

Enhancing Proactive Service Performance: The Role of Employee Involvement, Initiative Climate, and Harmonious Passion for Work (Some Insight from SMEs in An Emerging Market Economy)

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Abstract

This study examines the impact of harmonious passion for work on proactive service performance, utilizing employee engagement and initiative climate as mediating variables within service-sector small and medium enterprises (SMEs) in Kalimantan. Using an explanatory research design, data were collected via convenience sampling from 546 respondents across the healthcare, logistics, and hospitality sectors. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings reveal that "integration of Engaged Harmonious Passion for Work" (EHPW)—a novel, second-order construct integrating employee engagement and harmonious passion for work—exerts a significant positive influence on both initiative climate and proactive service performance. Furthermore, the initiative climate is found to directly and positively enhance proactive service performance. While employees' tenure alone shows no direct, statistically significant effect on proactive service performance, it functions as a pure moderating variable. Specifically, a longer tenure strengthens the positive relationship between EHPW and proactive service performance, as evidenced by a significant interaction effect. This research contributes to the literature by introducing the EHPW construct, demonstrating that passion must be paired with active engagement to effectively drive proactive customer service and institutional growth in emerging economies.

Keywords: *Proactive Service Performance, Employee Involvement, Initiative Climate, Harmonious Passion for Work, SMEs*

1. BACKGROUND

The problem with the cooperative and SME sector in East Kalimantan is that the quality of cooperative businesses could be more optimal, and the productivity of SMEs could be higher. This low productivity is suspected to be related to the quality of the human resources implemented. Low quality of Human Resources (HR) can tend to reduce proactive service performance in Small and Medium Enterprises (SMEs) for the following reasons: Limited Competence and Knowledge, Lack of Initiative and Motivation, Lack of Effective Communication, Lack of Innovation and Creativity, Lack of Education and Training. Thus, low-quality human resources can cause a decline in proactive service performance in SMEs due to limited competence, lack of initiative and motivation, lack of effective communication, lack of innovation and creativity, and lack of education and training.

Proactive customer service is an important strategy in trade and services because it can increase customer satisfaction and loyalty. This strategy involves proactive actions to help and resolve customer issues before they ask for help, thereby

improving the overall customer experience. By providing a proactive approach, companies can anticipate customer needs, resolve problems before they arise, and provide faster and more efficient solutions.

Proactive customer service also allows companies to foster a sense of customer trust and loyalty. When companies take the initiative to contact customers and help before problems arise, customers feel appreciated and respected. It can increase customer satisfaction and make them more likely to return to shop or use the company's services. By implementing proactive customer service, companies can offer products/services while identifying what problems customers often experience.

In business, customer service agents are needed to provide service to customers. In customer service itself, the term proactive customer service is used. That strategy provides a preemptive approach to customers before they contact agents to ask for help. Agents will act proactively to help customers resolve problems. By implementing proactive customer service, companies can offer products or services that customers are interested in and, at the same time, identify what problems customers often experience. It will certainly impact customer satisfaction and provide a good experience.

The novelty of this research is the integration of two variables—employee engagement and harmony for work—into a single new variable, Employee's harmony for work (EHPW). This EHPW will be tested to see whether it influences proactive service performance.

2. RESEARCH QUESTIONS

Do integration of Employee Engagement and Harmonious Passion for Work (EHPW) have a significant positive effect on the Initiative Climate? Do integration of Employee Engagement and Harmonious Passion for Work have a significant positive effect on Proactive Service Performance? Do Initiative Climate have a significant positive effect on Proactive Service Performance?

3. LITERATURE REVIEW

Proactive service performance is the level of "self-initiated, long-term oriented, and persistent individual service behaviour that exceeds explicitly specified performance requirements" (Rank et al., 2007). In addition, proactive service performance variables have been used regularly in hospitality management research (Raub & Liao, 2012). Proactive service behavior's benefits can positively and significantly impact performance in both the production and service sectors. This variable makes it possible to become a criterion for employee self-assessment by supervisors using seven measurement scales, which will be explained in the indicators. An example of the benefits in the production sector is that it can minimize damage to production equipment or machines because employees with this proactive level usually act correctly without waiting for orders from their superiors, cleaning and maintaining machines according to their schedule. This proactive employee will create a machine maintenance schedule even if a schedule is unavailable. The second example in the customer service sector is that proactive employees can ask about customer needs and help quickly to meet customer needs, thereby creating a sense of customer satisfaction. We can conclude from these two examples that this proactive service behaviour can cut equipment repair costs (cost efficiency) and speed up productivity (effectiveness) in the production sector, while the benefit for the service sector is increasing customer satisfaction, which can increase the power of "word of mouth" promotions, which can increase trust and increase the number of customer visits in the following days. In conclusion, the benefits of this proactive service.

