPWS were combined into one factor; SI and SQ were combined into one factor	2434.023	857	0.509	0.483	0.105	0.135
One-factor model 10: all variables were combined into one factor	3223.685	860	0.264	0.227	0.129	0.170

Note: N=166. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWS represents the revised scale of high service performance work system.

4.7.5 Revision of the measurement scales

Based on the findings derived from the pilot study, it was deemed necessary to eliminate a specific item intended for assessing HSPWS. That was item HSPWSO9. All the other items remained. Furthermore, the pilot test effectively identified the measurement scales that would be utilized in subsequent primary investigations. The revised measurement scales were adopted in both Study 1 and Study 2.

5: Research Method and Results of Study 1

This chapter focuses on Study 1 and presents the methods and results of both the experimental scenario development and the formal test. The chapter begins by outlining the development of experimental scenarios and providing details about how these scenarios were created. It also includes the manipulation check results, which were used to assess the effectiveness of the scenario manipulation. Next, the chapter discusses the data collection process employed in the formal test in Study 1. It provides information on how the participants were recruited and describes the measures used to collect the relevant data. Finally, the chapter presents the results of the formal test.

5.1 Pilot Test in Study 1

5.1.1 Experimental scenario development

This study conducted three separate single-factor between-subjects experiments to examine the association between organizational context factors and employee outcomes, namely high collectivist culture versus low collectivist culture, high servant leadership versus low servant leadership, and high coworker exchange versus low coworker exchange.

To manipulate collectivist culture, the researcher followed the literature on collectivist culture and developed high and low collectivist scenarios based on its definition and features (Liu et al., 2021; Robert & Wasti, 2002). After developing the scenarios, the researcher invited three PhD students and three professors who were familiar with experiment design to provide their suggestions. Based on their comments, the researcher revised and improved the scenarios. The manipulation materials for collectivist culture are listed in Appendix 1.

To manipulate servant leadership, the researcher followed the scenarios developed by Wu et al. (2020), which described high servant leadership and low servant leadership. The scenarios developed by Wu et al. (2020) had been adopted by other researchers and

demonstrated successful manipulation of servant leadership (Heine et al., 2023; Hu et al., 2020). Hence, this study followed Wu et al.'s (2020) manipulation and made slight revisions to make the context more suitable for the hospitality context. The manipulation materials for servant leadership are listed in Appendix 1.

To manipulate coworker exchange, the researcher followed the literature on coworker exchange and developed high and low coworker exchange scenarios based on its definition and features (Sherony & Green, 2002; Tang et al., 2022). After developing the scenarios, the researcher invited three PhD students and three professors who were familiar with experiment design to provide their suggestions. Based on their comments, the researcher revised and improved the scenarios. The manipulation materials for coworker exchange are listed in Appendix 1.

5.1.2 Data collection procedures of the pilot test

Three separate pilot tests were conducted in this study to evaluate the developed experimental scenario. The pilot test utilized an online data collection platform called Credamo, which bears similarities to the well-known data collection platform Amazon Mechanical Turk. Credamo, a widely used data collection platform among researchers in China (Liang et al., 2022), exclusively gathers responses from participants based in China. For each pilot test, 60 questionnaires were distributed to participants through the platform. The participants were required to read one of the scenarios and imagine themselves as the employees described in the scene. Then, they were asked to answer the questionnaires based on the given scenarios. The researcher set attention check questions and questionnaires that didn't match the correct answers would be rejected automatically.

Moreover, the measurement scales of collectivist culture, servant leadership, and coworker exchange adopted in each experiment were the same as those employed in the pilot test. Unless otherwise specified, all items were assessed on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). In addition, the

researcher used one question to evaluate participants' perceptions of to what extent they believed the provided scenarios were reality. The question is, "To what extent do you believe the depicted scenes could reflect real-life situations?" The participant could select one answer from "1 = not realistic at all" to "5 = extremely realistic". Finally, the researcher received 60 completed questionnaires, and the participants whose responses were accepted received a reward of 2 yuan.

5.1.3 Manipulation check

High collectivist culture vs. low collectivist culture

60 participants were randomly assigned to the high collectivist culture group, and the low collectivist culture group, and were included in the following analysis. Within the sample population, it was observed that 51.7% of the respondents identified as male. Additionally, more than half (55.0%) of the participants were aged between 21 and 30 years, followed by the group of 31-40 (35.0%). Furthermore, a significant majority of 88.3% possessed an undergraduate degree or lower. Moreover, most participants (90.0%) were employed in organizations with more than 50 employees. The results of the independent sample t-test revealed that no significant differences were observed between the two groups in terms of gender ($t = -0.25$, $p = 0.80$), age ($t = 1.62$, $p = 0.11$), education ($t = -0.25$, $p = 0.80$), job position ($t = 0.48$, $p = 0.63$), or organization size ($t = 0.00$, $p = 0.92$). Furthermore, the participants believed that the experimental scene had a high level of consistency with the real-life scene (M = 3.75).

The effectiveness of the manipulation was evaluated by adopting the seven-item collectivist culture scale (Cronbach's Alpha = 0.97). The manipulation check revealed that participants belonging to the high collectivism group reported higher levels of collectivist culture compared to those in the low collectivist culture group ($M_{CCLow} = 1.65$ vs. $M_{CCHigh} = 4.34$; $t = -31.03$, $p < 0.01$). These findings showed that the manipulation of collectivist culture was successful. Therefore, the manipulation of collectivist culture was adopted in the formal experiment.

High servant leadership vs. low servant leadership

60 participants were randomly assigned to the high servant leadership group, and the low servant leadership group, and were included in the following analysis. The results showed that 43.3% of the respondents were male. Additionally, more than half (51.7%) of the participants were aged 21-30, followed by the group of 31-40 (43.3%). Furthermore, a significant majority of 90.0% possessed an undergraduate degree or lower. Moreover, most participants (85.0%) were employed in organizations with more than 50 employees. Furthermore, the two groups had no significant differences in terms of gender ($t = -0.51$, $p = 0.61$), age ($t = -1.11$, $p = 0.27$), education ($t = 0.22$, $p = 0.83$), job position ($t = 0.55$, $p = 0.58$) or organization size ($t = -0.47$, $p = 0.64$). Besides, the results also showed that participants believed that the experimental scenario exhibited a significant degree of congruity with the real-life scenario (M = 4.37).

Furthermore, the effectiveness of the manipulation was evaluated by adopting the seven-item servant leadership scale (Cronbach's Alpha = 0.96). The manipulation check showed that participants belonging to the high servant leadership group reported higher levels of servant leadership compared to those in the low servant leadership group ($M_{SLLow}= 1.76$ vs. $M_{SLHigh} = 4.33$; $t = -30.76$, $p < 0.01$). These findings showed that the manipulation of servant leadership was successful. Therefore, the manipulation of servant leadership was adopted in the formal experiment.

High coworker exchange vs. low coworker exchange

60 participants were randomly assigned to the high coworker exchange group and the low coworker exchange group, and were included in the following analysis. Within the sample population, it was observed that 46.7% of the respondents identified as male. Additionally, 46.7% of the participants were aged between 21 and 30 years, followed by the group of 31-40 (41.7%). Furthermore, a significant majority of 81.7% possessed an undergraduate degree or lower. Moreover, most participants (85.0%) were employed in organizations with more than 50 employees. Furthermore, the two groups had no

significant differences in terms of gender ($t = -0.51$, $p = 0.61$), age ($t = 1.51$, $p = 0.88$), education ($t = 0.00$, $p = 1.00$), job position ($t = 1.36$, $p = 0.17$) or organization size ($t = -0.17$, $p = 0.87$). In addition, the participants believed that the experimental scene had a high level of consistency with the real-life scene (M = 4.18).

Furthermore, the effectiveness of the manipulation was evaluated by adopting the six-item coworker exchange scale (Cronbach's Alpha = 0.97). The manipulation check revealed that participants belonging to the high coworker exchange group reported higher levels of coworker exchange compared to those in the low coworker exchange group (M_{CELow}= 1.55 vs. M_{CEHigh} = 4.46; $t = -51.61$, $p < 0.01$). These findings showed that the manipulation of coworker exchange was successful. Therefore, the manipulation of coworker exchange was adopted in the formal experiment.

5.2 Formal Test of Study 1

5.2.1 Data collection procedures of the formal experiments

The formal experiment data was collected through Credamo, which bears similarities to the well-known data collection platform Amazon Mechanical Turk. Credamo, a widely used data collection platform among researchers in China (Liang et al., 2022), exclusively gathers responses from participants based in China. The researcher set up three separate links for three experiments. For each formal experiment, a total of 90 questionnaires were distributed to participants through the platform, resulting in the receipt of 90 completed questionnaires. Each participant whose response was accepted received a reward of 2 yuan. It is worth noting that for the purposes of our study, the researcher specifically requested participation from individuals currently employed in the hospitality industry.

Notably, the manipulations adopted in the three formal experiments were the same as the ones examined in the pilot test of Study 1. The measurement scales for collectivist culture, servant leadership, coworker exchange, COPT and service quality were the

same in the pilot test.

5.2.2 Results of the formal experiments

High collectivist culture vs. low collectivist culture

90 participants were randomly assigned to the high collectivist culture group, and the low collectivist culture group. Within the sample population, it was observed that 55.6% of the respondents identified as female. Additionally, 46.7% of the participants were aged between 21 and 30 years, followed by the group of 31-40 (43.30%). Furthermore, a significant majority of 90.0% possessed an undergraduate degree or lower. Moreover, most participants (78.9%) were employed in organizations with more than 50 employees. Moreover, the two groups showed no significant differences in terms of gender ($t = 0.84$, $p = 0.40$), age ($t = 0.28$, $p = 0.78$), education ($t = -1.44$, $p = 0.15$), job position ($t = 1.32$, $p = 0.19$) or organization size ($t = -1.46$, $p = 0.15$). Furthermore, the participants believed that the experimental scene had a high level of consistency with the real-life scene ($M = 3.81$).

The effectiveness of the manipulation was evaluated by adopting the seven-item collectivist culture scale (Cronbach's Alpha = 0.97). The manipulation check revealed that participants belonging to the high collectivism group reported higher levels of collectivist culture compared to those in the low collectivist culture group ($M_{CCLow} = 2.04$ vs. $M_{CCHigh} = 4.38$; $t = -16.18$, $p < 0.01$). These findings showed that the manipulation of collectivist culture was successful.

In addition, Cronbach's Alpha for the measurement scale of COPT and service quality were 0.92 and 0.91, respectively. The independent t-test results ($n = 90$) revealed that participants belonging to the high collectivist culture group reported higher levels of COPT compared to those in the low collectivist culture group ($M_{CCLow} = 3.29$ vs. $M_{CCHigh} = 4.23$; $t = -6.15$, $p < 0.01$). Thus, hypothesis 1 was supported. Furthermore, participants belonging to the high collectivist culture group reported higher levels of

service quality compared to those in the low collectivist culture group (M_{CCLow}= 3.28 vs. M_{CCHigh} = 4.49; t = -7.32, p < 0.01).

To examine the indirect effect of collectivist culture on service quality through COPT, a bootstrapping procedure with 10000 iterations (PROCESS Model 4) was adopted (Hayes, 2017). The results revealed the path from collectivist culture to service quality through COPT was significant (β = 0.46, SE = 0.16, 95% CI, LLCI = 0.15, ULCI = 0.76). Hence, hypothesis 9 was supported.

High servant leadership vs. low servant leadership

90 participants working in the hospitality industry were randomly assigned to the high servant leadership group and the low servant leadership group. Most of the respondents (66.7%) were female. Additionally, 46.7% of the participants were aged between 21 and 30 years, followed by the group of 31-40 (34.4%). Furthermore, a significant majority of 96.7% possessed an undergraduate degree or lower. Moreover, most participants (75.6%) were employed in organizations with more than 50 employees. Moreover, the two groups showed no significant differences in terms of gender (t = -1.34, p = 0.18), age (t = -0.67, p = 0.51), education (t = -1.62, p = 0.10), job position (t = -0.67, p = 0.51), or organization size (t = -1.76, p = 0.08).

The results also indicated that participants perceived that the experimental scenario had a noteworthy level of congruence with the real-life scenario (M = 4.01). Furthermore, the effectiveness of the manipulation was evaluated by adopting the seven-item servant leadership scale (Cronbach's Alpha = 0.94). The manipulation check revealed that participants belonging to the high servant leadership group reported higher levels of servant leadership compared to those in the low servant leadership group (M_{SLLow}= 2.01 vs. M_{SLHigh} = 4.23; t = –17.75, p < 0.01). These findings showed that the manipulation of servant leadership was successful.

In addition, Cronbach's Alpha for the measurement scale of COPT and service

quality were 0.89 and 0.84, respectively. The independent t-test results ($n = 90$) revealed that participants belonging to the high servant leadership group reported higher levels of COPT compared to those in the low servant leadership group ($M_{SLLow}= 3.34$ vs. $M_{SLHigh} = 4.29$; $t = -5.27$, $p < 0.01$). Thus, hypothesis 2 was supported. Furthermore, participants belonging to the high servant leadership group reported higher levels of service quality compared to those in the low servant leadership group ($M_{SLLow}= 3.58$ vs. $M_{SLHigh} = 4.41$; $t = -6.07$, $p < 0.01$).

To examine the indirect effect of servant leadership on service quality through COPT, a bootstrapping procedure with 10000 iterations (PROCESS Model 4) was adopted (Hayes, 2017). The results revealed that the indirect effect of servant leadership on service quality through COPT was significant ($\beta = 0.40$, SE=0.11, 95% CI, LLCI = 0.20, ULCI = 0.63). Hence, hypothesis 10 was supported.

High coworker exchange vs. low coworker exchange

90 participants were randomly assigned to the high coworker exchange group and the low coworker exchange group. More than half of the respondents were identified as female and belonged to the age range of 21-30 years. Furthermore, a significant majority of 92.2% possessed an undergraduate degree or lower. Moreover, most of the participants (73.3%) were employed in organizations with more than 50 employees. Moreover, the two groups showed no significant differences in terms of gender ($t = -0.44$, $p = 0.66$), age ($t = 1.06$, $p = 0.29$), education ($t = -1.49$, $p = 0.14$), job position ($t = 0.33$, $p = 0.74$), or organization size ($t = -0.48$, $p = 0.63$). In addition, the participants believed that the experimental scene had a high level of consistency with the real-life scene (M = 3.94).

Furthermore, the effectiveness of the manipulation was evaluated by adopting the six-item coworker exchange scale (Cronbach's Alpha = 0.97). The manipulation check revealed that participants belonging to the high coworker exchange group reported higher levels of coworker exchange compared to those in the low coworker exchange

group (M_{CELow} = 1.77 vs. M_{CEHigh} = 4.40; t = –28.77, p < 0.01). These findings showed that the manipulation of coworker exchange was successful. Therefore, the manipulation of coworker exchange was adopted in the formal experiment.

In addition, Cronbach's Alpha for the measurement scale of COPT and service quality were 0.89 and 0.87, respectively. The independent t-test results (n = 90) revealed that participants belonging to the high coworker exchange group reported higher levels of customer-oriented perspective-taking compared to those in the low coworker exchange group (M_{CELow} = 3.11 vs. M_{CEHigh} = 4.42; t = -10.33, p < 0.01). Thus, hypothesis 3 was supported. Furthermore, participants belonging to the high coworker exchange group reported higher levels of service quality compared to those in the low coworker exchange group (M_{CELow} = 3.47 vs. M_{CEHigh} = 4.39; t = -6.19, p < 0.01).

To examine the indirect effect of coworker exchange on service quality through COPT, a bootstrapping procedure with 10000 iterations (PROCESS Model 4) was adopted (Hayes, 2017). The results revealed that the indirect effect of coworker exchange on service quality through COPT was significant (β = 0.62, SE = 0.16, 95% CI, LLCI = 0.32, ULCI = 0.94). Hence, hypothesis 11 was supported.

6: Research Method and Results of Study 2

This chapter is dedicated to Study 2, providing an overview of its methods and presenting the results. It begins by explaining the process used to determine the sample size. Next, it outlines the data collection procedure employed in the study. Following that, it discusses the measurement scales utilized to assess the variables of interest. Finally, it presents the findings of hypothesis testing conducted in the study.

6.1 Sample size

As mentioned earlier, this study aimed to adopt a multilevel approach to evaluate the theoretical model in Study 2, necessitating the determination of sample sizes at different levels, including team and individual levels. Furthermore, when designing multilevel analysis, the sample size at the higher level holds greater significance than the lower level (Shen, 2016). Therefore, ensuring an adequate sample size at the departmental or team level becomes essential. Preacher et al. (2011) have suggested that cluster sizes of at least 20 are necessary for multilevel structural equation modeling (MSEM). Additionally, Hox et al. (2012) have demonstrated that a sample size of approximately 20 is sufficient for accurate Bayesian estimation, thereby making MSEM feasible. However, it is worth noting that larger sample sizes generally yield better effect sizes. Moreover, in line with previous literature, the lower level of the multilevel analysis should consist of at least three units (Lin et al., 2020). This ensures a minimum level of variability and allows for meaningful analysis of individual-level effects within the multilevel framework.

6.2 Data collection

Study 2 encompassed a field questionnaire survey adopting a convenience sampling approach. The data was collected from September 2022 to January 2023．The detailed process of questionnaire collection was as follows. First, through the personal network, the researcher connected with 45 managers working in five- and four-star

hotels in big cities, such as Beijing, Xiamen, Chengdu, Guangzhou, Zhuhai, and Qingdao. The positions of these managers included hotel general managers, human resource management directors, marketing directors, front office managers, and other managerial positions. The researcher meticulously elucidated the purpose of the questionnaire to each manager, providing a comprehensive and detailed explanation. Questionnaires adopted in the formal survey were also dispatched to the managers to facilitate a more comprehensive understanding of the study's content. Subsequently, the researcher asked whether they could invite leaders and frontline employees from a minimum of three departments and at least five employees in each department to participate in the questionnaire survey.

Furthermore, the researcher emphasized that, due to the purpose of the research, only departments that serve customers directly could participate in the survey, such as food and beverage, front office, security, and marketing. During this communication, particular emphasis was placed on ensuring the confidentiality and anonymity of the collected data. The researcher explicitly assured the managers that only the researcher would have access to the gathered information, fostering a secure and trustworthy environment for participation. Ultimately, a total of 37 managers consented to participate in the survey. With the assistance of these 37 managers, the survey was conducted in 37 hotels.