The first proactive service performance indicator is how employees share information with customers to meet their financial needs. Second, it is about anticipating issues or customer needs and actively developing solutions. Third, you should use your judgment and understand risks to determine when to make exceptions or solutions for improvement. Fourth, have a sense of ownership through customer interactions and ensure everything runs smoothly. Fifth, ensure a smooth transition to other service representatives. Sixth, about collaboration with other departments to provide solutions to customers. Seventh, how proactive you are in checking whether customer expectations have been met or exceeded (Rank et al., 2007).

The factors that influence proactive service performance are quite diverse, including employee engagement (Aslam et al., 2022); initiative personal climate (Raub & Liao, 2012); harmonious passion for work.

The definition of *harmonious work passion* is part of a person's identity that can create a sense of personal enjoyment of work so that employees are free to choose how to handle work (Hansen et al., 2014). *Passion* is defined as a high-priority goal with an emotionally important outcome. Individuals will spend a lot of time and effort to

achieve goals they are passionate about (Frijda et al., 1991). Passion theory is a psychological theory that explains the nature of passion and its effects on human behaviour. This theory shows that passion is a strong tendency or desire for an activity, object, or person considered meaningful and valuable (Vallerand, 2016).

The benefit of employees who have harmonious work passion is that they can facilitate the experience of positive influences both when and after carrying out their duties. Harmonious work passion can more effectively capture the psychological process of internalization of contextual autonomy support and individual autonomy orientation, which can balance involvement in one's work so that one can carry out work joyfully and have the freedom to be responsible.

Indicators of harmonious work passion are measured through indicators using a seven-point Likert scale. There are six indicators of harmonious work passion: how to experience different experiences from your current work. Second, new things at work make it possible for individuals to appreciate them more. Third, current work can be felt as an unforgettable experience. Fourth, feel that your current job reflects the qualities you like. Fifth, is the job currently being undertaken in harmony with other activities in the individual's life? Sixth, feeling the current job is a passion that can be controlled (Vallerand et al., 2003).

Factors influencing harmonious work enthusiasm are a high commitment from leaders to implementing HR, such as selecting appropriate personnel, quality training, performance development assessments, giving rewards to individuals, and externally fair rewards. The variables that form factors that influence work passion are similar to the principles of justice found in transformational leadership. So, employees who have a harmonious passion for work can be influenced by transformational leadership, or in other words, harmonious passion for work can be a mediating variable between leadership and employee engagement.

Employee Engagement is "a distinct and unique construct consisting of cognitive, emotional, and behavioural components related to an individual's role performance." According to this approach, employee engagement involves not only attachment to the organization but also attachment to the job. Employee engagement can be directed to influence individual performance results and company performance (Aslam et al., 2022; Shuck et al., 2017). Employee engagement is the level of an employee's positive, active, and work-related psychological state represented by the simultaneous investment of his or her cognitive, emotional, and physical energy in performance outcomes. The importance of this construct as a motivational state concerning SDT (self-determination theory) is evident from (Meyer & Gagn , 2008), who states that "employee engagement from the perspective of self-determination theory (SDT)," in which they explain the general theoretical basis of employee engagement and autonomous motivation. The Job Demands-Resources Model (JD-R) theory proposed by Wilmar Schaufeli and Arnold Bakker explains how job demands and resources can influence job engagement.

Indicators of employee engagement with work are measured using three main constructs: physical engagement, emotional engagement and cognitive engagement (Rich et al., 2010). Measurement of indicators through indicators uses a seven-point Likert scale. The first indicator of physical engagement is measured with six indicators, which include the statements "I work with intensity at my work", "I put full effort into my work", "I devote much energy to my work", "I try to do my best to do my job well", "I try as hard as I can to complete my work", "I put much energy into my work". The second indicator of emotional engagement includes the statements "I am enthusiastic about my work", "I feel energetic at my work", "I am interested in my work", "I am proud of my work", "I feel positive about my job," and "I am happy with my job." The third indicator about cognitive engagement is measured by the statement indicators "My mind is focused on my work", "I pay much attention to my work", "I focus much attention on work", "I am absorbed by work me", "I concentrate on my work", and "I devote much attention to work".