Second, with the assistance of the connected managers, the researcher distributed the questions among 3-5 teams at each hotel, with 5-10 questionnaires per team. The researcher sent the paper-based questionaries to these managers after obtaining their consent to participate in the survey and required these managers to distribute these questionaries directly to participants. Each team received separate leader and employee questionnaires. Specifically, employees were required to evaluate collectivist culture, servant leadership, coworker exchange, employee COPT, team COPT, and team service innovation. The managers responsible for collecting the questionnaire made sure to

provide clear explanations to the employees who participated in the survey. Specifically, they clarified that when referring to the leader, it pertains to the employees' department manager, while when referring to the coworkers or team members, it pertains to the coworkers within the same department. This clarification ensures that the employee participants have a clear understanding of the terms used in the questionnaire and can accurately respond based on the intended meanings of leaders and coworkers within their departmental context. Team leaders, namely department managers, were invited to fill in HSPWS and each employee's service quality in their team. Before sending these questionnaires, the researchers assigned a unique number to each questionnaire to facilitate matching employees and their leadership questionnaires.

Furthermore, sealable envelopes were provided to all participants, and they were requested to complete the questionnaire, place it securely inside the envelope, and seal it. This measure was implemented to address privacy concerns and assure participants that their responses would remain confidential and anonymous throughout the data collection. The connected managers were responsible for collecting all questionnaires after the participants finished. Finally, the contacted managers sent the questionnaires back to the researcher. In order to motivate employees to participate in the questionnaire, the researcher provided each employee with small gifts in return.

The researcher initially distributed 900 questionnaires to 750 employees and 150 leaders from 37 hotels. After receiving these questionnaires, the researcher examined them and excluded those that did not meet the necessary criteria. Procedures included removing questionnaires with identical responses across all options, questionnaires completed routinely, questionnaires with excessive missing values and questionnaires that failed to answer the attention check questions. The researcher also removed questionnaires that had fewer than three employees in a team. The final sample included 557 employees and their 121 leaders from 121 teams in 37 hotels, yielding a response rate of 75.33%. The number of members in each team ranged from 3 to 8.

6.3 Measurement scales

Unless otherwise specified, all items were assessed on a five-point Likert-type scale ranging from 1 (completely disagree) to 5 (completely agree). All the measurement scales adopted were the same as those adopted in the pilot test except for the measurement scales of team COPT, team service innovation, and HSPWS. First, based on previous research, it is reasonable to modify the individual level items to measure a group-level variable (Hon & Gamor, 2021). Hence, the scale of COPT was modified to measure team members' ability to take the proactive cognition of viewing the world from customers' viewpoints and make efforts to understand customers' thoughts, motivations, and emotions. A sample item was "Our team members imagine how things look from the customers' perspective." Second, the scale of service innovation was also slightly modified to measure team service innovation. A sample item was "Our team members give special emphasis to service innovation." Third, the formal survey adopted the revised HSPWS measurement scales with nine items.

Table 6-1 The revised measurement scales for team-level variables

Variable	Number	Items
Team Customer-oriented perspective taking	TCOPT1	Our team members imagine how things look from the customers' perspective.
	TCOPT2	Our team members think about how they would feel in customers' situations.
	TCOPT3	Our team members try to see things from their customers' viewpoints.
	TCOPT4	Our team members try to imagine themselves as a customer in a similar situation.
Team service innovation	TSI1	Our team members give special emphasis to service innovation.
	TSI2	Our team members constantly seek new ways to better service customers.
	TSI3	Our team members are able to change/modify the current service approaches to meet special requirements from customers.
	TSI4	Our team members are able to come up with new service offerings.
	TSI5	Our team members give special emphasis to service innovation.

Note: TCOPT refers to team customer-oriented perspective taking and TSI refers to team service innovation.

Furthermore, to reduce common method bias, the study followed previous research and collected data from employees and leaders (Hon & Gamor, 2021). The variables reported by employees were collectivist culture, servant leadership, coworker

exchange, team COPT, team service innovation, and employee COPT. Meanwhile, employee service quality and HSPWS were reported by leaders. In addition, since the multilevel approach would be adopted to examine the hypotheses, the variables of collectivist culture, servant leadership, coworker exchange, team COPT, and team service innovation would be aggregated to the team level. Table 6-2 summarizes how the variables were reported, where they would be applied, and the levels of variables.

Table 6-2 A summary of key variables of Study 2

Variables	Level	Source	Application
Collectivist culture	Team level	Employee rated and aggregated	Model 1 and 2
Servant leadership	Team level	Employee rated and aggregated	Model 1 and 2
Coworker exchange	Team level	Employee rated and aggregated	Model 1 and 2
Team COPT	Team level	Employee rated and aggregated	Model 1
Team service innovation	Team level	Employee rated and aggregated	Model 1
Employee COPT	Employee level	Employee rated	Model 2
Employee service quality	Employee level	Leader rated	Model 2
HSPWS	Team level	Leader rated	Model 1 and 2

6.4 Results of Study 2

Study 2 examined the antecedents and consequences of COPT at both the team level and the employee level. In particular, model 1 aimed to examine hypotheses related to team COPT, and model 2 aimed to examine hypotheses related to employee COPT.

6.4.1 Profile of the respondents

The final sample of Study 2 contained 557 employees and 121 team leaders. The team size varied between 3 and 8, with a mean of 4.6. Detailed information on the employees' profiles is shown in Table 6-3. Of the 557 employees, 71.1% were female, and the remaining were male (28.9%). Regarding the age distribution, the analysis revealed that the most significant proportion of employees, comprising 41.29% of the sample, were aged between 21 and 30 years. Furthermore, the subsequent age group, encompassing employees aged 31 to 40, constituted 30.34% of the total sample.

Furthermore, 19.21% of employees were aged between 41 and 50, and only a tiny proportion were bellowed 20 (4.49%) or above 50 (4.67%). Regarding education level, almost half of the employees (49.55%) had a high school degree or lower. The subsequent group, comprising individuals with junior college degrees, emerged as the second-largest segment (41.29%). Only a few employees had a bachelor's degree or above (9.16%). In terms of the department, 30.52% of employees worked in the front office, 26.93% were from the food and beverage department, 23.7% were from the housekeeping department, and the rest (18.85%) worked in the security department, sales department, and others. Most of these employees (59.78%) had worked with the current leader for 1-5 years. 29.26% had worked with the current leader for less than one year. Only a tiny percentage of the employees (10.95%) had worked with the current leader for more than five years.

Table 6-3 Profile of the employee respondents of Study 2

Demographic Variables	Category	Frequency	Valid Percentage (%)	Cumulative Percent (%)
Gender	Male	161	28.9	28.9
	Female	396	71.1	100
Age	Below 20	25	4.49	4.49
	21-30	230	41.29	45.78
	31-40	169	30.34	76.12
	41-50	107	19.21	95.33
	Above 50	26	4.67	100
Education	High school and below	276	49.55	49.55
	Junior college degree	230	41.29	90.84
	Bachelor degree	48	8.62	99.46
	Master degree and above	3	0.54	100
Department	Front office	170	30.52	30.52
	Food and beverage	150	26.93	57.45
	Housekeeping	132	23.7	81.15
	Security	23	4.13	85.28
	Sales	53	9.52	94.79
	Others	29	5.21	100
Working experience with the current leader	Below one year	163	29.26	29.26
	1-3 years	233	41.83	71.1
	3-5 years	100	17.95	89.05

5-7 years	27	4.85	93.9	
Above 7 years	34	6.1	100	

Note: *N*=557.

Table 6-4 provides demographic information about the leader respondents. Similar to the employee participants, most of the leaders were female (66.12%), and the remaining were male (33.88%). Almost half of the leaders (48.76%) were aged between 31-40, followed by the age group of 21-30 (26.45%). Only a tiny proportion of leaders (2.48%) were older than 50. Regarding their education level, most of the leaders (77.69%) posited a junior college degree or above, and the rest (22.31%) had a high school degree or below. The proportion of leaders from the front office and food and beverage department was equal (28.10%), and they occupied the most significant proportion. 21.49% of the leaders worked in the housekeeping department, and the rest came from the security department, sales department, and another department. As for their working experience in their current hotels, most of them (66.9%) had stayed there for more than three years, and the rest (33.1%) had worked there for less than three years.

Table 6-4 Profile of the leader respondents of Study 2

Demographic Variables	Category	Frequency	Valid Percentage (%)	Cumulative Percent (%)
Gender	Male	41	33.88	33.88
	Female	80	66.12	100.00
Age	21-30	32	26.45	26.45
	31-40	59	48.76	75.21
	41-50	27	22.31	97.52
	Above 50	3	2.48	100.00
Education	High school and below	27	22.31	22.31
	Junior college degree	65	53.72	76.03
	Bachelor degree	28	23.14	99.17
	Master degree or above	1	0.83	100
Department	Front office	34	28.10	28.10
	Food and beverage	34	28.10	56.20
	Housekeeping	26	21.49	77.69
	Security	5	4.13	81.82

Sales	14	11.57	93.39			
Others	8	6.61	100.00			
Working experience in the current hotel	Below one year	17	14.00	14.00		
	1-3 years	23	19.00	33.10		
	3-5 years	25	20.70	53.70		
	5-7 years	17	14.00	67.80		
	Above 7 years	39	32.20	100.00		

Note: *N*=121

6.4.2 Results of model 1

Model 1 aimed to verify hypotheses related to team COPT, namely, to examine the relationships between collectivist culture, servant leadership, and coworker exchange and team COPT and its association with team service innovation.

(1) Normality test

Before conducting hypothesis testing, the current study performed a normal distribution test on the 557 valid employee data and the 121 valid leader data, with the primary objective of assessing the adequacy of the collected data for further analysis. The normality test outcomes, detailed in Table 6-5, presented critical statistical indicators for each variable under investigation. According to the results, skewness, with absolute values ranging from 0.013 to 0.527, and kurtosis, with absolute values ranging from 0.047 to 0.904, exhibited relatively modest magnitudes. It is worth noting that both the skewness and kurtosis values were found to be smaller than 1. The normality test results effectively establish that the data satisfies the normality principle, thereby validating its suitability for subsequent statistical analysis and model testing with confidence (Kline, 2023).

Table 6-5 Descriptive statistics for the key variables in Study 2 (Model 1)

Variable	N	Item	Mean	SD	Skewness		Kurtosis	
			Statistic	Statistic	Statistic	SE	Statistic	SE
	557	CC1	3.939	0.670	-0.324	0.104	0.270	0.207
Collectivist culture	557	CC2	3.772	0.768	-0.374	0.104	0.302	0.207
	557	CC3	3.777	0.690	-0.172	0.104	-0.088	0.207

	557	CC4	3.752	0.732	-0.130	0.104	-0.125	0.207
	557	CC5	3.806	0.721	-0.124	0.104	-0.299	0.207
	557	CC6	3.894	0.703	-0.099	0.104	-0.408	0.207
	557	CC7	3.932	0.734	-0.167	0.104	-0.486	0.207
	557	SL1	3.980	0.682	-0.521	0.104	0.904	0.207
	557	SL2	3.704	0.737	0.099	0.104	-0.371	0.207
	557	SL3	3.724	0.756	-0.071	0.104	-0.136	0.207
Servant leadership	557	SL4	3.594	0.768	0.147	0.104	-0.219	0.207
	557	SL5	3.487	0.661	0.424	0.104	0.047	0.207
	557	SL6	3.704	0.768	-0.131	0.104	-0.234	0.207
	557	SL7	3.944	0.755	-0.335	0.104	-0.094	0.207
	557	CE1	3.659	0.696	-0.195	0.104	0.093	0.207
	557	CE2	3.867	0.663	-0.443	0.104	0.812	0.207
Coworker exchange	557	CE3	3.864	0.678	-0.347	0.104	0.497	0.207
	557	CE4	3.688	0.683	0.013	0.104	-0.085	0.207
	557	CE5	3.470	0.752	0.203	0.104	-0.164	0.207
	557	CE6	3.693	0.733	-0.110	0.104	-0.116	0.207
Team customer-oriented perspective taking	557	TCOPT1	3.923	0.667	-0.093	0.104	-0.292	0.207
	557	TCOPT2	4.045	0.660	-0.161	0.104	-0.320	0.207
	557	TCOPT3	4.102	0.667	-0.192	0.104	-0.493	0.207
	557	TCOPT4	3.926	0.710	0.015	0.104	-0.788	0.207
	557	TSI1	3.831	0.705	-0.152	0.104	-0.212	0.207
Team Service Innovation	557	TSI2	3.908	0.735	-0.237	0.104	-0.282	0.207
	557	TSI3	3.928	0.709	-0.384	0.104	0.184	0.207
	557	TSI4	3.890	0.749	-0.153	0.104	-0.499	0.207
	557	TSI5	3.842	0.747	-0.229	0.104	-0.259	0.207
	121	HSPWS1	4.207	0.618	-0.376	0.220	0.508	0.437
	121	HSPWS2	4.298	0.628	-0.527	0.220	0.436	0.437
	121	HSPWS3	4.091	0.695	-0.275	0.220	-0.373	0.437
High service performance work systems	121	HSPWS4	4.281	0.635	-0.513	0.220	0.350	0.437
	121	HSPWS5	4.066	0.680	-0.244	0.220	-0.250	0.437
	121	HSPWS6	4.149	0.654	-0.342	0.220	0.077	0.437
	121	HSPWS7	4.083	0.690	-0.419	0.220	0.205	0.437
	121	HSPWS8	3.909	0.658	-0.259	0.220	0.247	0.437
	121	HSPWS9	4.025	0.689	-0.188	0.220	-0.371	0.437

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

(2) Common method bias

In this study, all the variables except for HSPWS were reported by employees,

which may introduce common method bias. To examine whether such an approach would lead to serious common method bias, this study adopted the approach recommended by Podsakoff et al. (2003). The results revealed that the single factor's variance of 35.981% remains within the recommended threshold of 50% set by Harman's test, suggesting that the influence of common method bias was deemed acceptable.

(3) Reliability and validity of the key variables

This section presents the results of the reliability and validity assessments of the key variables. SPSS 26.0 was used to evaluate Cronbach's alpha coefficients for the key variables. The results showed that Cronbach's alpha coefficients for each scale exceeded the threshold of 0.8, indicating that all scales exhibited acceptable internal consistency (Nunnally, 1978). Specifically, Cronbach's alpha of collectivist culture, servant leadership, coworker exchange, team COPT, team service innovation, and HSPWS were 0.901, 0.884, 0.860, 0.857, 0.876, and 0.938, respectively. Detailed information can be found in Table 6–6.

Table 6-6 Reliability analysis for the key variables in Study 2 (model 1)

Variable	Number of Items	Item	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Collectivist culture	7	CC1	0.888	0.901
		CC2	0.887	
		CC3	0.877	
		CC4	0.891	
		CC5	0.882	
		CC6	0.888	
		CC7	0.889	
Servant leadership	7	SL1	0.865	0.884
		SL2	0.866	
		SL3	0.871	
		SL4	0.866	
		SL5	0.866	
		SL6	0.869	
		SL 7	0.870	

		CE1	0.836	
		CE2	0.832	
		CE3	0.841	
Coworker exchange	6	CE4	0.837	0.860
		CE5	0.836	
		CE6	0.839	
		TCOPT1	0.827	
Team customer-oriented perspective taking	4	TCOPT2	0.801	0.857
		TCOPT3	0.802	
		TCOPT4	0.842	
		TSI1	0.86	
		TSI2	0.832	
Team service Innovation	5	TSI3	0.838	0.876
		TSI4	0.859	
		TSI5	0.858	
		HSPWS1	0.931	
		HSPWS2	0.931	
		HSPWS3	0.932	
		HSPWS4	0.927	
High service performance work systems	9	HSPWS5	0.930	0.938
		HSPWS6	0.933	
		HSPWS7	0.931	
		HSPWS8	0.932	
		HSPWS9	0.931	

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

Mplus8.0 was adopted to conduct multilevel confirmatory analysis (MCFA). The results of MCFA showed that in multilevel confirmatory factor analysis, the six-factor model fitted the data better than other alternative models (χ^2 [394] = 681.359, p < .000; CFI = 0.968; TLI = 0.965; RMSEA = 0.036; SRMR$_{within}$ = 0.032; SRMR$_{between}$ = 0.035). Table 6-7 provides detailed model comparison results.

Table 6-7 The multilevel confirmatory factor analysis results of Study 2 (model 1)

Model	χ^2	df	CFI	TLI	RMSEA	SRMR$_{within}$	SRMR$_{between}$
Baseline model: Six-factor model	681.359	394	0.968	0.965	0.036	0.032	0.035
Five-factor model 1: SL and CE were combined into one factor	1484.386	398	0.881	0.868	0.07	0.063	0.035
Five-factor model 2: CC and CE were combined into	1546.287	398	0.874	0.86	0.072	0.069	0.035

one factor							
Five-factor model 3: CC and SL were combined into one factor	1564.779	398	0.872	0.858	0.073	0.06	0.035
Four-factor model 4: CC, SL and CE were combined into one factor	2308.972	401	0.791	0.769	0.092	0.08	0.035
Three-factor model 5: CC, SL, CE and TCOPT were combined into one factor	2890.076	403	0.727	0.701	0.105	0.088	0.035
Two-factor model 6: all variables were combined into one factor at the within level	3672.913	404	0.641	0.608	0.121	0.099	0.035

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

In addition, the results of the six-factor model MCFA also provided information on standardized factor loadings. The results showed that all standardized factor loadings were over 0.5 and ranged from 0.691 to 0.864, indicating acceptable results (Hair, 2009). Furthermore, AVE and CR both met the proposed cut-off points of 0.5 and 0.8. In particular, the values of AVE varied between 0.508 and 0.624, and the values of CR varied between 0.859 and 0.937. These results confirmed the validity of the key variables adopted in the research.

Table 6-8 Factor loading, AVE and CR of key variables of Study 2 (model 1)

Variables	Total items	Item	Factor loading	Construct reliability	Average variance extracted
Employee rated					
		CC1	0.736		
		CC2	0.748		
		CC3	0.840		
Collectivist culture	7	CC4	0.714	0.902	0.570
		CC5	0.786		
		CC6	0.730		
		CC7	0.721		
		SL1	0.737		
		SL2	0.727		
		SL3	0.694		
Servant leadership	7	SL4	0.742	0.886	0.526
		SL5	0.750		
		SL6	0.715		
		SL7	0.707		

		CE1	0.722		
		CE2	0.748		
Coworker exchange	6	CE3	0.698	0.861	0.508
		CE4	0.702		
		CE5	0.714		
		CE6	0.691		
Team customer-oriented perspective taking	4	TCOPT1	0.753	0.859	0.605
		TCOPT2	0.826		
		TCOPT3	0.813		
		TCOPT4	0.715		
Team service Innovation	5	TSI1	0.727	0.878	0.591
		TSI2	0.846		
		TSI3	0.818		
		TSI4	0.723		
		TSI5	0.722		
Leader rated					
High service performance work systems	9	HSPWS1	0.799	0.937	0.624
		HSPWS2	0.807		
		HSPWS3	0.769		
		HSPWS4	0.864		
		HSPWS5	0.809		
		HSPWS6	0.751		
		HSPWS7	0.766		
		HSPWS8	0.755		
		HSPWS9	0.786		

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

(4) Correlation of the variables

Table 6-9 provides information on the variables' mean, standard deviations, and correlations among variables. In particular, gender, age, education level, working experience with the current leader (hotel) and team size were dummy-coded. The results showed that collectivist culture was significantly positively related to team COPT (r = 0.44, p < 0.01) as well as to team service innovation (r = 0.42, p < 0.01). Furthermore, the results also presented that servant leadership was significantly positively related to team COPT (r = 0.47, p < 0.01) as well as to team service

innovation ($r = 0.40$, $p < 0.01$). Besides, the results revealed that coworker exchange was significantly positively related to team COPT ($r = 0.47$, $p < 0.01$) as well as to team service innovation ($r = 0.46$, $p < 0.01$). In addition, team COPT was significantly positively associated with team service innovation ($r = 0.50$, $p < 0.01$). The correlations among variables were consistent with what was expected and provided support for further hypothetical testing.