Climate initiatives describe the phenomenon of proactive, persistent, and self-starting workers who overcome obstacles to achieve Goals and realize long-term plans. A climate of initiative is a way to reduce communication barriers that hinder the diffusion of knowledge throughout the team. In addition, the initiative climate implemented can connect knowledge with various scientific disciplines (Liu et al., 2021).

The theories used in this climate initiative are learning and social exchange theories. Organizational learning theory proposes that organizations can learn and adapt to their environment through a learning process that involves individuals and groups within the organization. This theory emphasizes the importance of organizational learning in improving organizational performance and effectiveness (Yukl, 2009).

Social exchange theory is a theory that proposes that participation in exchange behaviour is influenced by the belief that the costs incurred will be justified by the rewards received. In the context of work teams, employee behaviour is influenced by how they perceive the safety of the work environment and interactions with other team members. This theory emphasizes the importance of social relationships and mutual trust in improving the performance of teams and organizations. Another theory that could be a grand theory that approaches social exchange theory is the theory of Symbolic Interactionism. This theory explains that human behaviour is shaped by the meanings

and symbols people use to interact with each other and the world around them. According to this theory, people create and interpret symbols through interactions, shaping their behaviour and social reality. This theory emphasizes the importance of social interaction and communication in shaping human behaviour and suggests that people are active agents in creating and interpreting their social world. Symbolic Interactionism theory is often used in qualitative research to understand how people make sense of their experiences and construct their social reality through interactions with others.

The benefit of an initiative climate is that it can send signals to front-line (service) employees about changes in their work roles, and taking the initiative to anticipate or initiate changes in their work roles in a self-directed manner is behaviour that is expected and rewarded by the organization (Raub & Liao, 2012). Taking initiative habits can prevent errors and reduce potential problems that disrupt production. Initiatives are also actions and ideas that help production start itself. Even if no people are around to help or give orders, they can be handled well so that this initiative climate can improve overall organizational performance (Baer & Frese, 2003).

There are four indicators of this initiative climate: the ability to solve problems without waiting to be told by superiors. Second, be willing to try new ways of serving guests. Third, overcoming the root causes of problems in the service so that they do not happen again. Fourth, being able to solve service-related problems continuously (Liu et al., 2021; Raub & Liao, 2012)

The factors that influence the climate of this initiative can be seen from the indicators used to measure it. The language in these indicators shows that there are orders or encouragements for people to take the initiative, so this initiative climate is not automatically formed. The motivation to act is an order from other people, be it colleagues or leaders, so it can be concluded that this initiative climate is formed by leadership. Besides that, engagement in proactive behaviour implies the ability to detect the need for proactivity and the desire to act (the initiative is clearly instructed by the supervisor (Raub & Liao, 2012).

When employees feel that their work has a different experience so that they do not get bored and feel that their work is an unforgettable experience, at that point, a harmonious work passion will arise. Employees who feel that their work has become their passion will form an attachment to their work. Thus, the relationship between harmonious work passion greatly influences employee engagement. On the other hand, employees need to feel that their work is part of their passion for physical, emotional and cognitive engagement. In general, people who do not have passion for their work only come to work and go home to carry out work to discharge their obligations as employees. On the other hand, they may do other work outside of working hours, which is their passion.

The Passion for Work Assessment Model Theory is the appropriate theory to explain harmonious passion for work towards an initiative climate in human resources research. This theory emphasizes that a harmonious passion for work can influence employee performance and a proactive and innovative work climate. Vallerand (2016) in his research explains that harmonious passion for work is a condition where individuals feel autonomously involved and uphold principle values in carrying out their duties as employees. Individuals with a harmonious passion for work tend to respond more proactively and innovatively to create a supportive work climate. Thus, the Passion for Work Assessment Model Theory can be used to explain how harmonious passion for work contributes to the development of a supportive initiative climate in the context of human resources research.

Previous research on self-determination theory (SDT) states that harmonious passion has been proven to lead to higher levels of performance, persistence, initiative and creativity (Vallerand et al., 2003). Furthermore, the influence of the two types of passion will extend to the conditions experienced during activity involvement (Meyer & Gagnè, 2008).

Passion is a strong inclination to engage in activities that people enjoy, consider important, and invest time and energy. Harmonious passion refers to the inner ability that makes individuals engage in activities they like. This behaviour promotes strong adaptation so that people can take initiative at work. People engage in a variety of activities in hopes of satisfying the basic psychological needs of autonomy (the desire to feel a sense of personal initiative), competence (the desire to interact effectively with the environment), and relatedness (the desire to feel connected to significant others).

Previous research on self-determination theory (SDT) states that harmonious passion has been proven to lead to higher levels of performance, persistence, initiative and creativity (Vallerand et al., 2003). Similar compensatory effects of team/unit support for autonomy on the relationship between individual autonomy orientation and harmonious passion. Individuals with a strong autonomy orientation naturally tend to take the initiative, seek interesting and challenging activities, and feel responsible for their own behaviour (Deci et al., 2017; D. Liu et al., 2011).

Based on the results of previous research and existing theoretical studies, the following research hypothesis was formulated:

H1: Employee Engagement and Harmonious Passion for Work (EHPW) have a significant positive effect on the Initiative Climate.

Employees who act proactively in providing services are not only formed from orders from their leadership but also because the work they are currently undertaking provides new, enjoyable experiences and creates a sense of satisfaction, thus making the relationship between employees and this work very harmonious. Employees who reach the point of imbuing their work will be proactive in acting correctly on their own, even without other people seeing them and without any instructions from the leadership.

The appropriate theory to explain the relationship between Harmonious Passion for Work (HPW) and proactive service performance in human resource research is Social Exchange Theory (SET), which emphasizes that employees who feel involved emotionally, cognitively and behaviorally with their work and organization tend to show proactive behaviour in providing services.

According to SET theory, employees who feel actively involved tend to respond more proactively in providing services because they feel emotionally connected and motivated to contribute positively to the organization. Thus, this theory can be used to explain how HPW contributes to improving proactive service performance in the context of HR studies. HPW is a state that includes autonomous employee involvement, engaging in self-controlled activities, and implementing high-perceived values. Employees who have HPW tend to be more engaged and motivated to contribute positively to the organization, which can positively impact the company's overall performance through improving service quality and employee loyalty.

Supported by previous research regarding Candidates with a higher tendency to seek interesting and challenging activities, they take the initiative to solve problems and have a stronger autonomy orientation. They are more likely to be harmoniously passionate about their work, and therefore, they will be more creative (D. Liu et al., 2011). Further empirical support for the main argument of the proactive motivation model—all three motivation pathways (the "can do" pathway, the "reason to" pathway, and the "energized to" pathway) are important for understanding the extent to which employees engage in proactive behaviour (Parker et al., 2010), this form of behaviour shows that people who are passionate about their work will tend to have higher initiative.

For employees attached to work physically, emotionally, and cognitively, all their behaviour will flow automatically without being told. The characteristics of people physically attached to work are putting in full effort, devoting much energy, and trying as hard as possible to complete the work. Then, the characteristics of people who are emotionally attached to their work are that they always feel energetic, interested, proud, happy, and pay much attention to their work. Then the last characteristic of cognitively engaged people is that they focus a lot of attention and concentrate on their work. Of all the characteristics mentioned by the employee engagement indicators, these are the characteristics of proactive people in carrying out their work; for example, one job provides repair services and services to customers. Thus, it can be concluded that employee engagement can influence proactive service performance. The social exchange theory is the appropriate theory to explain the relationship between employee engagement and proactive service performance in HR studies. It emphasizes that employees who feel emotionally, cognitively, and behaviorally involved in their work and organization tend to behave proactively in providing services. According to social exchange theory, actively involved employees tend to respond more proactively when providing services because they feel emotionally connected and motivated to contribute positively to the organization. Thus, this theory can be used to explain how employee involvement contributes to the improvement of the proactive service performance of service sector employees.

It is supported by previous research, which confirms that employee engagement is very important for the success of any organization in today's dynamic and competitive environment (Marcus & Gopinath, 2017; Chitra & Munivenkatappa, 2017; Zhang et al., 2014).

H2: Employee Engagement and Harmonious Passion for Work have a significant positive effect on Proactive Service Performance.

The proactive level of employees working in customer service can be seen from the actions they take correctly without being told. These proactive actions depend largely on their initiative without customers, coworkers, or even their superiors asking them. This initiative climate fosters motivation to behave proactively. In this era of digitalization and Industrial Revolution 4.0, changes in work environment conditions have occurred, with formalization through job descriptions and standard and detailed operating procedures that can only capture a small part of the scope of behaviour required for employees to do their work effectively.