Table 6-9 Descriptive statistics and correlations and correlations among variables of study 2 (model 1)

Variables	M	SD	1	2	3	4	5	6	7	8	9
Employee rated											
1. Employee gender	0.71	0.45	1.00								
2. Employee age	2.78	0.96	0.05	1.00							
3. Employee education level	1.60	0.67	-0.05	-0.34**	1.00						
4. Employee work year	2.17	1.09	0.08*	0.33**	-0.07	1.00					
5. CC	3.84	0.57	0.00	-0.02	0.00	-0.06	1.00				
6. SL	3.73	0.56	-0.02	-0.07	-0.01	-0.02	0.53**	1.00			
7. CE	3.71	0.54	-0.01	-0.03	-0.01	-0.01	0.46**	0.45**	1.00		
8. TCPT	4.00	0.57	0.04	-0.05	-0.04	-.09*	0.44**	0.47**	0.47**	1.00	
9. TSI	3.88	0.60	-0.04	0.02	-.11*	-0.06	0.42**	0.40**	0.46**	0.50**	1.00
Leader rated	M	SD	1	2	3	4	5	6			
1. Leader gender	0.66	0.48	1.00								
2. Leader age	3.01	0.77	-0.11	1.00							
3. Leader education	2.02	0.70	-0.05	-0.26**	1.00						
4. Leader work year	3.31	1.45	0.02	0.09	-0.16	1.00					
5. Team size	2.89	1.58	-0.22*	0.07	0.05	0.17	1.00				
6. HSPWS	4.12	0.54	-0.10	0.07	-0.05	0.00	-0.07	1.00			

Note: $N_{employee}$=557, N_{leader}=121. *p<0.05, **p<0.01. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

(5) Data aggregation

Since employees reported collectivist culture, servant leadership, coworker exchange, team COPT, and team service innovation, they needed to be aggregated at the team level. First, a one-way ANOVA was performed to examine whether the key variables had significant team differences. The results showed that all of the critical variables had significant differences among teams: collectivist culture (F [120, 436] = 3.19, $p < 0.01$), servant leadership (F [120, 436] = 2.61, $p < 0.01$), coworker exchange (F [120, 436] = 2.33, $p < 0.01$), team COPT (F [120, 436] = 2.49, $p < 0.01$), and team service innovation (F [120, 436] = 3.37, $p < 0.01$).

Second, r_{wg}, ICC(1) and ICC(2) were calculated by Mplus to examine the appropriateness of aggregating lower-level responses into the higher level (Bliese, 2000; James et al., 1993). In particular, the value of ICC(1) was 0.32 for collectivist culture, 0.26 for servant leadership, 0.22 for coworker exchange, 0.24 for team COPT and 0.34 for team service innovation. Moreover, the ICC(2) value was 0.69 for collectivist culture, 0.62 for servant leadership, 0.57 for coworker exchange, 0.60 for team COPT and 0.70 for team service innovation. All the values of ICC(1) and ICC(2) supported the aggregation. In addition, the value of average r_{wg} was 0.96 for collectivist culture, 0.95 for servant leadership, 0.95 for coworker exchange, 0.94 for team COPT and 0.95 for team service innovation. All the values of r_{wg} were higher than 0.7, supporting the aggregation. Although the ICC(2) of coworker exchange was a little lower than 0.6, the value was close to the cutoff value. Moreover, the results of one-way ANOVA, ICC(1) and r_{wg} showed that the aggregation of coworker exchange to a higher level was reasonable.

Table 6-10 Data aggregation of Study 2 (model 1)

Variable	F	ICC(1)	ICC(2)	Average r_{wg}
Collectivist culture	3.19***	0.32	0.69	0.96
Servant leadership	2.61***	0.26	0.62	0.95
Coworker exchange	2.33***	0.22	0.57	0.95
Team COPT	2.49***	0.24	0.60	0.94
Team service innovation	3.37***	0.34	0.70	0.95

Note: N=557, **p<0.05, ***p<0.01. ICC means the intra-class correlation coefficients and r_{wg} means inter-member agreement.

Considering team leaders assessed HSPWS, the data could not be tested by indicators of ICC or r_{wg}. A one-way ANOVA test was employed to examine whether HSPWS had significant differences among teams. The results showed that there existed significant variances among teams in terms of HSPWS (F [120, 436] = 1.40, p < 0.01). All the results supported the hypothesis that this model can be tested at the team level.

(6) Hypothesis testing

Hierarchical multiple regression analyses were performed to examine the relationships among the team-level variables, and Table 6-11 presents the results. This approach is widely adopted in organizational behavior research exploring team-level relationships (Peng et al., 2021). Model 2 revealed that collectivist culture had a significant positive relationship with team COPT (β = 0.27, p <0.01) after controlling for servant leadership, coworker exchange, and team size, supporting hypothesis 2. Furthermore, servant leadership was significantly positively related to team COPT (β = 0.24, p < 0.01) after controlling for collectivist culture, coworker exchange, and team size, supporting hypothesis 4. In addition, coworker exchange was positively related to team COPT (β = 0.33, p < 0.01) after controlling for collectivist culture, servant leadership, and team size, supporting hypothesis 6. Furthermore, the relationship between team COPT and team service innovation was verified as positively significant by Model 4 (β = 0.76, p < 0.01). Hence, hypothesis 8 was supported.

Table 6-11 Summary of regression analyses of Study 2 (model 1)

Variables	Team COPT (TCOPT)			Team service innovation		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Intercept	4.03**	0.85**	3.88**	0.83*	3.88**	3.86**
Control variables						
Time size	-0.01	-0.00	-0.00	0.01	0.01	0.01
Independent variables						
Collectivist culture		0.27**				
Servant leadership		0.24**				
Coworker exchange		0.33**				
Mediator						
TCOPT				0.76**	0.27**	0.24**
Moderator						
HSPWS					0.04	0.03
Interaction						
TCOPT* HSPWS						0.09**
R^2	0.00	0.51**	0.00	0.43**	0.43**	0.47**

Note: N_{team} = 121. Unstandardized regression coefficients are reported. *$p<0.05$, **$p<0.01$. TCOPT represents team customer-oriented perspective taking. HSPWS represents high service performance work system.

To examine the indirect effect of collectivist culture on team service innovation through team COPT, a bootstrapping procedure with 10000 iterations (PROCESS Model 4) was adopted (Hayes, 2017). In particular, collectivist culture was the independent variable, team COPT was the mediator, and team service innovation was the dependent variable. The results showed the indirect effect of collectivist culture on team service innovation through team COPT was significant (β = 0.36, SE = 0.08, 95% CI, LLCI = 0.22, ULCI = 0.52). Hence, hypothesis 12 was supported. Similar, a bootstrapping procedure with 10000 iterations (Hayes, 2017; PROCESS Model 4) using servant leadership as the independent variable, team COPT as the mediator, and team service innovation as the dependent variable was performed. The results showed the indirect effect of servant leadership on team service innovation through team COPT was significant (β = 0.35, SE = 0.08, 95% CI, LLCI = 0.21, ULCI = 0.54). Hence,

hypothesis 13 was supported. Furthermore, a bootstrapping procedure with 10000 iterations (Hayes, 2017; PROCESS Model 4) using coworker exchange as the independent variable, team COPT as the mediator, and team service innovation as the dependent variable was conducted. The results revealed a significant indirect effect of coworker exchange on team service innovation through team COPT ($\beta = 0.36$, SE = 0.08, 95% CI, LLCI = 0.21, ULCI = 0.54). Hence, hypothesis 14 was supported.

Before examining the moderating role of HSPWS, the independent variable team COPT and moderator variable HSPWS were standardized. The results showed that the interaction of team COPT and HSPWS was significantly positively related to team service innovation ($\beta = 0.09$, $p < 0.01$). Hence, hypothesis 16 was confirmed. Furthermore, the researcher plotted the interactive effect at two levels of HSPWS (Aiken et al., 1991). As shown in Figure 6-1, team COPT had a stronger correlation with team service innovation when HSPWS was at a higher level ($\beta = 0.33$, $p < 0.01$) than a lower level ($\beta = 0.15$, $p < 0.01$). Accordingly, hypothesis 16 is confirmed.
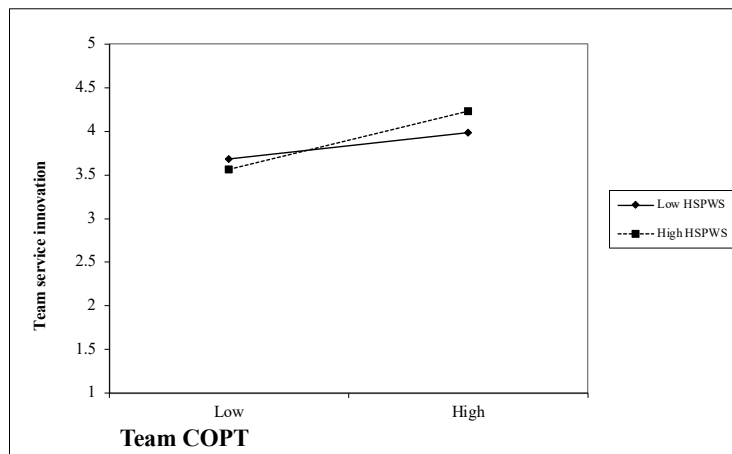
Figure 6-1 The moderating effect of HSPWS in Study 2 model 1

6.4.3 Results of model 2

(1) Normality test

Before conducting hypotheses testing, the current study conducted a normal distribution test on the 557 valid employee data and 121 valid supervisor data, with the

primary objective of determining whether the collected data were adequate for further analysis. The results of the normality test, detailed in Table 6-12, provided statistically significant indicators for each investigated variable. According to the findings, skewness, with absolute values ranging from 0.013 to 0.527, and kurtosis, with absolute values ranging from 0.002 to 1.038. Notably, both the skewness and kurtosis values were determined to be less than 2. The normality test results conclusively demonstrate that the data acquired for this research conform to the normality principle, validating their suitability for subsequent statistical analysis and model testing (Kline, 2023).

Table 6-12 Descriptive statistics for the key variables of Study 2 (model 2)

Variable	Item	Mean	SD	Skewness		Kurtosis	
		Statistic	Statistic	Statistic	SE	Statistic	SE
Collectivist culture	CC1	3.939	0.670	-0.324	0.104	0.270	0.207
	CC2	3.772	0.768	-0.374	0.104	0.302	0.207
	CC3	3.777	0.690	-0.172	0.104	-0.088	0.207
	CC4	3.752	0.732	-0.130	0.104	-0.125	0.207
	CC5	3.806	0.721	-0.124	0.104	-0.299	0.207
	CC6	3.894	0.703	-0.099	0.104	-0.408	0.207
	CC7	3.932	0.734	-0.167	0.104	-0.486	0.207
Servant leadership	SL1	3.980	0.682	-0.521	0.104	0.904	0.207
	SL2	3.704	0.737	0.099	0.104	-0.371	0.207
	SL3	3.724	0.756	-0.071	0.104	-0.136	0.207
	SL4	3.594	0.768	0.147	0.104	-0.219	0.207
	SL5	3.487	0.661	0.424	0.104	0.047	0.207
	SL6	3.704	0.768	-0.131	0.104	-0.234	0.207
	SL 7	3.944	0.755	-0.335	0.104	-0.094	0.207
Coworker exchange	CE1	3.659	0.696	-0.195	0.104	0.093	0.207
	CE2	3.867	0.663	-0.443	0.104	0.812	0.207
	CE3	3.864	0.678	-0.347	0.104	0.497	0.207
	CE4	3.688	0.683	0.013	0.104	-0.085	0.207
	CE5	3.470	0.752	0.203	0.104	-0.164	0.207
	CE6	3.693	0.733	-0.110	0.104	-0.116	0.207
Employee customer-oriented	ECOPT1	3.991	0.595	-0.254	0.104	1.038	0.207
	ECOPT2	4.041	0.623	-0.297	0.104	0.805	0.207

perspective taking	ECOPT3	3.991	0.630	-0.296	0.104	0.753	0.207
	ECOPT4	3.914	0.660	-0.133	0.104	0.096	0.207
Service quality	SQ1	3.950	0.687	-0.269	0.104	0.002	0.207
	SQ2	3.869	0.741	-0.264	0.104	-0.196	0.207
	SQ3	3.919	0.714	-0.268	0.104	0.052	0.207
	SQ4	3.890	0.702	-0.126	0.104	-0.338	0.207
	SQ5	3.849	0.691	-0.055	0.104	-0.370	0.207
High service performance work systems	HSPWS1	4.207	0.618	-0.376	0.220	0.508	0.437
	HSPWS2	4.298	0.628	-0.527	0.220	0.436	0.437
	HSPWS3	4.091	0.695	-0.275	0.220	-0.373	0.437
	HSPWS4	4.281	0.635	-0.513	0.220	0.350	0.437
	HSPWS5	4.066	0.680	-0.244	0.220	-0.250	0.437
	HSPWS6	4.149	0.654	-0.342	0.220	0.077	0.437
	HSPWS7	4.083	0.690	-0.419	0.220	0.205	0.437
	HSPWS8	3.909	0.658	-0.259	0.220	0.247	0.437
	HSPWS9	4.025	0.689	-0.188	0.220	-0.371	0.437

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWS represents high service performance work system.

(2) Common method bias

In this study, except for HSPWS and service quality, other variables were evaluated by employees, which may introduce common method bias. Then, the method recommended by Podsakoff et al. (2003) was followed to determine whether such an approach would result in a significant degree of common method bias. Harman's test revealed that the variance of a single factor, 31.791%, remains below the recommended threshold of 50%, indicating that the influence of common method bias was deemed acceptable.

(3) Reliability and validity of the key variables

This section provides the results of the variables' reliability and validity. SPSS 26.0 was used to calculate Cronbach's alpha coefficients for the key variables. The results demonstrated that Cronbach's alpha coefficients for each scale exceeded the

threshold of 0.8, indicating that all scales exhibited adequate internal consistency (Nunnally, 1978). Cronbach's alpha values for collectivist culture, servant leadership, coworker exchange, employee COPT, service quality, and HSPWS were respectively 0.901, 0.884, 0.860, 0.846, 0.837, and 0.938. The information is provided in Table 6-13.

Table 6-13 Reliability analysis for the key variables of Study 2 (model 2)

Variable	Number of Items	Item	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Collectivist culture	7	CC1	0.888	0.901
		CC2	0.887	
		CC3	0.877	
		CC4	0.891	
		CC5	0.882	
		CC6	0.888	
		CC7	0.889	
Servant leadership	7	SL1	0.865	0.884
		SL2	0.866	
		SL3	0.871	
		SL4	0.866	
		SL5	0.866	
		SL6	0.869	
		SL 7	0.870	
Coworker exchange	6	CE1	0.836	0.860
		CE2	0.832	
		CE3	0.841	
		CE4	0.837	
		CE5	0.836	
		CE6	0.839	
Employee customer-oriented perspective taking	4	ECOPT1	0.800	0.846
		ECOPT2	0.803	
		ECOPT3	0.803	
		ECOPT4	0.812	
Service quality	5	SQ1	0.807	0.837

		SQ2	0.797	
		SQ3	0.788	
		SQ4	0.806	
		SQ5	0.819	
		HSPWS1	0.931	
		HSPWS2	0.931	
		HSPWS3	0.932	
		HSPWS4	0.927	
High service performance work systems	9	HSPWS5	0.930	0.938
		HSPWS6	0.933	
		HSPWS7	0.931	
		HSPWS8	0.932	
		HSPWS9	0.931	

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWS represents high service performance work system.

Mplus8.0 was adopted to conduct multilevel confirmatory analysis (MCFA). The results of MCFA showed that in multilevel confirmatory factor analysis, the six-factor model fitted the data better than other alternative models (χ^2 [394] = 665.192, p < .000; CFI = 0.968; TLI = 0.964; RMSEA = 0.035; SRMR$_{within}$ = 0.031; SRMR$_{between}$ = 0.035). Table 6-14 provides detailed model comparison results.

In addition, the results of the six-factor model MCFA also provided information on standardized factor loadings. The results showed that all standardized factor loadings were over 0.5 and ranged from 0.691 to 0.864, indicating acceptable results (Hair, 2009). Furthermore, AVE and CR both met the proposed cut-off points of 0.5 and 0.8. In particular, the values of AVE ranged from 0.508 to 0.624, and the values of CR ranged from 0.842 to 0.937. These results confirmed the validity of the key variables adopted in the research.

Table 6-14 The multilevel confirmatory factor analysis results of Study 2 (model 2)

Model	χ^2	df	CFI	TLI	RMSEA	SRMR$_{within}$	SRMR$_{between}$
Baseline model: Six-factor model	665.192	394	0.968	0.964	0.035	0.031	0.035
Five-factor model 1: SL and CE were combined into one factor	1456.808	398	0.874	0.860	0.069	0.061	0.035
Five-factor model 2: CC and CE were combined into one factor	1508.993	398	0.868	0.853	0.071	0.065	0.035
Five-factor model 3: CC and SL were combined into one factor	1544.971	398	0.864	0.849	0.072	0.059	0.035
Four-factor model 4: CC, SL and CE were combined into one factor	2276.004	401	0.777	0.754	0.092	0.078	0.035
Three-factor model 5: CC, SL, CE and COPT were combined into one factor	2807.961	403	0.714	0.686	0.104	0.087	0.035
Two-factor model 6: all variables were combined into one factor at the within level	3695.165	404	0.609	0.572	0.121	0.11	0.035

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SI represents service innovation. SQ represents service quality. COPT represents customer-oriented perspective taking. HSPWS represents high service performance work system.

Table 6-15 Factor loading, CR and AVE of key variables of Study 2 (model 2)

Variable	Number of Items	Item	Factor loading	CR	AVE
Employee rated					
Collectivist culture	7	CC1	0.736	0.902	0.570
		CC2	0.748		
		CC3	0.840		
		CC4	0.714		
		CC5	0.786		
		CC6	0.730		
		CC7	0.721		
Servant leadership	7	SL1	0.737	0.886	0.526
		SL2	0.727		
		SL3	0.694		
		SL4	0.742		
		SL5	0.750		
		SL6	0.715		
		SL7	0.707		
Coworker exchange	6	CE1	0.722	0.861	0.508

		CE2	0.748		
		CE3	0.698		
		CE4	0.702		
		CE5	0.714		
		CE6	0.691		
Employee COPT	4	ECOPT1	0.786	0.847	0.580
		ECOPT2	0.765		
		ECOPT3	0.752		
		ECOPT4	0.743		
Service quality	5	SQ1	0.693	0.842	0.517
		SQ2	0.741		
		SQ3	0.785		
		SQ4	0.699		
		SQ5	0.673		
Leader rated					
High service performance work systems	9	HSPWS1	0.799	0.937	0.624
		HSPWS2	0.807		
		HSPWS3	0.769		
		HSPWS4	0.864		
		HSPWS5	0.809		
		HSPWS6	0.751		
		HSPWS7	0.766		
		HSPWS8	0.755		
		HSPWS9	0.786		

Note: $N_{employee}$=557, N_{leader}=121. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. TSI represents team service innovation. SQ represents service quality. ECOPT represents employee customer-oriented perspective taking. HSPWSO represents the original scale of high service performance work system. HSPWS represents the revised scale of high service performance work system.

(4) Correlation of the variables

Table 6-16 provides information on the variable mean, standard deviations, and correlations among variables. In particular, gender, age, education level, working experience with the current leader (hotel) and team size were dummy-coded. The results showed that collectivist culture had a significant positive relationship with employee COPT (r = 0.44, p < 0.01) as well as with employee service quality (r = 0.22, p <

0.01). Furthermore, the results also revealed that servant leadership had a significant positive relationship with employee COPT ($r = 0.42$, $p < 0.01$) as well as with employee service quality ($r = 0.16$, $p < 0.01$). Besides, the results revealed that coworker exchange had a significant positive relationship with employee COPT ($r = 0.43$, $p < 0.01$) as well as with employee service quality ($r = 0.16$, $p < 0.01$). In addition, employee COPT was significantly positively associated with employee service quality ($r = 0.23$, $p < 0.01$). The correlations among variables were consistent with what was expected and provided support for further hypothetical testing.

Table 6-16 Descriptive statistics and correlations among variables of Study 2 (model 2)

Variables	M	SD	1	2	3	4	5	6	7	8	9
Employee rated											
1. Employee gender	0.71	0.45	1.00								
2. Employee age	2.78	0.96	0.05	1.00							
3. Employee education level	1.60	0.67	-0.05	-0.34**	1.00						
4. Employee work year	2.17	1.09	0.08*	0.33**	-0.07	1.00					
5. CC	3.84	0.57	0.00	-0.02	0.00	-0.06	1.00				
6. SL	3.73	0.56	-0.02	-0.07	-0.01	-0.02	0.53**	1.00			
7. CE	3.71	0.54	-0.01	-0.03	-0.01	-0.01	0.46**	0.45**	1.00		
8. ECOPT	3.98	0.52	0.00	0.01	-0.05	-0.02	0.44**	0.42**	0.43**	1.00	
9. SQ	3.90	0.55	-0.04	0.07	-0.01	-0.01	0.22**	0.16**	0.16**	0.23**	1.00
Leader rated	M	SD	1	2	3	4	5	6			
10. Leader gender	0.66	0.48	1.00								
11. Leader age	3.01	0.77	-0.11	1.00							
12. Leader education	2.02	0.70	-0.05	-0.26**	1.00						
13. Leader work year	3.31	1.45	0.02	0.09	-0.16	1.00					
14. Team size	2.89	1.58	-0.22*	0.07	0.05	0.17	1.00				
15. HSPWS	4.12	0.54	-0.10	0.07	-0.05	0.00	-0.07	1.00			

Note: $N_{employee}$=557, N_{leader}=121. *p<0.05, **p<0.01. CC represents collectivist culture. SL represents servant leadership. CE represents coworker exchange. SQ represents service quality. ECOPT represents employee customer-oriented perspective taking. HSPWS represents high service performance work system.

(5) Data aggregation

Since collectivist culture, servant leadership, and coworker exchange were reported by employees, they needed to be aggregated at the team level. First, a one-way ANOVA was performed to examine whether the key variables had significant team differences. The results showed that all of the key variables had significant differences among teams: collectivist culture (F [120, 436] = 3.19, $p < 0.01$), servant leadership (F [120, 436] = 2.61, $p < 0.01$), and coworker exchange (F [120, 436] = 2.33, $p < 0.01$).

Second, r_{wg} and ICC(1) and ICC(2) were calculated by Mplus to examine the appropriateness of aggregating lower-level responses into higher levels (Bliese, 2000; James et al., 1993). In particular, the value of ICC(1) was 0.32 for collectivist culture, 0.26 for servant leadership, and 0.22 for coworker exchange. Moreover, the value of ICC(2) was 0.69 for collectivist culture, 0.62 for servant leadership, and 0.57 for coworker exchange. In addition, the value of average r_{wg} was 0.96 for collectivist culture, 0.95 for servant leadership, and 0.95 for coworker exchange. All the values of ICC(1), ICC(2) and r_{wg} supported the aggregation. Although the ICC(2) of coworker exchange was a little lower than 0.6, the value was close to the cutoff value. Moreover, the results of one-way ANOVA, ICC(1) and r_{wg} supported the aggregation of coworker exchange to a higher level.

Considering team leaders assessed HSPWS, the data could not be tested by indicators of ICC or r_{wg}. A one-way ANOVA test was employed to examine whether HSPWS had significant differences among teams. The results revealed that there were significant variances among teams in terms of HSPWS (F [120, 436] = 1.40, $p < 0.01$). All the results supported the hypothesis that this variable can be tested at the team level.

Table 6-17 Data aggregation of study 2 (model 2)

Variable	F	ICC(1)	ICC(2)	Average r_{wg}
Collectivist culture	3.19***	0.32	0.69	0.96
Servant leadership	2.61***	0.26	0.62	0.95
Coworker exchange	2.33***	0.22	0.57	0.95

Note: N=557, *p<0.1, **p<0.05, ***p<0.01

(6) Hypothesis testing

A multilevel model was adopted to explore how organizational context factors like collectivist culture, servant leadership, and coworker exchange affect employees' ability to see things from the customer's point of view.

First, a one-way ANOVA with random effects was adopted, in which employee COPT was the dependent variable. Significantly, this model is also known as an empty, fully unconditional, or intercept-only model, for no predictors are included in this model. This model is widely adopted as the first step in conducting multi-level analysis, for the results of this model can reveal whether the dependent variable has variance among different levels. Furthermore, the null model can also provide information on how the variance of the dependent variable was divided into level 1 variance and higher-level clusters. In this study, the null model was conducted to detect whether the variance of employee COPT could be introduced by predictors at level 2, namely the team level.

Furthermore, the null model was performed to reveal how the variance of employee COPT was partitioned between variance among the employees (σ^2) and variance among the teams (τ^2) (Finch & Bolin, 2017). The null model in this study can be represented in the following level 1 and level 2 equations. The level 1, level 2, and combined equations are listed below:

Leve 1:

$$ECOPT_{ij} = \beta_{0j} + \varepsilon_{ij} \ (1)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \mu_{0j} \ (2)$$

The combined model is:

$$ECOPT_{ij} = \gamma_{00} + \mu_{0j} + \varepsilon_{ij} \ (3)$$

Specifically, $ECOPT_{ij}$ represents COPT of an employee (i) from the team (j).

β_{0j} represents the average value of COPT among all employees from team (j).

ε_{ij} is the residual error at the employee level.

γ_{00} is the grand mean of COPT of employees from all teams.

μ_{0j} is the residual error at the team level.

The results suggested that the grand mean of employee COPT was significantly different from zero (γ_{00}= 3.982, p < 0.01). Furthermore, the results also showed that both the variances at the employee level (σ^2=0.215, p < 0.01) and the team level (τ^2=0.053, p < 0.001) were significantly different from zero, suggesting there were team-level effects on employee COPT.

$$\rho = \frac{\tau^2}{\sigma^2+\tau^2} \ (4)$$

The null model also provided information on intraclass correlation, which is known as ICC. The calculation formula for ICC is shown in equation 4. The results revealed that the ICC of employee COPT was 0.199, indicating that 19.9% of the variance in employee COPT could be sorted into team differences. These results also supported the multilevel analysis.

Based on the above analysis, it was possible to do a multilevel analysis with the employee COPT as the dependent variable. On the basis of this, employee COPT was utilized as the dependent variable, and the control variables at the individual level included employees' gender, age, education level, and work year with the current leader, as well as the control variables at the team level, which include team size, leaders' gender, age, education level, and position tenure. These control variables were considered to be independent variables. It is worth noting that predictors at level 1 were group mean centered, and predictors at level 2 were grand mean centered. The result of this model is shown in Table 6-18 model 2. The level 1, level 2 and combined equations adopted in model 2 are listed below:

Leve l:

$$ECOPT_{ij} = \beta_{0j} + \beta_{1j}Age_{ij} + \beta_{2j}Gender_{ij} + \beta_{3j}Eduacation_{ij} +$$
$$\beta_{4j}Workyear_{ij} + \varepsilon_{ij} \quad (5)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \gamma_{01}Teamsize_j + \gamma_{02}Lage + \gamma_{03}Lgender + \gamma_{04}Leducation +$$
$$\gamma_{05}Ltenure + \mu_{0j} \quad (6)$$

$$\beta_{1j} = \gamma_{10} \quad (7)$$

$$\beta_{2j} = \gamma_{20} \quad (8)$$

$$\beta_{3j} = \gamma_{30} \quad (9)$$

$$\beta_{4j} = \gamma_{40} \quad (10)$$

The combined model is:

$$ECOPT_{ij} = \gamma_{00} + \gamma_{10}Age_{ij} + \gamma_{20}Gender_{ij} + \gamma_{30}Eduacation_{ij} +$$
$$\gamma_{40}Workyear_{ij} + \gamma_{01}Teamsize_j + \gamma_{02}Lage + \gamma_{03}Lgender + \gamma_{04}Leducation +$$
$$\gamma_{05}Ltenure + \mu_{0j} + \varepsilon_{ij} \quad (11)$$

Specifically, Age_{ij}, $Gender_{ij}$, $Eduacation_{ij}$, $Workyears_{ij}$ represent the age, gender and education level, and work years with the current leader of an employee (i) from a team (j) respectively.

$Lage_j$, $Lgender_j$, $Leducation_j$, $Ltenure_j$ represent the age, gender, education level and tenure of the leader from the team (j) respectively.

Then, compared to model 2, model 3 added the predictors of organizational context variables to examine the hypotheses. The level 1, level 2 and combined equations adopted in model 3 are listed below:

Leve l:

$$ECOPT_{ij} = \beta_{0j} + \beta_{1j}Age_{ij} + \beta_{2j}Gender_{ij} + \beta_{3j}Eduacation_{ij} +$$
$$\beta_{4j}Workyear_{ij} + \varepsilon_{ij} \quad (12)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \gamma_{01}Teamsize_j + \gamma_{02}Lage_j + \gamma_{03}Lgender_j + \gamma_{04}Leducation_j +$$
$$\gamma_{05}Ltenure_j + \gamma_{06}CC_j + \gamma_{07}SL_j + \gamma_{08}CE_j + \mu_{0j} \ (13)$$

$$\beta_{1j} = \gamma_{10} \ (14)$$

$$\beta_{2j} = \gamma_{20} \ (15)$$

$$\beta_{3j} = \gamma_{30} \ (16)$$

$$\beta_{4j} = \gamma_{40} \ (17)$$

The combined model is:

$$ECOPT_{ij} = \gamma_{00} + \gamma_{10}Age_{ij} + \gamma_{20}Gender_{ij} + \gamma_{30}Eduacation_{ij} +$$
$$+\gamma_{40}Workyear_{ij} + \gamma_{01}Teamsize_j + \gamma_{02}Lage_j + \gamma_{03}Lgender_j + \gamma_{04}Leducation_j +$$
$$\gamma_{05}Ltenure_j + \gamma_{06}CC_j + \gamma_{07}SL_j + \gamma_{08}CE_j + \mu_{0j} + \varepsilon_{ij} \ (18)$$

Specifically, CC_j, SL_j, CE_j represent collectivist culture, servant leadership and coworker exchange of a team (j) respectively.

The results showed that collectivist culture was positively related to employee COPT ($\beta = 0.254$, $p < 0.01$). Hence, hypothesis 1 was supported. Furthermore, the results confirmed that servant leadership was positively related to employee COPT ($\beta = 0.207$, $p < 0.05$). Therefore, hypothesis 3 was supported. In addition, the results showed that coworker exchange culture was positively related to employee COPT ($\beta = 0.246$, $p < 0.01$). Accordingly, hypothesis 5 was supported. Besides, compared with models 1 and 2, model 3 fitted the data better, and the model fit index of Akaike (AIC) and Bayesian (BIC) became smaller.

Table 6-18 Multilevel regression results of employee COPT

Variable	Employee COPT		
	M 1	**M 2**	**M 3**
Level 1			
Employee age (γ_{10})		-0.036	-0.037
Employee gender (γ_{20})		-0.001	-0.001

Employee education level (γ_{30})		0.035	0.034
Employee work years (γ_{40})		-0.003	-0.003
Level 2			
Intercept (γ_{00})	3.982**	3.982**	3.985**
Team size (γ_{01})		-0.005	0.001
Leader age (γ_{02})		0.003	0.046
Leader gender (γ_{03})		-0.123*	-0.059
Leader education (γ_{04})		0.008	0.042
Leader position tenure (γ_{05})		-0.015	0.001
Collectivist culture (γ_{06})			0.254**
Servant leadership (γ_{07})			0.207*
Coworker exchange (γ_{08})			0.246**
Variance components			
Within level variances (σ^2)	0.215**	0.214**	0.212**
Between level variances (τ^2)	0.053**	0.050**	0.007
Model fit index			
Akaike (AIC)	821.612	832.375	763.557
Bayesian (BIC)	834.580	884.246	828.395
Sample-Size Adjusted BIC	825.057	846.152	780.778

Note: $N_{employee}$=557, N_{leader}=121. *p<0.05, **p<0.01.

Table 6-19 The relationship between employee COPT and employee service quality

Variables	Employee service quality	
	Model 1	**Model 2**
Intercept	3.799**	2.790**
Control variables		
Employee age	0.052	0.053*
Employee gender	-0.044	-0.044
Employee education level	0.015	0.026
Employee work experience	-0.019	-0.016
Independent variables		
Employee COPT		0.247**
R^2	0.008	0.062**

Note: $N = 557$. Unstandardized regression coefficients are reported. *p<0.05, **p<0.01

Hierarchical multiple regression was conducted to test the relationship between COPT and employee service quality. As revealed in Table 6-19 model 2, COPT was

positively related to employee service quality ($\beta = 0.247, p < 0.01$) when employee age, gender and education remained constant. Thus, hypothesis 7 was supported.

To analyze the mediating role of COPT between predictors (collectivist culture, servant leadership, and coworker exchange) and service quality, this study conducted the following steps:

First, a one-way ANOVA with random effects was adopted, in which service quality was the dependent variable. Significantly, this model is also known as an empty, fully unconditional, or intercept-only model because no predictors are included in it. This model is widely adopted as the first step in conducting multilevel analysis, for the results of this model can reveal whether the dependent variable has variance among different levels. Furthermore, the null model can also provide information on how the variance of the dependent variable was divided into level 1 variance and higher-level clusters. In this analysis, the null model was conducted to detect whether the variance of employee service quality could be introduced by predictors at level 2, namely the team level. Furthermore, the null model was performed to reveal how the variance of employee service quality was partitioned between variance among the employees (σ^2) and variance among the teams (τ^2) (Finch & Bolin, 2017). The null model in this study can be represented in the following level 1 and level 2 equations.

Leve 1:

$$SQ_{ij} = \beta_{0j} + \varepsilon_{ij} \ (19)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \mu_{0j} \ (20)$$

The combined model is:

$$SQ_{ij} = \gamma_{00} + \mu_{0j} + \varepsilon_{ij} \ (21)$$

Specifically,

SQ_{ij} represents an employee's (i) service quality from a team (j).

β_{0j} represents the average of all employees' service quality in a team (j).

ε_{ij} is the residual error at the employee level.

γ_{00} is the grand mean of service quality of employees from all teams.

μ_{0j} is the residual error at the team level.

The results suggested that the grand mean of employee service quality was significantly different from zero (γ_{00}= 3.895, $p < 0.01$). Furthermore, the results also showed that both the variances at the employee level (σ^2=0.190, $p < 0.01$) and the team level (τ^2=0.113, $p < 0.01$) were significantly different from zero, suggesting there were team-level effects on employee service quality.

The null model also provided information on intraclass correlation, which is known as ICC. The calculation formula for ICC is shown in equation 4. The results revealed that the ICC of employee service quality was 0.373, indicating that 37.3% of the variance in employee service quality could be sorted into team differences. These results also supported the multilevel analysis. Hence, it was possible to conduct a multi-level analysis with employee service quality as the dependent variable.

Second, employee service quality was utilized as the dependent variable, and the control factors at the individual level, which include employees' gender, age, and education level, as well as the control variables at the team level, which include team size, leaders' gender, age, education level, and position tenure, were considered to be the independent variables. Furthermore, predictors at level 1 were group mean-centered, and predictors at level 2 were grand mean-centered. The model, which contained only control variables, can be expressed as the following equations.

Leve l:

$$SQ_{ij} = \beta_{0j} + \beta_{1j}Age_{ij} + \beta_{2j}Gender_{ij} + \beta_{3j}Eduacation_{ij} + \beta_{4j}Workyear_{ij} + \varepsilon_{ij} \quad (22)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \gamma_{01}Teamsize_j + \gamma_{02}\text{Lage} + \gamma_{03}Lgender + \gamma_{04}Leducation + \gamma_{05}Ltenure + \mu_{0j} \ (23)$$

$$\beta_{1j} = \gamma_{10} \ (24)$$

$$\beta_{2j} = \gamma_{20} \ (25)$$

$$\beta_{3j} = \gamma_{30} \ (26)$$

$$\beta_{4j} = \gamma_{40} \ (27)$$

The combined model is:

$$SQ_{ij} = \gamma_{00} + \gamma_{10}Age_{ij} + \gamma_{20}Gender_{ij} + \gamma_{30}Eduacation_{ij} + \gamma_{40}Workyear_{ij} + \gamma_{01}Teamsize_j + \gamma_{02}Lage_j + \gamma_{03}Lgender_j + \gamma_{04}Leducation_j + \gamma_{05}Ltenure_j + \mu_{0j} + \varepsilon_{ij} \ (28)$$

Specifically,

SQ$_{ij}$ represents an employee's (*i*) service quality from a team (*j*).

β_{0j} represents the intercept in team *j*.

Age_{ij}, $Gender_{ij}$, $Eduacation_{ij}$, $Workyear_{ij}$ represent the age, gender education level, and work years of an employee (*i*) from a team (*j*) respectively.

β_{1j}, β_{2j}, β_{3j} and β_{4j} indicate the regression coefficients for an employee's age, gender, education level and work years from a team *j* respectively.