The appropriate theory to explain the relationship between climate initiatives and proactive service performance in human resources research is the Theory of Planned Behavior. This theory emphasizes that a person's behaviour is influenced by his intention to carry out that behaviour, which is determined by attitudes, subjective norms, and behavioural control. In the context of climate initiatives and proactive service performance, the TPB can be used to understand how attitudes toward initiatives and subjective norms in the workplace influence employees' intentions to demonstrate proactive service performance. For example, positive initiatives can increase employees' intentions to display proactive behaviour. For example, positive initiatives can increase employees' intentions to display proactive behaviour in service. A research study shows the importance of initiative in improving employee performance. (Dianto et al., 2022) Also supports the theoretical argument that HR management systems can influence employee proactive behavior. These findings link climate initiatives to proactive service performance because initiatives supported by a good HR management system can encourage proactive behaviour in the workplace. Therefore, we can understand the context of proactive service performance through the Theory of Planned Behavior approach and the research findings.

The proactive motivation model (Parker et al., 2010) argues that proactive behaviour is motivated, conscious, and goal directed. Individuals anticipate desired future outcomes and develop strategies to obtain these outcomes (goal generation). They then mobilize and behave in ways that achieve these outcomes (goal striving). A climate of initiative provides this rationale for motivating and answering employee questions, such as "Do I want to be proactive in serving customers?" and "Why should I be proactive in serving customers?". When service employees perceive a climate of high initiative in the establishment, they realize that personal initiative on the part of customers is highly expected, desired, and valued by management to achieve the organization's goals of high-quality service. Perceptions such as This thus provide a strong rationale for motivating employees to take the initiative and engage in proactive service performance to comply with these behavioural expectations and reap appropriate results.

The relationship between initiative climate and proactive service performance is supported by (Liu et al., 2020), who states that "innovation alone will not be enough; therefore, a climate for initiative and process innovation is needed to improve company performance." Based on the results of previous research and existing theoretical studies, the following research hypothesis was formulated:

H3: Initiative Climate has a significant positive effect on Proactive Service Performance

4. RESEARCH METHOD

The type of study is explanatory research. A total of 546 respondents participated in this study. They are employees working in health services, logistics, and hotels. Convenience sampling is used in the sampling method. The advantages of convenience sampling are: (1) Easy and fast, because samples are taken from populations that are easily accessible, (2) Lower costs compared to other sampling methods because it does not require a lot of resources, (3) Practical and very useful for exploratory research or initial trials where the researcher wants to get a general idea or test an initial hypothesis, (4) Flexibility in sampling because the researcher can easily adjust the sample according to research needs without many logistical obstacles. Proactive service performance is measured using a seven-point Likert scale. using indicators taken from (Rank et al., 2007) Initiative climate is measured using a seven-point Likert scale. with measurement through instruments according to (Raub & Liao, 2012). Employee engagement is measured using a seven-point Likert scale with measurement via instruments (Rich et al., 2010). Harmonious Passion for Work is measured using a seven-point Likert scale with measurement using an instrument. Data was collected using a questionnaire survey. SEM-PLS is used to process data.

5. RESULT

The profiles of the respondents are as follows

Table 1. Demographic Profiles

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	378	69.2	69.2	69.2
	Male	168	30.8	30.8	100.0

	Total	546	100.0	100.0	
Age	18-20 Years Old	37	6.8	6.8	6.8
	21-30 Years Old	214	39.2	39.2	46.0
	31-40 Years Old	166	30.4	30.4	76.4
	41-50 Years Old	107	19.6	19.6	96.0
	51-60	21	3.8	3.8	99.8
	Above 60 Years Old	1	.2	.2	100.0
	Total	546	100.0	100.0	
Service Fields	Health	415	76.0	76.0	76.0
	Logistic	59	10.8	10.8	86.8
	Hotels	42	7.7	7.7	94.5
	Others	30	5.5	5.5	100.0
	Total	546	100.0	100.0	
Tenure	Below 5 Years	262	48.0	48.0	48.0
	5 Years - <10 Years	57	10.4	10.4	58.4
	10 Years - <15 Years	62	11.4	11.4	69.8
	15 Years - <20 Years	78	14.3	14.3	84.1
	20 Years and above	87	15.9	15.9	100.0
	Total	546	100.0	100.0	
Education Level	High School	152	27.8	27.8	27.8
	Higher Education	394	72.2	72.2	100.0
	Total	546	100.0	100.0	

Table 2. Variable: Engaged Harmonious Passion for Work

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
EE1 (indicator 1)	546	1.33	7.00	5.9683	.03116	.72807	.530
EE2 (indicator 2)	546	1.33	7.00	5.0333	.05247	1.22598	1.503
EE3 (indicator 3)	546	1.83	7.00	5.3611	.05219	1.21949	1.487
HPW1 (indicator 1)	546	1.00	7.00	5.0156	.06165	1.44064	2.075
HPW2 (indicator 2)	546	1.00	7.00	5.2793	.06601	1.54246	2.379
HPW3 (indicator 3)	546	1.00	7.00	4.9368	.06195	1.44760	2.096
Employee Engagement	546	2.44	7.00	5.4542	.03681	.86018	.740
Harmonious Passion for Work	546	2.00	7.00	5.0772	.04946	1.15580	1.336
Engaged Harmonious Passion for Work	546	2.72	7.00	5.2657	.03855	.90072	.811
Valid N (listwise)	546						

Table 3. Variable: Initiative Climate

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
IC1 (indicator 1)	546	1.00	7.00	4.9881	.05783	1.35130	1.826
IC2 (indicator 2)	546	1.00	7.00	4.6474	.06255	1.46167	2.136
IC3 (indicator 3)	546	1.00	7.00	5.3324	.06021	1.40700	1.980
Initiative Climate	546	1.50	6.83	4.9893	.04901	1.14523	1.312
Valid N (listwise)	546						

Table 4. Variable: Proactive Service Performance

	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
PSP1 (indicator 1)	546	1.00	7.00	5.2775	.05920	1.38320	1.913
PSP2 (indicator 2)	546	1.00	7.00	5.5275	.05794	1.35395	1.833
PSP3 (indicator 3)	546	1.00	7.00	5.2262	.05641	1.31806	1.737
PSP4 (indicator 4)	546	1.00	7.00	5.2564	.05919	1.38312	1.913
PSP5 (indicator 5)	546	1.00	7.00	5.3654	.05781	1.35074	1.825
Proactive Service Performance	546	1.00	7.00	5.3306	.05238	1.22389	1.498
Valid N (listwise)	546						

Table 5. Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EE1 <- Employee Engagement	0.707	0.707	0.029	24.153	0.000
EE2 <- Employee Engagement	0.809	0.810	0.018	44.602	0.000
EE3 <- Employee Engagement	0.878	0.878	0.010	88.304	0.000
HPW1 <- Harmonious Passion for Work	0.786	0.787	0.023	34.407	0.000
HPW2 <- Harmonious Passion for Work	0.800	0.799	0.019	43.081	0.000
HPW3 <- Harmonious Passion for Work	0.759	0.759	0.021	36.512	0.000
IC1 <- Initiative Climate	0.756	0.756	0.032	23.940	0.000
IC2 <- Initiative Climate	0.844	0.843	0.019	43.568	0.000
IC3 <- Initiative Climate	0.838	0.836	0.021	40.115	0.000
PSP1 <- Proactive Service Performance	0.864	0.866	0.017	51.958	0.000
PSP2 <- Proactive Service Performance	0.916	0.917	0.011	79.815	0.000
PSP3 <- Proactive Service Performance	0.927	0.927	0.008	114.265	0.000

PSP4 <- Proactive Service Performance	0.922	0.920	0.010	91.430	0.000
PSP5 <- Proactive Service Performance	0.878	0.875	0.016	54.252	0.000