ε_{ij} is the residual error at the employee level.

γ_{00} is the grand mean of service quality of employees from all teams after controlling for team level predictors.

γ_{10}, γ_{20}, γ_{30} and γ_{40} represent the grand mean of age, gender, education level and work years of all employees from a team (*j*) respectively.

$Lage_j$, $Lgender_j$, $Leducation_j$, $Ltenure_j$ represent the age, gender, education level and tenure of the leader from the team (*j*) respectively.

$\gamma_{01} - \gamma_{05}$ represent the regression coefficients of the predictor variables of team level.

μ_{0j} is the residual error at the team level.

In this analysis, the coefficients of employee age, gender, education and work year were fixed at the employee level and did not include a random parameter (μ_{1j}, μ_{2j}, μ_{3j} or μ_{4j}) in equations 24-27 to reflect team-level variation from their grand mean (γ_{10}, γ_{20}, γ_{30} or γ_{40}). This was reasonable because these variables were not the interest of the study and were not included in the theoretical model (Heck & Thomas, 2020). The results showed that after controlling for leader age, gender, education level and work experience at the team level, the variances in employee service quality at level 2 were still significant. Hence, it was reasonable to add more predictors in level 2 to predict employee service quality.

Third, the mediating role of employee COPT were examined by using the multilevel structural equation modeling (MSEM) approach. As illustrated by Preacher et al. (2010), a multilevel modeling (MLM) paradigm can lead to conflation or bias of the indirect effect in a 2-1-1 mediation model. Hence, this study adopted MSEM to examine the mediating role of employee COPT. Following the procedure proposed by Preacher et al. (2010) and Preacher et al. (2011), three separate 2-1-1 mediator analyses were conducted. The results are shown in Table 6-20. First, the results showed that the indirect effect of collectivist culture on service quality was significant through employee COPT (estimate = 0.043, 95% CI [0.001, 0.085]). These results supported Hypothesis 9. Second, the results also confirmed that the indirect effect of servant leadership on service quality was significant through employee COPT (estimate = 0.048, 95% CI [0.004, 0.092]). These results supported Hypothesis 10. Finally, the results also revealed that the indirect effect of coworker exchange on service quality was significant through employee COPT (estimate = 0.055, 95% CI [0.004, 0.092]). These results supported Hypothesis 11.

Table 6-20 The mediating role of employee COPT

Hypothesis	Indirect effects	Estimate	95% CI	
			Lower	Upper
H9	CC-ECOPT-SQ	0.043**	0.001	0.085
H10	SL-ECOPT-SQ	0.048**	0.004	0.092
H11	CE-ECOPT-SQ	0.055**	0.008	0.101

Note: ***$p<0.01$; **$p<0.05$

(4) The cross-level moderating role of HSPWS

This study explored whether the cross-level interaction coefficient between employee COPT and HSPWS was significant. This was done so that the cross-level moderating role of HSPWS could be seen between employee COPT and employee service quality. The relationship among variables can be expressed by the following equations.

Leve l:

$$SQ_{ij} = \beta_{0j} + \beta_{1j}Age_{ij} + \beta_{2j}Gender_{ij} + \beta_{3j}Eduacation_{ij} + \beta_{4j}Workyear_{ij} + \beta_{5j}ECOPT_{ij} + \varepsilon_{ij} \quad (29)$$

Level 2:

$$\beta_{0j} = \gamma_{00} + \gamma_{01}Teamsize_j + \gamma_{02}Lage_j + \gamma_{03}Lgender_j + \gamma_{04}Leducation_j + \gamma_{05}Ltenure_j + \gamma_{06}HSPWS_j + \mu_{0j} \quad (30)$$

$$\beta_{1j} = \gamma_{10} \quad (31)$$

$$\beta_{2j} = \gamma_{20} \quad (32)$$

$$\beta_{3j} = \gamma_{30} \quad (33)$$

$$\beta_{3j} = \gamma_{40} \quad (34)$$

$$\beta_{5j} = \gamma_{50} + \gamma_{51}HSPWS_j + \mu_{5j} \quad (35)$$

The combined model is:

$$SQ_{ij} = \gamma_{00} + \gamma_{01}Teamsize_j + \gamma_{02}\text{Lage}_j + \gamma_{03}Lgender_j + \gamma_{04}Leducation_j +$$

$$\gamma_{05}Ltenure_j + \gamma_{06}HSPWS_j + \gamma_{10}Age_{ij} + \gamma_{20}Gender_{ij} + \gamma_{30}Eduacation_{ij} +$$

$$\beta_{4j}Workyear_{ij} + \gamma_{50}ECOPT_{ij} + \gamma_{51}HSPWS_j * ECOPT_{ij} + \mu_{5j}ECOPT_{ij} + \varepsilon_{ij} +$$

$$\mu_{0j} + \mu_{5j} \ (36)$$

Specifically, $HSPWS_j$ represent the levels of high service performance work system of a team (j).

The results showed that the cross-level interaction coefficient of employee COPT and HSPWS was positively significant with employee service quality ($\beta = 0.188$, $p<0.05$). Furthermore, the researcher plotted the interactive effect at two levels of HSPWS (Aiken et al., 1991). As shown in Figure 6-2, employee COPT had a stronger correlation with employee service quality when HSPWS was at a higher level ($\beta = 0.073$, $p<0.05$) than a lower level ($\beta = -0.006$, $n.s.$). Accordingly, hypothesis 15 is confirmed.

Table 6-21 Multilevel regression results of employee service quality

Variables	Employee service quality		
	M1	M2	M3
Intercept (γ_{00})	3.895**	3.895**	3.895**
Level 1			
Employee age (γ_{10})		0.063*	0.069*
Employee gender (γ_{20})		-0.059	-0.058
Employee education level (γ_{30})		0.033	0.025
Employee work years (γ_{40})		0.008	0.004
EPT (γ_{50})			0.033
Level 2			
Team size (γ_{01})		0.020	0.025
Leader age (γ_{02})		-0.045	-0.049
Leader gender (γ_{03})		-0.057	-0.024
Leader education (γ_{04})		0.020	0.028
Leader position tenure (γ_{05})		0.001	0.001
HSPWS (γ_{06})			0.205**
Interaction			
EPT*HSPWS (γ_{51})			0.188*
Variance components			
Within level variances (σ^2)	0.190**	0.187**	0.183**
Between level variances (τ^2)	0.113**	0.111**	0.100**
Model fit index			
Akaike (AIC)	820.059	828.803	823.767

Bayesian (BIC)	833.026	880.674	897.250
Sample-Size Adjusted BIC	823.503	842.580	843.284

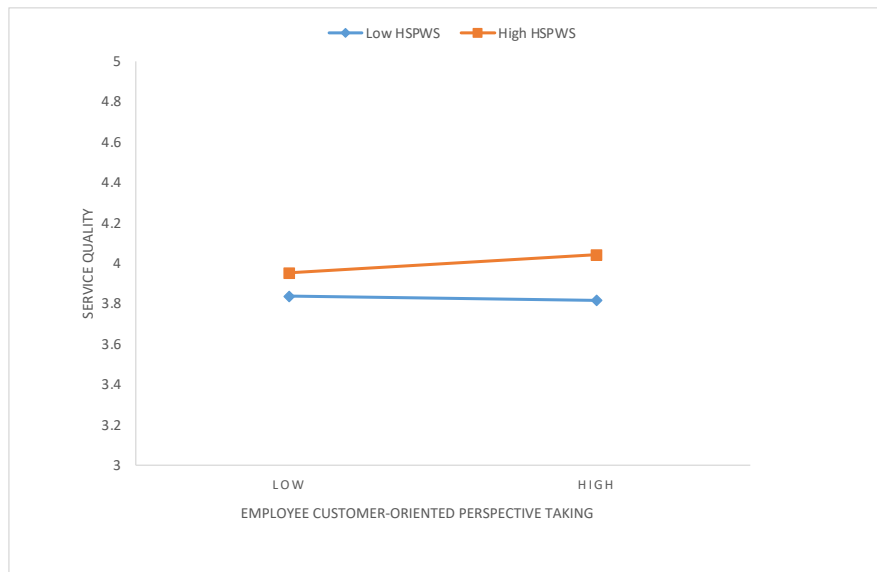Note: N_{team} = 121. $N_{employee}$ = 557. *p<0.05, **p<0.01.

Figure 6-2 The moderating effect of HSPWS in Study 2 model 2

6.5 Summary of Results

Table 6-22 summarizes the hypothesis testing results of the whole research. First, the results showed that organizational factors, including collectivist culture, servant leadership, and coworker exchange, could positively predict COPT at both the employee and team levels. Hence, hypotheses 1-6 were confirmed. Second, the results indicated that employee COPT can positively influence employee service quality. Thus, hypothesis 7 was supported. Third, the results confirmed that team COPT can positively influence team service innovation. Therefore, hypothesis 8 was confirmed. Fourth, the results supported the mediating role of employee COPT in the relationship between organizational factors and employee service quality. Hence, hypotheses 9-11 were supported. Fifth, the results supported the mediating role of team COPT in the relationship between organizational factors and team service innovation. Hence, hypotheses 12-14 were confirmed. Finally, the results confirmed the positive moderating role of high-service performance work systems between team COPT and team service innovation and between employee COPT and employee service quality. Hence, hypotheses 15 and 16 were supported.

Table 6-22 A summary of hypothesis testing

Number	Hypothesis	Results
Hypothesis 1	Collectivist culture positively influences employee COPT.	Supported in study 1 and 2
Hypothesis 2	Collectivist culture positively influences team COPT.	Supported in study 2
Hypothesis 3	Servant leadership positively influences employee COPT.	Supported in study 1 and 2
Hypothesis 4	Servant leadership positively influences team COPT.	Supported in study 2
Hypothesis 5	Coworker exchange positively influences employee COPT.	Supported in study 1 and 2
Hypothesis 6	Coworker exchange positively influences team COPT.	Supported in study 2
Hypothesis 7	Employee COPT positively influences employee service quality.	Supported in study 1 and 2
Hypothesis 8	Team COPT positively influences team service innovation.	Supported in study 2
Hypothesis 9	Collectivist culture can influence employee service quality through employee COPT.	Supported in study 1 and 2
Hypothesis 10	Servant leadership can influence employee service quality through employee COPT.	Supported in study 1 and 2
Hypothesis 11	Coworker exchange can influence employee service quality through employee COPT.	Supported in study 1 and 2
Hypothesis 12	Collectivist culture can influence team service innovation through team COPT.	Supported in study 2
Hypothesis 13	Servant leadership can influence team service innovation through team COPT.	Supported in study 2
Hypothesis 14	Coworker exchange can influence team service innovation through team COPT.	Supported in study 2
Hypothesis 15	HSPWS moderates the effects of employee COPT on employee service quality, and such a relationship will be strengthened when HSPWS is higher.	Supported in study 2
Hypothesis 16	HSPWS moderates the effects of team COPT on team service innovation, and such a relationship will be strengthened when HSPWS is higher.	Supported in study 2

Chapter 7: Discussion

This chapter provides a comprehensive interpretation of the results introduced in the previous chapter and links them with the research objectives. Next, this chapter elaborates upon the theoretical contributions of this thesis and offers management implications for the hospitality industry.

7.1 Research Objective 1: Organizational Contextual Predictors of COPT

The empirical findings demonstrate that organizational contextual antecedents (i.e., a collectivist culture, servant leadership, and coworker exchange) positively predict employee and team COPT.

7.1.1 The role of a collectivist culture

First, the findings support Hypothesis 1, demonstrating a positive association between a collectivist culture and employee COPT. Study 1 revealed that individuals within a highly collectivist culture exhibited elevated levels of COPT as compared to those in a less collectivist cultural group. Furthermore, the results from employing the multilevel analysis in Study 2 (Model 2) corroborate the cross-level positive impact of collectivist culture on employee COPT. These results suggest that employees immersed in a team characterized by collectivism are more inclined to engage in COPT during interactions with customers in the workplace.

Based on SIP theory, the existing literature has emphasized the essential function of group culture in determining the work environment for employees. In this context, it has been proposed that employees should adjust their attitudes and behaviors in response to the information gleaned from their surroundings (Shi & Shi, 2022). The present research's findings support this notion by demonstrating that collectivist culture functions as a significant information source for employees, exerting an apparent influence that results in greater employee engagement in COPT.

In addition, prior research has described culture's crucial role in fostering employee motivation. Specifically, Senbeto et al. (2021) empirically established a positive relationship between organizational collaborative culture and employee openness to change and a negative association with employee resistance to change. Due to its inherent emphasis on other orientations and the need for employees to consider the perspectives and well-being of others (Wu & Keysar, 2007), a highly collectivist culture better enables employees to adopt a customer-oriented perspective. This conclusion is consistent with prior research indicating that leaders of collectivist organizations tend to consider employees' perspectives in the workplace and exhibit more self-sacrificing behaviors (Liu et al., 2021).

In the context of the team-level analysis employed in Study 2 (Model 1), the empirical findings support Hypothesis 2 by demonstrating a positive relationship between a collectivist culture and team COPT. In particular, the results reveal that teams operating within a more collectivist cultural milieu tend to exhibit higher levels of COPT. This observation supports the hypothesis that nurturing shared values within a team facilitates consensus building among team members and the adoption of a customer-centric perspective. These findings indicate that collectivist culture possesses the capacity to exert influence not only at the individual employee level but also to permeate and influence the entirety of a team as a cohesive unit. Prior research has cogently argued that team culture plays a pivotal role in shaping team outcomes, such as collective self-efficacy (Yang et al., 2022). This research lends credence to this argument and substantiates the notion that collectivism promotes the development of team competencies in COPT.

7.1.2 The role of servant leadership

The outcomes of Study 1 show that employees under the guidance of servant leaders exhibit an enhanced propensity for embracing COPT, in contrast to those in leadership groups that do not feature servant leaders. Furthermore, the results of the multilevel analytical approach employed in Study 2 (Model 2) corroborate the cross-

level positive effects of servant leadership on employee COPT. These findings underscore the role of servant leaders in fostering an environment in which employees are motivated to actively embrace COPT during their interactions with customers.

Servant leadership is a promising leadership style in the hospitality industry, favored for its other-oriented perspective that aligns with the fundamental objective of serving customers in the hospitality sector (Eva et al., 2019; Gui et al., 2021). Previous research has concluded that servant leadership can boost employee customer orientation by emphasizing the significance of satisfying customers' needs (Ye et al., 2019). The findings of this research also demonstrate that servant leadership has the ability to effectively communicate to employees the value of considering others' perspectives. As a result, employees become more aware that their organization promotes the importance of thinking about others, leading them to actively adopt a customer-oriented perspective when delivering services. Furthermore, previous research has confirmed the significant role of positive leadership styles in predicting employee perspective taking. For example, Wadei et al. (2021) found that transformational leaders can create a positive environment in which others' viewpoints are highlighted and employees consider others' ideas and engage in perspective taking. The current research findings add new knowledge to the connection between leadership and COPT.

The findings further confirm that servant leadership can boost team COPT, showing that teams led by servant leaders are more inclined to emphasize this ability. Previous research has confirmed the contribution of servant leadership to a team's service climate, thus underscoring the significant role of servant leadership in promoting service norms among team members (Walumbwa et al., 2010). The current research findings support these notions and confirm the impact of servant leadership on enhancing a team's cognitive ability to think from the customer's perspective.

In summary, the findings indicate that servant leadership has the potential to affect individual employees' COPT as well as collective COPT by teams.

7.1.3 The role of coworker exchange

The results of Study 1 show that employees exposed to a high level of coworker exchange exhibit a pronounced tendency to engage in COPT, in direct contrast to those employees experiencing less coworker exchange. Furthermore, findings from the multilevel analytical framework in Study 2 (Model 2) validated the presence of a cross-level positive influence of coworker exchange on employee COPT. Consequently, these findings suggest that coworker exchange serves as a salient predictor of employee COPT.

These research findings underscore the pivotal role of coworker relationships in conveying the vital norm of interpersonal interaction and consideration of others' needs in the workplace. Once employees acknowledge and attach value to this norm, they are inclined to integrate it into their work and engage with customers accordingly. For instance, employees may proactively envision themselves in the customer's position and endeavor to comprehend their needs. Previous research has already established that favorable interactions with coworkers can enhance employees' coworker-oriented perspective taking (Fasbender et al., 2020). The present research extends this knowledge by confirming that a high level of coworker exchange can also enhance employees' COPT.

Moreover, the results from Study 2 (Model 1) corroborate that coworker exchange possesses the capacity to augment team-level COPT. This congruence in findings aligns with the results reported by Bornay-Barrachina and Herrero (2018), illuminating the substantial influence of coworker exchange in shaping the team environment, and subsequently exerting an impact on team outcomes. Consequently, this research contributes fresh insights into the mechanisms through which coworkers can wield a transformative influence on team members' perspective-taking during service interactions with customers.

7.2 Research Objective 2: Consequences of COPT

The present research establishes a crucial connection between employee COPT and employee service quality while concurrently elucidating the correlation between team COPT and service innovation.

7.2.1 Employee-level outcome: employee service quality

The findings derived from Study 2 (Model 2) affirm a positive and significant relationship between employee COPT and the quality of service provided. These results signify that when employees engage in perspective taking from the customer's perspective and gain a profound understanding of consumer needs, they are better equipped to deliver services that are more customized to their clientele, ultimately resulting in an elevated level of service quality.

These findings correspond with prior research conclusions that have underscored the advantageous outcomes of perspective taking in service encounters, describing its favorable effects on various dimensions of employee performance, attitude, and behavior. Notably, perspective taking has been associated with favorable results such as enhanced employee creativity (Wadei et al., 2021) and increased outcome performance (Limbu et al., 2016). This study reaffirms the substantial influence exerted by adopting a customer-oriented perspective on employee performance, particularly in the context of quality service provision.

Additionally, it is worth noting that service quality is determined by various personal attributes of employees, such as their engagement in customer-oriented organizational citizenship behavior (Qiu et al., 2019) and psychological empowerment (Lin et al., 2017). The findings of this research corroborate the critical role played by employees in delivering high-quality service and accentuate the critical significance of employees' personal capabilities when adopting a customer-oriented perspective.

7.2.2 Team-level outcome: team service innovation

The results from Study 2 (Model 1) substantiate a positive and significant association between team-level COPT and service innovation. When team members collectively employ their capabilities to think from the perspective of customers, it contributes to a heightened degree of service innovation within that team. This corroborates findings from a study conducted by Li et al. (2018). Drawing from data collected from 56 high-tech organizational teams, their study validated a similar positive relationship between team perspective taking and innovation. The findings of the present research not only align with the existing empirical conclusions, but also extend these established relationships to the context of the hospitality industry.

7.3 Research Objective 3: The Mediating Role of COPT Between Organizational Contextual Factors and Outcomes

This thesis offers confirmatory evidence for the mediating function of employee COPT in the relationships among organizational contextual factors (i.e., collectivist culture, servant leadership, and coworker exchange) and employee service quality. Additionally, this thesis establishes the mediating role of team-level COPT in the connections among these same organizational contextual factors and team service innovation.