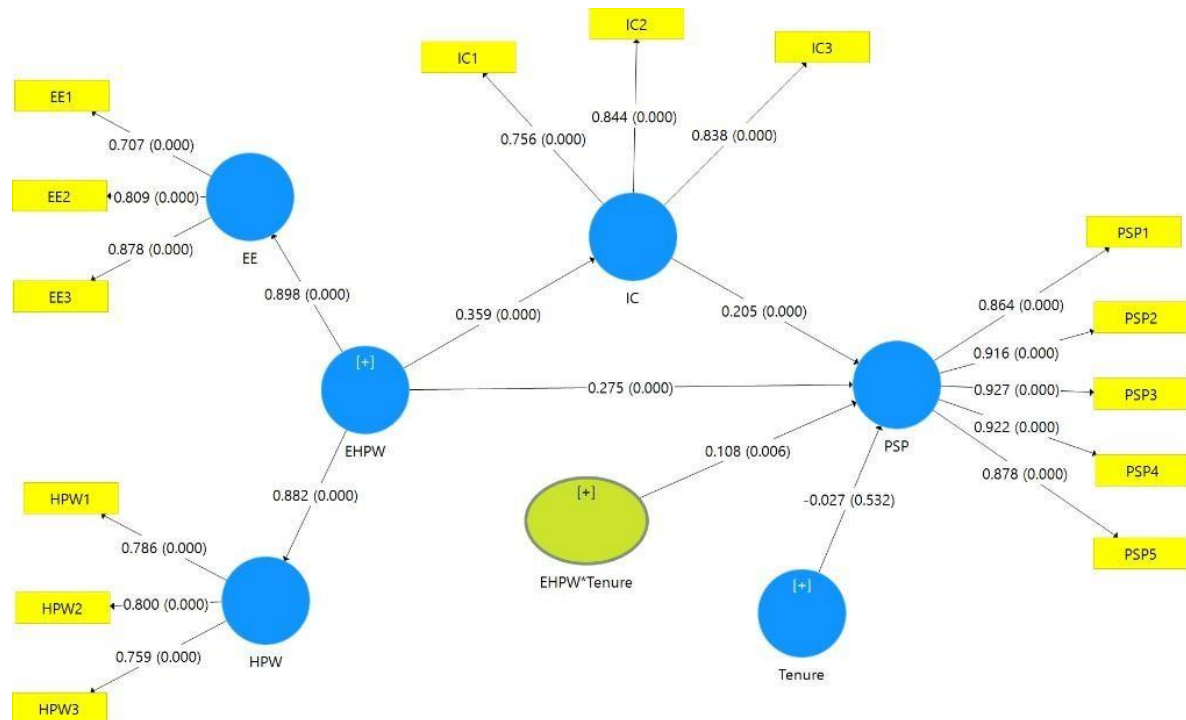


Figure 1. Measurement Model

Table 6. Direct Effect and Interaction Effect

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
1.	EHPW -> EE (reflective)	0.898	0.898	0.009	94.956	0.000
2.	EHPW -> HPW (reflective)	0.882	0.882	0.010	85.149	0.000
3.	EHPW -> IC (formative)	0.359	0.360	0.038	9.572	0.000
4.	EHPW -> PSP (formative)	0.276	0.279	0.051	5.376	0.000
5.	IC -> PSP (formative)	0.206	0.205	0.048	4.273	0.000
6.	Tenure -> PSP (formative)	-0.027	-0.028	0.043	0.632	0.528
7.	EHPW*Tenure -> PSP (formative)	0.109	0.110	0.044	2.484	0.013

6. DISCUSSION

Employee Engagement-Harmonious Passion for work (EHPW) has a positive significant effect on initiative climate. This finding is following a study (Zhao X.R et al., 2023) that explains that a supportive climate fosters higher levels of employee engagement, which in turn positively impacts performance outcomes (Zhao X.R et al., 2023). Saks emphasizes that perceived organizational support is a crucial predictor of both types of engagement, suggesting that employees who feel supported by their organization are more likely to be engaged in their jobs (Saks, A.M. 2019; Saks et al., 2021). Employee engagement is a mental state that indicates how motivated and emotionally connected an employee is to their job. Engaged workers will be inspired to give their utmost effort and more inclined to take the lead in addressing issues or completing assignments. SDT affirms this idea by stating that significant engagement happens when fundamental needs, particularly autonomy and competence, are fulfilled. When employees believe their psychological needs are fulfilled, they are more prone to create an environment that encourages creativity and initiative.

As per SDT, having harmonious passion leads employees to be driven by internal motivation and a desire to achieve goals in a fulfilling manner. This strong desire will help foster a positive atmosphere as employees with harmonious passion see work as a crucial aspect of who they are. They are also more inclined to take the lead and demonstrate a proactive approach in different tasks and challenges.

According to the Job Demands-Resources Model (JD-R), employee engagement and harmonious passion are seen as resources that boost employee energy and resilience when dealing with work challenges. This theory suggests that workers who possess sufficient resources like cohesive involvement and enthusiasm will be more equipped to handle workplace pressures. Consequently, they actively contribute to fostering a climate of initiative in the workplace, where employees are encouraged to take risks and innovate without fearing failure or repercussions.

Significant findings of the study (novelty) are employee engagement-harmonious passion for work (EHPW) effect on initiative climate. EHPW is a new construct that never found in the previous research study. It turns out that harmonious passion for work must be followed by employee involvement to be able to improve the initiative climate in an SMEs. Without employee involvement, climate initiatives are less meaningful.

This finding is suitable with previous research findings ((Pratama, et al, 2024; Benitez et al, 2023; Lyu, et al., 2016., Sun, Z., 2023., Gulyani G, 2017) that indicate employees with harmonious passion are more likely to exhibit proactive behaviors, leading to improved performance outcomes, including proactive service performance.