7.3.1 The mediating role of employee COPT

The research findings substantiate that collectivist culture serves as an enhancer of employee service quality, as mediated through the mechanism of employee COPT. Culture within a group is widely recognized as a key factor that predicts employee service outcomes, due to its role in conveying shared norms and beliefs to employees (Dawson et al., 2023; Senbeto et al., 2021). Previous research has investigated the influence of various cultures such as those of hospitality (Dawson et al., 2023), error management (X. Wang et al., 2020), and innovation (Senbeto et al., 2021) on employee service outcomes. Unfortunately, limited attention has been directed towards

understanding how collectivist culture exerts its impact on employee service quality. A study conducted by Liu et al. (2021) elaborated upon this aspect, indicating that collectivist culture can enhance leaders' perspective taking, subsequently shaping self-sacrificial leadership behaviors. The current research findings not only align with those of Liu et al. (2021), but also extend our understanding of how collectivist culture can influence employee service quality. This extension is achieved by highlighting the critical role of COPT as the mediating mechanism through which collectivist culture exerts its influence on service quality.

Second, this research, employing both a scenario experiment and a field study, affirms the assertion that servant leadership can elevate employee service quality by enhancing employee COPT. The established positive relationship between servant leadership and service quality has been a recurrent theme in studies conducted within the hospitality context. For instance, Ling et al. (2016) concluded that servant leadership contributes to the augmentation of employee service-oriented behaviors, resulting in heightened employee service quality. Chen et al. (2015) have also asserted that servant leadership enhances employee service quality through self-efficacy. The findings of the present research not only reaffirm the substantial impact of servant leadership on the quality of service rendered by employees, they also underscore the essential role that servant leadership plays in cultivating employees' capacity to empathize with and comprehend customers' perspectives.

Third, the research findings derived from both a scenario experiment and a field study provide confirmation that employee COPT acts as a mediating mechanism in the relationship between coworker exchange and employee service quality. These findings illuminate the process through which positive interpersonal interactions among coworkers can enhance employee service quality by fostering a customer-oriented perspective. Coworker exchange has garnered particular attention within the context of the hospitality industry, as service employees often require close cooperation with their colleagues to achieve service-related goals (Ma & Qu, 2011). Prior research has already

established the constructive role of coworker exchange in predicting employee organizational citizenship behavior (Ye et al., 2021) and performance (Singh et al., 2019). This research affirms the substantial impact of interpersonal interactions among coworkers on service quality. Moreover, it demonstrates that this impact is mediated through the facilitation of employees' capacity to place themselves in the customer's position and consider their demands, thus enhancing service quality.

In conclusion, this thesis found that employee COPT can act as a critical mediator between organizational contextual factors and employee service quality. Accordingly, this thesis provides new knowledge regarding how organizational environments can impact employees' abilities, which in turn contribute to service quality.

7.3.2 The mediating role of team COPT

First, the findings affirm that collectivist culture plays a crucial role in fostering team service innovation through COPT. It is worth noting that a majority of prior studies in the field of hospitality research have predominantly focused on the impact of culture at the individual level (Dawson et al., 2023; Senbeto et al., 2021), with only a limited number of inquiries delving into how culture can stimulate outcomes at the team level (Yang et al., 2022). Consequently, by scrutinizing the influence of a collectivist culture on team service innovation through the avenue of team COPT, this research responds to previous calls to illuminate the mechanisms through which culture can amplify the propensity for team-level service innovation (Yang et al., 2022).

Second, the results indicate that servant leadership can enhance team service innovation by improving the team members' ability to adopt a customer-oriented perspective. While prior management literature has consistently validated a positive correlation between servant leadership and team creativity (Antonio et al., 2022; Yang et al., 2017), it is important to note that within the domain of hospitality research, the majority of inquiries have primarily centered on the effects of servant leadership on employee service innovation (Karatepe et al., 2020; Li et al., 2021). Consequently, the question of whether and how servant leadership can exert influence on team service

innovation has largely remained unexplored in this context. This existing research gap has hindered our comprehension of the extent to which servant leadership can contribute to the enhancement of team service innovation. Hence, the present findings significantly augment our knowledge by unveiling a hitherto undiscovered dimension of servant leadership's impact, illustrating that it can indeed influence team service innovation by enhancing team members' COPT.

Third, the results strongly support the hypothesis that coworker exchange significantly promotes team service innovation through its ability to encourage the adoption of a customer-oriented perspective at the team level. The importance of colleagues influencing the level of service has consistently been emphasized in the field of hospitality research. Previous studies have examined colleagues' impact on employee innovation, organizational citizenship, and prosocial behavior (Kim & Qu, 2020; Ma & Qu, 2011; Wu et al., 2023). However, it is essential to acknowledge that these investigations have predominantly concentrated on clarifying the impacts of colleagues on an individual level. As a result, there is a noticeable deficiency in the existing literature regarding the influence of colleague interactions at the team level on team outcomes. The present study advances the current research by providing new perspectives on how coworker relationships can enhance service innovation. The crucial mediating function played by team COPT is highlighted, thereby contributing a new dimension to our understanding of how coworker exchange can promote service innovation.

In conclusion, this research highlights the significant value of team COPT as an essential mediating mechanism that links organizational contextual elements to team service innovation. As a result, this effort provides a fresh lens through which to view the impact of the organizational environment on team abilities, ultimately leading to improved team service innovation.

7.4 Research Objective 4: The Moderating Role of HSPWS

This research examined the significance of HSPWS as a crucial factor affecting the outcomes of COPT. Below is a more complete explication of the findings.

7.4.1 The cross-level moderating role of HSPWS

The hospitality industry emphasizes the critical role of HSPWS, which has shown powerful effects on predicting hospitality employee organizational citizenship behavior (Kloutsiniotis & Mihail, 2020a). HSPWS can also motivate employees to become immersed in their work and provide a superior level of service by acting as critical boundary conditions. For example, research has found that HSPWS can strengthen the positive effects of servant leadership on employee work engagement (Rabiul et al., 2021). The current research further highlights the significant role of HSPWS by identifying that they can amplify the positive effects of COPT on employee service quality. Hence, this research offers new descriptions of the benefits of such human resource management practices and additional knowledge on how organizational factors can impact the effects of employee COPT.

7.4.2 The team-level moderating role of HSPWS

The research results confirm the moderating role of HSPWS operating between team COPT and team service innovation. Earlier studies have shown that high performance work systems can ensure organizational service performance (Lin & Liu, 2016; Úbeda-García et al., 2018; J. Yang et al., 2021). The present research underscores the importance of HSPWS in enhancing the favorable impact of team COPT on team service innovation. Therefore, this study presents novel advantages to implementing this particular human resource management approach and contributes fresh insights into the influence of organizational characteristics on the outcomes of team COPT.

7.5 Theoretical Implications

Based on SIP theory, this thesis explored the factors that precede and follow COPT

at both the individual and team levels. The resultant findings offer an expansion of the existing literature from the vantage points outlined below.

First, this thesis underscores the profound contribution that employee COPT can make to the hospitality industry by establishing an essential link between this cognitive process and a crucial service outcome: employee service quality. Specifically, the findings validate the advantageous impact of employee COPT on the enhancement of service quality. While previous studies have acknowledged the value of perspective taking in fostering employee extra-role behaviors (e.g., Ho & Gupta, 2012; Axtell et al., 2007), limited research has specifically targeted perspective taking within customer interactions (e.g., Huo et al., 2019; Lee & Madera, 2021). This research gap has constrained our knowledge of perspective taking within a service context. In particular, there exists a dearth of information regarding the potential benefits of COPT in relation to employee service quality. Thus, by forging a connection between the two, this study not only emphasizes the paramount significance of COPT within a hospitality context, but also introduces fresh insights into its consequential outcomes.

Second, this research offers novel insights into team COPT and its constructive influence on service innovation. While prior work has acknowledged that perspective taking can manifest as a team norm (Dasborough et al., 2020) or be aggregated at the team level to reflect the team's collective inclination towards understanding others' perspectives (Leroy et al., 2021), no previous investigations have delved into COPT at the team level. This absence of research has constrained our comprehension of how team-level COPT can impact crucial service outcomes, such as service innovation. Therefore, by exploring COPT at the team level and validating its association with service innovation, this thesis stands as a pioneering effort to explicate the pivotal role of COPT within the context of hospitality.

Third, despite the widespread encouragement of employees to adopt the customer's perspective in their daily work, prior research has failed to thoroughly examine how to cultivate this ability within an organizational context (Ku et al., 2015).

Grounded in SIP theory, this study substantiates the affirmative influence of a collectivist culture, servant leadership, and coworker exchange on the development of a customer-oriented perspective at both the employee and team levels. Consequently, this effort augments our comprehension of the organizational factors that nurture a customer-oriented perspective, thereby expanding our knowledge in this critical area.

Fourth, this research validates the mediating role of COPT in the relationship between organizational contextual factors (i.e., a collectivist culture, servant leadership, and coworker exchange) and service outcomes (i.e., employee service quality and team service innovation). Previous studies have indeed explored the outcomes of COPT (e.g., Huo et al., 2019; Lee & Madera, 2021). However, there has been a dearth of investigations focused on elucidating how organizational factors can inspire COPT and subsequently influence service outcomes. Hence, by delineating COPT as a mediator linking organizational contextual factors and service outcomes, this research contributes fresh insights into the mechanisms through which those contextual factors can shape employee service quality and team service innovation.

Fifth, this research enriches the literature on COPT by identifying HSPWS as a critical boundary condition. The study outcomes validate the notion that such systems have the capacity to positively impact employee COPT on service quality, as well as team COPT on service innovation. Previous research has described the influence of various boundary conditions on the effects of perspective taking, including personal (Al-Ajlouni, 2021; Toomey et al., 2021), organizational (Liu & Dong, 2020), and customer-related factors (Umasuthan et al., 2017). However, exploration of organizational factors in this context has been limited, a condition that has constrained our understanding of how such factors can either bolster or impede the effects of COPT. Consequently, the present research findings extend our comprehension of how organizational factors can exert influence over the outcomes of COPT.

Finally, this research represents an advancement in the methodological approaches employed in the literature on COPT in its leveraging of both an experimental design

and multilevel analysis. While prior studies have utilized experimental designs to explore how employee attitudes can be influenced by adopting a customer perspective when encountering mistreatment from customers (Lee, 2022), there has been a noticeable absence of investigations using experimental designs to analyze how organizational contextual factors can shape COPT. Therefore, this research offers new insights by demonstrating the utility of experimental design in exploring factors that can affect COPT. Furthermore, previous research has predominantly concentrated on examining COPT at the individual level, largely overlooking the potential effects of team-level factors on this cognitive process. Consequently, by employing a multilevel analysis, this work represents a significant advancement within the COPT literature, highlighting the substantial impact of higher-level factors on the development of COPT.

7.6 Management Implications

The hospitality industry places a premium on satisfying customers' needs and leverages service innovation as a means of attracting and retaining customers. Consequently, the industry has consistently anticipated that its employees will exhibit a deep concern for customer demands and provide exceptional service (Huo et al., 2019). Moreover, hospitality organizations are keenly interested in strategies to stimulate service innovation in their teams (M. Yang, T. T. Luu, & D. X. Qian, 2021). The findings derived from this research offer several practical implications for the hospitality industry, particularly for managers aspiring to create a work environment in which employees and teams remain dedicated to meeting customer demands.

First, the current research emphasizes the critical role of COPT by linking it to two valuable outcomes in the hospitality industry. The findings reveal that employee COPT is positively related to employee service quality, and team COPT is positively associated with team service innovation. Accordingly, to facilitate high service quality and innovation, managers and other leaders should first realize the significance of COPT in the hospitality industry. Then, they should communicate its importance to employees and service teams. Managers should help employees and teams understand

that adopting a customer-oriented perspective is crucial to enhancing service quality and innovation, since they will be more inclined to actively think from the customer's standpoint. In addition, to improve their comprehension of the customer's perspective, it is recommended that employees engage in role-playing exercises in which they take the position of the consumer (Lee & Madera, 2021). This participatory approach will allow for a more profound grasp of the significance of adopting the customer's perspective.

Second, the current research provides insights into how organizational contexts can cultivate COPT in both employees and teams. Based on SIP theory, the findings show that a collectivist culture, servant leadership, and coworker exchange can determine employee and team COPT. Therefore, managers should promote collectivism in their teams to boost COPT, selecting employees who demonstrate highly collectivist values during the hiring process to facilitate such a work environment. Furthermore, it would be advantageous for organizations to proactively cultivate collectivist values in their members, and advocate for collaboration in their daily operations and management to facilitate the establishment of collectivism as a corporate culture. Moreover, providing training and educational programs that foster a sense of shared concern among employees would be useful (Liu et al., 2021).

Organizations should also take note of the critical role of servant leadership in fostering COPT in both employees and teams. Hence, to effectively enhance COPT in hospitality firms, it is recommended that organizations adopt proactive measures to identify and nurture servant leaders. For example, organizations could promote servant behaviors through various human resources procedures when hiring, educating, evaluating, and incentivizing leaders (Li et al., 2021). When selecting team leaders, organizations should consider candidates who demonstrate servant leadership potential. Current leaders should be encouraged to exhibit a servant leadership style. Training should also be provided to leaders to cultivate their service attitude and help them realize the potential of utilizing their power to support and nurture employees.

The findings also verify that coworker exchange can inspire employee and team COPT. Hence, managers should encourage employees to build cooperative and supportive work relationships with their coworkers. For example, managers can communicate the significance of high-quality coworker relationships in ensuring employee service outcomes. Moreover, organizations should provide employees with training in communication skills and team cooperation to help them build effective work relationships with their coworkers.

Third, the current research has verified the mediating role of COPT operating between organizational contextual factors and service outcomes. Employee COPT mediates the relationships among organizational contextual factors (i.e., a collectivist culture, servant leadership, and coworker exchange) and employee service quality. Team COPT also mediates the relationships among organizational contextual factors (i.e., a collectivist culture, servant leadership, and coworker exchange) and team service innovation. Hence, organizations should attach importance to collectivism, servant leadership, and close relationships among coworkers to ensure employee service quality and team innovation. Managers should encourage employees to care for each other and value collective benefits, and select, encourage, and incentivize servant leaders to facilitate satisfying service outcomes. In addition, organizations should pay attention to dynamic changes in coworker relationships and strive to ensure that coworkers are supportive of one another.

Fourth, the current research found that HSPWS serves as a moderator between employee COPT and service quality. Furthermore, such systems moderate the relationship between team COPT and service innovation. Hence, to motivate employees and teams to provide high-quality customer service, organizations should value and implement HSPWS. Moreover, human resources management practices can convey messages regarding management's expectations and willingness to reward employees (Liao et al., 2009). Accordingly, employees will come to realize that they will be rewarded for delivering superior customer service if HSPWS practices are implemented

in their organizations.

Chapter 8: Conclusion

This chapter offers a comprehensive overview of the present thesis, encapsulating its cardinal discoveries. Moreover, it delineates the inherent constraints of the study and elucidates potential directions for forthcoming research endeavors. Lastly, this chapter wraps up everything discussed in the thesis by providing clear concluding remarks.

8.1 Summary of The Thesis Findings

The primary purpose of this research endeavor was to enhance our comprehension of COPT within an organizational context. The overarching objectives included an inquiry into the potential impact of organizational contextual factors on employees, specifically in terms of their adoption of COPT. Doing so was posited to exert a favorable influence on the attainment of positive service outcomes. The investigation also sought to discern the specific conditions under which the adoption of COPT could yield enhanced service outcomes.

To achieve the research aims, two distinct studies were conducted. The first study involved an experimental design and was conducted to establish causal relationships and scrutinize the relationships among organizational contextual factors, employee COPT, and service quality at the individual level. In contrast, the second one was a field study, which comprehensively explored a theoretical model encompassing multiple levels. This inquiry extended beyond individual employees and embraced a team context. First, this portion of the work concentrated on the antecedents, consequences, and boundary conditions of COPT at the team level. Additionally, it explored the cross-level effects of the antecedents on employee COPT and the moderating role of HSPWS.

The subsequent section outlines a condensed version of the salient findings that emerged from this research pursuit.

8.1.1 Achievement of research objective 1: Predictors of COPT within an organizational context

The attainment of this research objective unfolded across both Studies 1 and 2. Study 1 established affirmative links between organizational contextual predictors and the propensity of employees to engage in COPT. The outcomes derived from this investigation underscore that facets such as a collectivist culture, the presence of servant leadership, and high-quality coworker exchange all have a significant capacity to enhance employees' inclination to adopt a customer-oriented perspective.

Study 2 extended these positive associations by investigating the relationships among organizational contextual predictors and COPT, scrutinizing both the team- and cross-level effects. The team-level analysis showed that predictors operating on this level (i.e., a collectivist culture, servant leadership, and coworker exchange) have a constructive influence on collective COPT within teams. This empirical insight underscores the pivotal role played by the organizational milieu in nurturing team-level COPT. Furthermore, a multilevel analysis corroborated the presence of cross-level effects, specifically demonstrating the positive impact of team-level predictors on employee COPT. Notably, the team-level factors of a collectivist culture, servant leadership, and coworker exchange positively correlated with employees' propensity for COPT.

8.1.2 Achievement of research objective 2: Outcomes of COPT

The realization of this research objective is epitomized by the findings of Study 2. The first facet lies in the findings derived from the team-level analysis. Through meticulous examination, it was established that team-level COPT bears a positive association with team service innovation. This observation highlights the beneficial impact that a customer-focused perspective within teams can wield, particularly in fostering innovative service solutions.

In a parallel vein, the second facet of this objective can be seen in the results of

the employee-level analysis. Herein, an affirmative link was substantiated between employee COPT and service quality. This empirical validation underscores the constructive connection between individual employees' COPT and the enhancement of service quality.

8.1.3 Achievement of research objective 3: The mediating role of COPT

The achievement of this objective stands as a substantive accomplishment realized across the purview of both Studies 1 and 2. First, the mediating role of employee COPT, situated between organizational contextual factors and employee service quality, found empirical substantiation in both studies. In Study 1, the findings indicate that the presence of a group culture characterized by collectivism augments employee service quality through the mediating role of heightened employee COPT. Likewise, the instrumental role of servant leadership in elevating service quality is illustrated by its facilitative effect on employee COPT. Similarly, the phenomenon of coworker exchange is showcased as an influential avenue for improving employee service quality by fostering an environment conducive to enriched employee COPT.

Furthermore, Study 2 employed a 2-1-1 multilevel mediation analysis, thereby reinforcing the links between organizational contextual factors and employee service quality, as mediated by employee COPT. Intriguingly, this mediation analysis shows that team-level predictors such as a collectivist culture, servant leadership, and coworker exchange have powerful effects on employee service quality, as achieved through employee COPT.

In addition, the results of Study 2 confirmed the mediating role of team COPT between the organizational contexts of interest and team service quality. The findings verify that team COPT mediates the relationship between team-level collectivist culture, servant leadership, coworker exchange, and service innovation.

8.1.4 Achievement of research objective 4: The moderating role of HSPWS

This objective was achieved, as evidenced by the outcomes obtained from the

cross- and team-level analyses performed in Study 2. First, the outcomes emerging from the cross-level analysis indicate the pivotal moderating role of HSPWS operating between employee COPT and service quality. The empirical results exemplify that the positive correlation between employee COPT and service quality is amplified in instances in which the prevalence of HSPWS is pronounced. This underscores the notion that a meaningful human resources management strategy can strengthen the positive link between employee COPT and the resultant service quality.

Second, the findings stemming from the team-level analysis show the moderating effect exhibited by HSPWS that operate between team COPT and service innovation. The findings clearly illuminate that the positive correlation between team COPT and the resultant team service innovation is markedly increased in scenarios in which the prevalence of HSPWS is substantial. This conclusion illustrates the significant benefits that can be achieved by strategically combining team COPT with HSPWS that support superior team service innovation.

8.2 Limitations and Directions for Future Research

This thesis attempted to contribute to the existing knowledge in the field of hospitality by providing valuable practical insights. The primary focus was to develop and investigate a theoretical model that emphasizes the significant impact of COPT. By utilizing a combination of experimental design and questionnaire survey techniques, the theoretical model was subjected to empirical scrutiny, resulting in the validation of the specified hypotheses. Nevertheless, despite the contributions made by this research, it is important to recognize the inherent limitations and consider potential directions for future work.

One limitation lies in the inherent complexity of the organizational environment. This study successfully examined the impacts of several specific organizational factors on promoting employee involvement from a customer-oriented perspective. However, the complex nature of organizations means that there are still many variables that have

not been fully explored. Consequently, future research should involve a wider range of variables and explore various aspects that can either facilitate or hinder the development of COPT. Moreover, there exists the potential to expand the scope of investigation to include the influence of external customer interactions on employees' ability to think from the customer's perspective, thereby engendering a more holistic comprehension that transcends the confines of the organizational domain.

Second, this research exclusively highlighted the favorable consequences of COPT. Specifically, it underscored the positive correlation between employee COPT and the quality of service delivered, as well as the constructive link between team COPT and service innovation within teams. These insights elucidate the advantageous consequences of COPT in the hospitality industry. However, the engagement of employees adopting a customer's perspective, coupled with their endeavor to comprehend customer emotions and circumstances, could motivate them to assist customers in ways conflicting with organizational norms (Gazzoli et al., 2022). Therefore, a fascinating domain of future research involves the examination of the potential adverse consequences of adopting COPT on organizational interests. For instance, investigating the relationship between COPT and employee engagement in pro-customer rule-breaking behavior (Gazzoli et al., 2022) could provide valuable insights.

Third, due to constraints in resources and time, this thesis solely focused on examining the relationship between employee COPT and the quality of service they provide, leaving the aspect of employee service innovation unexplored. Consequently, future research could delve into whether adopting customer perspectives can stimulate employees to enhance their service innovation. In a similar vein, this thesis only scrutinized the correlation between team COPT and team service innovation. Future studies could investigate whether team COPT can foster service quality at the team level.

Fourth, this study specifically addressed the moderating influence of HSPWS on

the relationship between COPT and its subsequent outcomes. The findings show that HSPWS plays a motivating role in facilitating the translation of COPT into gratifying outcomes for both employees and teams. Subsequent research should further explore COPT by delving into an expanded group of factors capable of either amplifying or attenuating the advantageous implications associated with COPT.

Fifth, the scope of this research was confined to the examination of how team-level factors may influence COPT. Yet, it is important to recognize that teams are nested in organizations, in which organization-level factors may impose significant influence on employees (Lin et al., 2017). Therefore, future research should incorporate organizational-level factors when investigating elements that either foster or impede the development of COPT. Employing a three-level modeling analysis will further enhance the literature by enabling a comparative assessment of the impacts exerted by factors at distinct levels on the cultivation of COPT.

Finally, the research methods employed in this thesis have certain limitations. On one hand, Study 1 utilized a scenario experiment approach, where participants were asked to imagine their working environment based on the provided materials and subsequently express their willingness to adopt customers' perspectives at work and deliver high-quality service under corresponding conditions. While this method yields high internal validity, it may have lower external validity (Viglia & Dolnicar, 2020). To enhance external validity in future research, field experiments can be conducted (Viglia & Dolnicar, 2020), manipulating environmental factors such as team collectivist culture, coworker exchange, and servant leadership, while measuring employees' actual service quality. On the other hand, constrained by time and resource limitations, Study 2 adopted cross-sectional data to scrutinize the theoretical model. To mitigate the influence of common method bias, the researcher collected data from both employees and their team leaders, with subsequent data analysis affirming that such bias was not a serious issue. Nevertheless, it is important to acknowledge that the key variables, including a collectivist culture, servant leadership, coworker exchange, COPT, and

team service innovation were derived from the same source and simultaneously reported by employees. In order to enhance the methodological rigor, future research should consider employing a longitudinal data collection methodology drawing from a variety of sources, thus more effectively addressing the issue of common method bias (Cheng et al., 2023). One potential approach to diversifying data sources and mitigating biases is to invite leaders and coworkers to evaluate employees' ability to engage in COPT.

8.3 Concluding Remarks

Service innovation and quality are valued by the hospitality industry for their facilitation of customer satisfaction and organizational long-term survival. Consequently, hospitality organizations steadfastly endeavor to incentivize employees and service teams to deliver superior service. In light of this context, the present research conceived a theoretical framework wherein COPT assumes a pivotal role as a fundamental competency, ensuring both the quality of employee service and innovation of services within teams. Despite the heightened emphasis on COPT within the hospitality context, scholarly inquiry into the strategic mechanisms employed by organizations to nurture employees' COPT remains limited (Lee, 2022; Lee & Madera, 2021). Simultaneously, there also exists a need for an expanded exploration of the implications stemming from the practice of COPT (Lee, 2022; Lee & Madera, 2021).

Accordingly, the primary objective of this thesis was to scrutinize internal elements within organizational settings that have the potential to stimulate and nurture competence in COPT and subsequently manifest positive effects on service outcomes. Grounded in SIP theory, the present research hypothesized that a collectivist culture, servant leadership, and coworker exchange would be substantive antecedents to COPT. In addition, the present research established a link between COPT and both employee service quality and team service innovation. Moreover, it delved into the moderating role of HSPWS in such processes. In order to validate the proposed theoretical framework, this research employed an experimental design and a field study.

First, by adopting an experimental approach, Study 1 established causal links between organizational variables and two key outcomes: employee COPT and service quality. This study emphasized the substantial impact of a collectivist culture, clarifying its ability to stimulate increased employee COPT that would ultimately result in a strong intention to provide excellent service quality. Similarly, the study provided evidence to support the notion that servant leadership has a significant impact on employees' inclination to adopt a customer-oriented perspective, which in turn results in delivering superior service quality. Moreover, coworker exchange was found to foster employee COPT, hence enhancing the quality of service provided by employees.

The second study involved a field survey and collected data from hospitality employees and their leaders. This effort investigated team-level variables that contribute to team COPT. The findings revealed that a collectivist culture, servant leadership, and coworker exchange play significant roles in predicting team COPT, resulting in team service innovation. Furthermore, this research provides further evidence supporting the significance of HSPWS as a beneficial moderator, enhancing the positive association between team COPT and service innovation.

The second study also scrutinized the impacts of team-level predictors on employee COPT and its outcomes. The results clearly indicated positive associations between a collectivist culture, servant leadership, and coworker exchange with employee COPT. Furthermore, employee engagement in COPT was validated as a predictor of elevated service quality. Notably, the cross-level moderating effect of HSPWS was substantiated, as the positive connection between employee COPT and service quality was found to strengthen when HSPWS was prominent.

In summary, this thesis contributes to the body of knowledge on COPT by unveiling its determinants, consequences, and the contextual conditions that shape its effects. Furthermore, this thesis enhances the discussion of customer-oriented perspective by highlighting its crucial importance at the team level. Additionally, the introduction of a multi-level framework in this thesis is a novel contribution to the field

of COPT, providing a valuable standpoint for future investigations. This work has the potential to enrich the existing hospitality literature by shedding light on the significance of COPT. Furthermore, it should inspire managerial strategies that cultivate a supportive environment favorable to nurturing COPT. In doing so, it will establish a path for future academic investigations in the field of hospitality, creating novel opportunities for further discovery.

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Appendices

Appendix 1 Experimental scenarios

High collectivist culture condition

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. Since commencing employment, you have encountered subsequent circumstances in your department. Employees were offered various benefits, including additional business insurance, paid vacations, job training, and discounts. Additionally, employees were encouraged to understand the hotel's development strategy and decision-making process. Employee participation in hotel management was encouraged. Each month, every employee was provided with a summary of the previous month's work and the objectives for the upcoming month. Employees were viewed as part of a collective effort and focused not only on task completion but also on addressing their needs in work and personal life. The level of cooperation among employees was satisfactory, and a strong sense of teamwork was evident. In this environment, every employee was willing to work diligently for collective interests.

Low collectivist culture condition

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. Since commencing employment, you have encountered subsequent circumstances in your department. Employees were offered basic benefits, but there were no additional benefits like business insurance, paid vacations, job training, or employee discounts. Additionally, employees were not encouraged to understand the hotel's development strategy and decision-making process. Instead, employees were required to follow work rules and regulations. Each month, only the executive staff were provided with a summary of the previous month's work and the objectives for the upcoming month. Employees were viewed as individuals and focused solely on their work tasks, without considering their needs in

work or personal life. Employees were in a competitive environment where they were pitted against each other. In this environment, every employee was primarily focused on their own interests.

High servant leadership condition

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. The team consists of the team leader Pat and three team members—you, Chris and Casey. Since commencing employment, you have encountered subsequent circumstances at work. The father of your coworker, Casey, broke his arm and needed some extra help during a few weeks of recovery. Your supervisor Pat allowed Casey to work some flexible hours during that time. Four months ago, a new project became available which you knew would be a good career-related experience for you, but you were on another project which better fit your current skills. You asked Pat to be moved to the new project even though it meant that you would be working more slowly until you learned the new set of skills. You were happy, but not surprised when you were allowed to move to the new project as that is commonly the way such requests are handled on your team. Not long after you started working on the new project, your team encountered an unexpected challenge that threatened to delay the completion date. Pat was quick to recognize that there was a problem with the project even though your team had not yet fully understood the fact that the project had encountered a major problem. Despite the high-profile nature of the project, Pat showed confidence in the team by empowering the team to find and implement your team's solution for the problem. Again, you were not surprised as this is what your team has grown to expect from Pat. Twice during the past few months, Pat has had the opportunity to meet short term goals by making ethically questionable decisions. In both cases Pat clearly refused to bend any ethical rules, setting a good example for your team. In addition to your regular job, Pat encourages each team member to spend time volunteering for causes that give back to the community, even if those volunteer opportunities are small or unrelated to official

corporate programs.

Low servant leadership condition

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. The team consists of the team leader Pat and three team members—you, Chris and Casey. Since commencing employment, you have encountered subsequent circumstances at work. You have noticed that your supervisor Pat is usually fair, but that decisions are made to maximize how upper management views the productivity of the team and, by extension, Pat. Sometimes this makes team members look less productive to upper management, but Pat does not believe that personal or professional concern for team members should get in the way of meeting group performance benchmarks. Four months ago, a new project became available that you knew would be a good career related experience for you, but you were already on another project which better fit your current skills. You asked Pat to be moved to the new project, but Pat kept you on the old project because it would hurt the company if you worked more slowly as you tried to learn the skills needed for the new project. More recently, your team started to encounter a number of work-related problems that threatened to seriously delay a delivery deadline. Initially, Pat failed to recognize that something was going wrong at work. Then, after you explained the problems and suggested some solutions, Pat refused to let you handle the situation in your own way, telling you what to do instead. As part of the solution, Pat lied to the client about what your team was delivering to them. Although this tactic did result in successfully meeting the deadline, you believe that it did not adhere to the ethics training that you regularly receive. In addition to your regular job, you would like to spend time volunteering for causes that give back to the community. However, Pat was not supportive and told you that those volunteer opportunities were small or unrelated to official corporate programs.

High coworker exchange condition

In this scenario, please imagine that you have held a position in the food and

beverage department of a hotel for the past six months. Since commencing employment, you have encountered subsequent circumstances at work. Your team has started a new project. You and your coworker Chris were in charge of finishing the project. To finish the task faster, you suggested you handle the part you were good at, and Chris take care of the part he excelled in. Chris agreed with this plan, which wasn't surprising because your coworkers always looked for efficient ways to work with each other. The part of the project you were responsible for encountered some problems right after it began, and progress was slow. You tried but couldn't find the proper solutions. Your coworkers noticed this and took time from their own busy schedules to help you find the problem and come up with solutions. After the project was done, your coworkers praised your work and shared their own project experiences with you. Recently, the team leader talked to each team member separately to ask about their coworkers' performance. You told the leader that you thought the team did well, and you gave specific reasons for your opinion.

Low coworker exchange condition

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. Since commencing employment, you have encountered subsequent circumstances at work. Your team has started a new project. You and your coworker Chris were in charge of finishing the project. To finish the task faster, you suggested you handle the part you were good at, and Chris take care of the part he excelled in. Chris disagreed and wanted the duties to be split equally. You agreed with his suggestion, for your coworkers always compared their workloads. The part of the project you were responsible for encountered some problems right after it began, and progress was slow. You tried but couldn't find the proper solutions. So, you asked your coworkers for help in solving the issue, but they all refused and said they were too busy. After the project was done, your coworkers didn't give you any feedback, which they usually do. Recently, the team leader talked to each team member separately to ask about their coworkers' performance. You told the leader that you couldn't evaluate your coworkers work because you didn't know about it.

Appendix 2 An example of questionnaire for experiments

English Version

<div align="center">

A survey on employees

</div>

Dear Participants,

I am deeply grateful for your valuable contribution to this survey. Your involvement is greatly appreciated. I kindly request that you carefully read the provided material and complete the survey based on your genuine thoughts and feelings. Please be assured that the researchers will handle the information you provide with the utmost confidentiality. Rest assured that any data you provide will be used solely for academic research purposes. Your completed survey will never be shared with any third party under any circumstances. Once again, thank you for your valuable support and participation.

Yours sincerely,

DONG Yun, Ph.D. Candidate

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Part One: Please read the following material carefully and fill in your answers.

In this scenario, please imagine that you have held a position in the food and beverage department of a hotel for the past six months. Since commencing employment, you have encountered subsequent circumstances at work. Your team has started a new project. You and your coworker Chris were in charge of finishing the project. To finish the task faster, you suggested you handle the part you were good at, and Chris take care of the part he excelled in. Chris agreed with this plan, which wasn't surprising because your coworkers always looked for efficient ways to work with each other. The part of the project you were responsible for encountered some problems right after it began, and progress was slow. You tried but couldn't find the proper solutions. Your coworkers noticed this and took time from their own busy schedules to help you find the problem and come up with solutions. After the project was done, your coworkers praised your work and

shared their own project experiences with you. Recently, the team leader talked to each team member separately to ask about their coworkers' performance. You told the leader that you thought the team did well, and you gave specific reasons for your opinion.

1. Based on the provided information, kindly select the option that most accurately aligns with your sentiments towards the aforementioned portrayals of your coworkers.

Items	Not likely at all				Very likely
My coworkers understand my job needs.	1	2	3	4	5
My coworkers would personally use their power to help me solve my work problems.	1	2	3	4	5
I have an effective working relationship with my coworkers.	1	2	3	4	5
I always know how satisfied my coworkers are with what I do.	1	2	3	4	5
My coworkers would "bail me out" at their expense.	1	2	3	4	5
I have enough confidence in my coworkers that I would defend and justify their decisions if they were not present to do so.	1	2	3	4	5

2. To what extent do you believe the depicted scenes could reflect real-life situations?

Not realistic at all				Extremely realistic
1	2	3	4	5

3. Please imagine that you worked with the colleagues described in the material. To what extent would you engage in the following things?

Items	Not likely at all				Very likely
I am always helpful with customers.	1	2	3	4	5
I am very flexibility to provide service to customers.	1	2	3	4	5
I am highly communicative with customers.	1	2	3	4	5
This is an attention test, please choose 2.	1	2	3	4	5

I am very concerned about the needs of customers.	1	2	3	4	5
I am highly dedicated to their job.	1	2	3	4	5

4. Please imagine that you worked with the colleagues described in the material. To what extent would you engage in the following things?

Items	Not likely at all				Very likely
I imagine how things look from the customer's perspective.	1	2	3	4	5
I think about how I would feel in customers' situation.	1	2	3	4	5
I try to see things from my customers' viewpoints.	1	2	3	4	5
This is an attention test, please choose 3.	1	2	3	4	5
I try to imagine myself as a customer in a similar situation.	1	2	3	4	5

Part two: Please provide your personal information.

1. Gender □Male □Female

2. Age □Below 20 □21-30 □31-40 □41-50 □Above 50

3. Education level: □High school and below □Junior college degree □ Bachelor Degree □Master's degree and above

4. Could you please provide information on the total number of employees employed by your company?

□Less than 10 employees □10-50 employees □50-100employees □Above 100 employees

5. Your position：□Employee □ Middle manager □ Senior manager

This is the end of this questionnaire. Thank you for your support!

Chinese version

<div align="center">

员工问卷调研

</div>

尊敬的女士/先生：

您好，感谢您参与此次问卷调研！请您认真阅读材料，并根据您的真实感受作答。本问卷为匿名填写,您所填写的所有信息仅用于学术研究,研究者将对您的填写的问卷严格保密,不会泄露给任何人。非常感谢您的参与和支持！

<div align="right">

香港理工大学酒店与旅游管理学院博士研究生 董蕴

联系方式：yun0127.dong@_____

</div>

第一部分：请认真阅读材料，并回答问题。

设想一下，你在一家酒店的餐饮团队工作了六个月。最近，你们团队有一个新的项目。你和你的同事小王共同负责为该项目整理资料。你主动提出由你来处理适合你技能的部分，小王处理他擅长的部分，这样你们都能更快的完成这一任务。小王同意了你的提议而且你并不意外，你们团队的成员总是寻找最适合的工作方式。项目开始后不久，你负责的部分遇到了一些问题，进展缓慢。同事们很快注意到这一情况，虽然他们工作繁忙，但还是主动花费了很多时间，帮助你找出问题，向你提供了解决思路。项目完成后，同事们像平时一样交流项目经验，并向你表达他们了对你工作的认可。最近，团队领导单独找每位员工了解团队其他同事的工作情况。你向领导表达你的观点，认为团队同事工作都很好,并详细说明了理由。

1. 根据材料，关于您同事的下列表述，请选择最符合您感受的选项。

题项	非常不同意				非常同意
同事了解我在工作上的需求。	1	2	3	4	5
同事愿意用自己的力量来帮助我解决工作上的问题。	1	2	3	4	5
我和同事建立了高效的工作关系。	1	2	3	4	5
我非常清楚同事对我工作的满意程度。	1	2	3	4	5
同事会维护我，即使他们需要付出代价。	1	2	3	4	5
我很相信我的同事，即使他们不在场，我也会维护他们的决定。	1	2	3	4	5

2. 您认为材料中描述的场景符合真实的生活么？

非常不符合   非常符合

　　1　　　　　　　2　　　　　　　3　　　　　　　4　　　　　　　5

3. 设想您与材料中描述的同事一起工作，您从事下列事项的可能性有多大？

题项	非常不可能				非常可能
我会总是为顾客提供帮助。	1	2	3	4	5
我会很灵活地为顾客提供服务。	1	2	3	4	5
我会与顾客很好地沟通。	1	2	3	4	5
本题为注意力测试，请选择2。	1	2	3	4	5
我会很关心顾客的需求。	1	2	3	4	5
我会一直高度专注于我的工作。	1	2	3	4	5

4. 设想您与材料中描述的同事一起工作，您从事下列事项的可能性有多大？

题项	非常不可能				非常可能
我会设想从顾客的角度看待事情是怎样的。	1	2	3	4	5
我会设身处地地考虑顾客的感受。	1	2	3	4	5
我会努力从顾客的角度理解事情。	1	2	3	4	5
本题为注意力测试，请选择3。	1	2	3	4	5
我会把自己想象成处于类似情况下的顾客。	1	2	3	4	5

第二部分：请您提供简单的个人资料

1．性别：□男　　　　　　　□女

2．年龄：□20及以下　　　□21-30岁　　　□31-40岁　　　□41-50岁　　　□50岁以上

3．学历：□高中及以下　　　□大专　　　□本科　　　□硕士及以上

4．所属公司人数：□10人以下　□10-50人　□50-100人　□100人以上

5．您的工作职位：□基层员工　□中层管理者　□高层管理者

本问卷到此结束，感谢您对此次问卷调研的支持！

Appendix 3 Employee Questionnaire in study 2

English Version

Questionnaire ID：＿＿＿＿＿＿＿＿＿

Dear Participants,

We are conducting a study titled "The Impact of Organizational Context on Employee Behavior." The purpose of this study is to understand how organization management influences the behavior of front-line service employees. We sincerely appreciate your participation in this questionnaire survey!

Please be assured that the information you provide will be used solely for academic research purposes and will be treated with the utmost confidentiality and respect. Your responses will not be disclosed to anyone. There are no right or wrong answers to any questions. Please read the questions carefully and answer based on your actual experiences. **After completing the questionnaire, please put it into the envelope and seal it.**

If you have any questions or suggestions regarding this questionnaire, please feel free to contact me.

Thank you for your valuable participation and support!

Yours sincerely,

DONG Yun,

Ph.D. Candidate

School of Hotel and Tourism Management

The Hong Kong Polytechnic University

Email: yun0127.dong@＿＿＿＿＿＿＿

Part one: Please provide your personal information.

1．Gender   □Male   □Female

2．Age   □Below 20   □21-30   □31-40   □41-50   □Above 50

3．Education level: □High school and below   □Junior college degree   □Bachelor's degree

                       □Master's degree and above

4. Department:

□Front Office   □Food and Beverage   □Housekeeping

□Security   □Sales Department   □Others

5. How long have you worked with your current leader?

□ Less than one year   □1-3 years   □ 3-5 years   □ 5-7yeares   □Above 7years

Part two: Please answer the following questions based on your true thoughts and put a " √ " on the corresponding number.

The number after the question indicates the degree of your agreement: "1" represents strongly disagree, "2" represents disagree, "3" represents neutral, "4" represents agree, and "5" represents strongly agree). The smaller the number, the more you disagree; the larger the number, the more you agree.

	Strongly Disagree				**Strongly Agree**
1. Management and supervisors are protective of and generous to loyal workers.	1	2	3	4	5
2. Decisions about changes in work methods are taken jointly by supervisors and employees.	1	2	3	4	5
3. Employees are taken care of like members of a family.	1	2	3	4	5
4. Everyone shares responsibility for the organizations' failures as well as success.	1	2	3	4	5
5. Regardless of hierarchical level, employees take each other's views into consideration.	1	2	3	4	5

6. This question serves as an attention assessment, please select 3.   1   2   3   4   5

7. Once someone is hired, the organization takes care of that person's overall welfare.   1   2   3   4   5

8. Everyone is kept informed about major decisions that affect the success of the company.   1   2   3   4   5

	Strongly Disagree				**Strongly Agree**

9. My leader can tell if something work-related is going wrong.   1   2   3   4   5

10. My leader makes my career development a priority.   1   2   3   4   5

11. I would seek help from my leader if I had a personal problem.   1   2   3   4   5

12. My leader emphasizes the importance of giving back to the community   1   2   3   4   5

13. My leader puts my best interests ahead of his/her own.   1   2   3   4   5

14. This question serves as an attention assessment, please select strongly disagree.   1   2   3   4   5

15. My leader gives me the freedom to handle difficult situations in the way that I feel is best.   1   2   3   4   5

16. My leader would NOT compromise ethical principles in order to achieve success.   1   2   3   4   5

	Strongly Disagree				**Strongly Agree**

17. My coworkers understand my job needs.   1   2   3   4   5

18. My coworkers would personally use their power to help me solve my work problems.   1   2   3   4   5

19. I have an effective working relationship with my   1   2   3   4   5

coworkers.

20. I always know how satisfied my coworkers are with what I do.   1   2   3   4   5

21. This question serves as an attention assessment, please select strongly disagree.   1   2   3   4   5

22. My coworkers would "bail me out" at their expense.   1   2   3   4   5

23. I have enough confidence in my coworkers that I would defend and justify their decision if they were not present to do so.   1   2   3   4   5

	Strongly Disagree		**Strongly Agree**

24. Our team members imagine how things look from the customers' perspective.   1   2   3   4   5

25. Our team members think about how they would feel in customers' situations.   1   2   3   4   5

26. Our team members try to see things from their customers' viewpoints.   1   2   3   4   5

27. Our team members try to imagine themselves as a customer in a similar situation.   1   2   3   4   5

	Strongly Disagree		**Strongly Agree**

28. I imagine how things look from the customer's perspective at work.   1   2   3   4   5

29. I think about how I would feel in customers' situation at work.   1   2   3   4   5

30. This question serves as an attention assessment, please select strongly disagree.   1   2   3   4   5

31. I try to see things from my customers' viewpoints at work.   1   2   3   4   5

32. I try to imagine myself as a customer in a similar situation at work.　　1　　2　　3　　4　　5

Strongly Disagree　　　　　　　　　**Strongly Agree**

33. Our team members give special emphasis to service innovation.　　1　　2　　3　　4　　5

34. Our team members constantly seek new ways to better service customers.　　1　　2　　3　　4　　5

35. This is an attention test, please choose 2.　　1　　2　　3　　4　　5

36. Our team members are able to change/modify the current service approaches to meet special requirements from customers.　　1　　2　　3　　4　　5

37. Our team members are able to come up with new service offerings.　　1　　2　　3　　4　　5

38. Our team members give special emphasis to service innovation.　　1　　2　　3　　4　　5

This is the end of this questionnaire. Thank you for your support!

Chinese Version

问卷编号：_____

<div align="center">员工问卷</div>

尊敬的女士/先生：

　　您好，本项目组正在进行"组织情境对员工行为影响"的一项研究，目的是了解企业管理对于一线服务员工行为的影响，感谢参与此次问卷调研！**您所填写的所有信息仅用于学术研究，研究者将对您的填写的问卷严格保密，不会泄露给任何人。任何问题的答案都没有对错之分，**请您根据真实情况，认真仔细阅读题目并进行填答。填写完成后，请将问卷放入信封并密封。如果您对此问卷有任何疑问和建议，欢迎联系本人。非常感谢您的参与和支持！

<div align="right">香港理工大学酒店与旅游管理学院博士研究生　董蕴</div>

<div align="right">联系方式：yun0127.dong@_____</div>

一、请您提供简单的个人资料

1. 性别：　　□男　　　　　　　□女

2. 年龄：　　□20 及以下　　　□21-30 岁　　□31-40 岁　　□41-50 岁　　□50 岁以上

3. 学历：　　□高中及以下　　　□大专　　　　□本科　　　　□硕士及以上

4. 部门：　　□前厅部/礼宾　□餐饮部　　　□客房部　　□保安部　　□销售部

　　　　　　□其他

5. 您和您领导共事的年限为：□1 年以下　　□1-3 年　　□3-5 年　　□5-7 年　　□7 年以上

二、请您根据您的真实想法回答下列问题，在相应的数字上**打"√"**（问题后的数字表示您同意的程度：**数字 1 代表非常不同意，数字 2 代表不同意，数字 3 代表不确定，数字 4 代表同意，数字 5 代表非常同意。数字越小，表示您越不同意，数字越大，表示您越同意**）。

	非常不同意				非常同意
1. 管理层和部门经理对忠诚的员工是非常关爱的。	1	2	3	4	5
2. 我们的工作方式是由领导和员工共同决定的。	1	2	3	4	5
3. 员工像家人一样被管理层和部门经理照顾。	1	2	3	4	5
4. 每位员工都对酒店的失败和成功负责。	1	2	3	4	5
5. 无论职位高低，员工都会考虑彼此的意见。	1	2	3	4	5

6.	本题为注意力检验，请选择 3。	1	2	3	4	5
7.	一旦员工被雇用，酒店就负责该员工的所有福利。	1	2	3	4	5
8.	公司做出重大决定时会告知每位员工。	1	2	3	4	5

		非常不同意				非常同意
9.	我的领导可以指出与工作有关的事情是否出了问题。	1	2	3	4	5
10.	我的领导非常重视我的职业发展。	1	2	3	4	5
11.	当我遇到个人问题时，我会向我的领导寻求帮助。	1	2	3	4	5
12.	我的领导强调回报社会的重要性。	1	2	3	4	5
13.	我的领导总是把我的利益放在他\她的利益之上。	1	2	3	4	5
14.	本题为注意力检验，请选择非常不同意。	1	2	3	4	5
15.	我的领导给我放权，让我以自己认为最佳的方式解决难题。	1	2	3	4	5
16.	我的领导不会为了获得成功而违背道德准则。	1	2	3	4	5

		非常不同意				非常同意
17.	同事了解我在工作上的需求。	1	2	3	4	5
18.	同事愿意用自己的力量来帮助我解决工作上的问题。	1	2	3	4	5
19.	我和同事建立了高效的工作关系。	1	2	3	4	5
20.	我非常清楚同事对我工作的满意程度。	1	2	3	4	5
21.	本题为注意力检验，请选择非常不同意。	1	2	3	4	5
22.	同事会维护我，即使需要付出代价。	1	2	3	4	5
23.	我对同事有足够的信心，即使他们不在场，我也会维护他们的决定。	1	2	3	4	5

		非常不同意				非常同意
24.	在工作中，我们团队的成员会设想从顾客的角度看待事情是怎样的。	1	2	3	4	5
25.	在工作中，我们团队的成员会设身处地地考虑顾客的感受。	1	2	3	4	5
26.	在工作中，我们团队的成员会尝试从顾客的角度理解事情。	1	2	3	4	5

27. 在工作中，我们团队的成员会把自己想象成处于类似情况下的顾客。 1   2   3   4   5

| | 非常不同意 | | | 非常同意 |

28. 在工作中，我会设想从顾客的角度看待事情是怎样的。 1   2   3   4   5

29. 在工作中，我会设身处地地考虑顾客的感受。 1   2   3   4   5

30. 本题为注意力检验，请选择非常不同意。 1   2   3   4   5

31. 在工作中，我会尝试从顾客的角度理解事情。 1   2   3   4   5

32. 在工作中，我会把自己想象成处于类似情况下的顾客。 1   2   3   4   5

| | 非常不同意 | | | 非常同意 |

33. 我们团队的成员很容易接受工作中的创新。 1   2   3   4   5

34. 我们团队的成员特别重视服务创新。 1   2   3   4   5

35. 本题为注意力检验，请选择 2。 1   2   3   4   5

36. 我们团队的成员不断寻求新的方法来更好地服务客户。 1   2   3   4   5

37. 我们团队的成员能够改进当前的服务方式以满足客户的特殊要求。 1   2   3   4   5

38. 我们团队的成员能够提出新的服务产品或项目。 1   2   3   4   5

本问卷到此结束，感谢您对此次问卷调研的支持！

Appendix 4 Leader Questionnaire in study 2

English version

Leader ID： _____

Dear Participants,

We are conducting a study titled "The Impact of Organizational Context on Employee Behavior." The purpose of this study is to understand how organization management influences the behavior of front-line service employees. We sincerely appreciate your participation in this questionnaire survey!

Please be assured that the information you provide will be used solely for academic research purposes and will be treated with the utmost confidentiality and respect. Your responses will not be disclosed to anyone. There are no right or wrong answers to any questions. Please read the questions carefully and answer based on your actual experiences. **After completing the questionnaire, please put it into the envelope and seal it.**

If you have any questions or suggestions regarding this questionnaire, please feel free to contact me. Thank you for your valuable participation and support!

Yours sincerely,

DONG Yun,

Ph.D. Candidate

School of Hotel and Tourism Management

The Hong Kong Polytechnic University

Email: yun0127.dong@ _____

Part one: Please provide your personal information.

1．Gender   □Male   □Female

2．Age   □Below 20   □21-30   □31-40   □41-50   □Above 50

3．Education level: □High school and below   □Junior college degree   □Bachelor's degree

     □Master's degree and above

4. Department:

□Front Office   □Food and Beverage   □Housekeeping

□Security   □Sales Department   □Others

5.How many employees are there in your team? _____

6. How long have you worked with in the current hotel?

□ Less than one year   □1-3 years   □ 3-5 years   □ 5-7yeares   □Above 7years

Part two: Please answer the following questions based on your true thoughts and put a " √ " on the corresponding number.

The number after the question indicates the degree of your agreement: "1" represents strongly disagree, "2" represents disagree, "3" represents neutral, "4" represents agree, and "5" represents strongly agree). The smaller the number, the more you disagree; the larger the number, the more you agree.

	Strongly Disagree				**Strongly Agree**
1. Recruitment emphasizes traits and abilities required for providing high quality of customer services.	1	2	3	4	5
2. High quality of customer services is emphasized in training.	1	2	3	4	5
3. Performance appraisals are based on multiple sources (self, coworkers, supervisors, customers, etc.).	1	2	3	4	5
4. Satisfying customers is the most important work guideline.	1	2	3	4	5

5. Meeting customers' needs is emphasized in performance appraisals.   1   2   3   4   5

6. The hotel rewards employees for new ideas for improving customer services.   1   2   3   4   5

7. The hotel gives special rewards to employees who are excellent in serving customers.   1   2   3   4   5

8. Employees have discretion in handling customers' additional requests.   1   2   3   4   5

9. The hotel fully supports employees with necessary equipment and resources for providing high quality of customer services.   1   2   3   4   5

Part Three. Please evaluate each team member's performance based on the number specified in the questionnaire they have been provided with. This will enable us to align the data obtained from various sources.

Employee ID:_____

	Strongly Disagree				**Strongly Agree**
10. This employee is always helpful with customers.	1	2	3	4	5
11. This employee is very flexibility to provide service to customers.	1	2	3	4	5
12. This employee is highly communicative with customers.	1	2	3	4	5
13. This employee is very concerned about the needs of customers.	1	2	3	4	5
14. This employee is highly dedicated to his/her job.	1	2	3	4	5

Chinese Version

领导编号：＿＿＿＿＿＿＿＿＿＿

<center>领导问卷</center>

尊敬的女士/先生：

您好，香港理工大学酒店与旅游管理学院的在读博士研究生正在进行"组织情境对员工行为影响"的

一项研究，目的是分析企业管理对于一线服务员工行为的影响。**本问卷为匿名填写，您填写的所有信息**

仅用于学术研究，研究者将对您的问卷严格保密，不会泄露给任何人。任何问题的答案都没有对错之分，

请您根据真实情况，认真仔细阅读题目并进行填答。填写完成后，请将问卷放入信封并密封。如果您对此

问卷有任何疑问和建议，欢迎联系本人。非常感谢您的参与和支持！

<div align="right">香港理工大学酒店与旅游管理学院博士研究生 董蕴</div>

<div align="right">联系方式：yun0127.dong@</div>

一、您提供简单的个人资料：

1. 性别： □男 □女

2. 年龄： □20 及以下 □21-30 岁 □31-40 岁 □41-50 岁 □50 岁以上

3. 学历： □高中及以下 □大专 □本科 □硕士及以上

4. 部门： □前厅部/礼宾 □餐饮部 □客房部 □保安部 □销售部 □其他

5.您所领导的员工数：＿＿＿＿＿＿＿＿＿

6.您在该酒店工作的年限为：□1 年以下 □1-3 年 □3-5 年 □5-7 年 □7 年以上

二、请您根据您的真实想法回答下列问题，**在相应的数字上打"√"。**

问题后的数字表示您同意的程度：数字**"1"**代表**"非常不同意"**，数字**"2"**代表**"不同意"**，数字**"3"**代表**"不确**

定"，数字**"4"**代表**"同意"**，数字**"5"**代表**"非常同意"**。**数字越小，表示您越不同意，数字越大，表示您越**

同意。

	非常不同意				非常同意
1. 酒店在招聘时重视员工为顾客提供高质量服务所需的特质和能力。	1	2	3	4	5
2. 酒店在培训中强调为顾客提供高质量的服务。	1	2	3	4	5
3. 酒店对员工的绩效评价是基于多个来源（自我、同事、主管、顾客等）。	1	2	3	4	5
4. 让顾客满意是我们酒店最重要的工作准则。	1	2	3	4	5

5.	酒店对员工进行绩效评价时强调满足顾客的需求。	1	2	3	4	5
6.	酒店对"改进顾客服务方面"提出新想法的员工进行奖励。	1	2	3	4	5
7.	酒店给在"服务顾客方面表现出色"的员工发放特别奖励。	1	2	3	4	5
8.	酒店员工可以根据情况处理顾客的额外要求。	1	2	3	4	5
9.	酒店为员工提供必要的设施和资源，以提供高质量的顾客服务。	1	2	3	4	5

三、请根据员工收到问卷上的**团队成员编号**对相应的员工进行评价，**以便我们对不同来源的数据进行匹配。**

请对**问卷编号为_____的成员**进行评价	非常不同意				非常同意
10. 该员工总是能够帮到顾客。	1	2	3	4	5
11. 为顾客提供服务时，该员工一直很灵活。	1	2	3	4	5
12. 该员工与顾客的沟通一直都很好。	1	2	3	4	5
13. 该员工总是很关心顾客的需求。	1	2	3	4	5
14. 该员工一直高度专注于他/她的工作。	1	2	3	4	5

本问卷到此结束，感谢您对此次问卷调研的支持！