SDT and JD-R suggest that employees with high levels of employee engagement and harmonious passion for their work are more likely to proactively take initiative in their work environment. This situation leads to establishing a positive environment for initiatives within the organization, enabling employees to feel encouraged and empowered to take action. By fostering initiative in the workplace, organizations can establish a culture of innovation and adaptability that boosts their performance and competitiveness in the long run.

Employee engagement and harmonious passion for work's impact on proactive service performance in SMEs can be understood through the job demands-resources model (JD-R). This theory argues that work-related assets like colleague support, chances for growth, and freedom can boost worker involvement, leading to better job performance. A harmonious passion for work is a psychological asset that enables employees to deal with work obligations without experiencing stress. When employees of SMEs have strong engagement and a shared passion for their work, they are more equipped to tackle work challenges effectively and sustain high proactive service performance. *This is another crucial finding (novelty) of this research.*

In general, SDT and JD-R offer a solid theoretical basis for comprehending how employee engagement and harmonious passion motivate employees to perform service tasks proactively. High levels of participation and synchronized enthusiasm lead to employees experiencing a feeling of autonomy and contentment in their roles, motivating them to enhance their contributions to the company. These models demonstrate that enhancing service quality through proactive service performance hinges on resource development and meeting employees' psychological needs.

Initiative climate has a positive and significant on proactive service performance. This finding is in line with a study conducted on Small and Medium Enterprises (SMEs), which revealed that transformational leadership significantly enhances proactive service performance (Pratama et al., 2024). Other studies also demonstrated that an effective initiative climate engages employees and enhances their proactive behaviors, improving overall service performance (Aslam et al., 2022). Raub, S., & Liao, H., 2012) found that when employees perceive a supportive initiative climate, their self-efficacy is enhanced, leading to improved proactive service performance.

Social Cognitive Theory (SCT) and the idea of psychological climate are the theories that best explain how initiative climate affects proactive service performance. In this setting, initiative climate refers to an environmental factor that impacts how employees view support for taking initiative at work. As stated in Social Cognitive Theory, when employees feel supported in taking the initiative, they are more likely to engage in proactive behavior due to their sense of autonomy and encouragement to assume extra duties. Support from the environment that backs this program boosts employees' self-assurance and capability, motivating them to deliver top-notch proactive service.

Psychological climate theory can also elucidate how proactive service performance is related to the initiative climate. Psychological climate pertains to how employees view different work environment elements, such as assistance, impartiality, and freedom. When the atmosphere for taking the initiative is favorable, employees will perceive the organization as supportive of their proactive actions. This upbeat attitude encourages employees to engage in service activities and increase their contributions, resulting in proactive service performance. Encouraging employees to take the initiative in the workplace helps them feel safe, leading to increased courage and creativity in dealing with challenges in serving others.

In terms of service performance, a favorable initiative climate motivates employees to not only finish given tasks but also to proactively seek creative ways to assist customers. Social Cognitive Theory suggests that behavior is impacted by both social and cognitive rewards, meaning that workers encouraged to take the lead will have the drive to seek out innovative ways to enhance their performance. Workers in a positive atmosphere of initiative will be motivated to comprehend customer needs better and determine the most effective means to fulfill those needs, leading to enhanced proactive service quality.

This finding is compatible with previous empirical research (Aslam et al., 2022; Yu, 2018; Kilic and Gok, 2022; Hassi et al., 2021) that when employees experience a supportive initiative climate, their engagement levels rise, which subsequently drives their proactive service actions. The study emphasized the importance of fostering an initiative climate and high levels of employee engagement to achieve superior service outcomes.

In line with Self-Determination Theory, employees who exhibit high engagement and harmonious passion at work perceive their job as a significant aspect of their identity and experience intrinsic satisfaction and motivation. This involvement and enthusiasm meet employees' psychological needs for independence, skill, and connection, causing them to be more inspired to perform at their highest level. Nevertheless, for engagement and passion to translate into proactive service performance, the company must foster a proactive initiative climate that empowers employees to take proactive actions. A proactive environment enables engagement and passion to manifest in service actions.

Within the framework of Social Cognitive Theory, an initiative climate serves as a setting that offers encouragement to employees to take initiative. Employees are more likely to feel confident and supported in being proactive when they believe their workplace encourages taking initiative. Therefore, proactive service performance is linked to employee engagement and harmonious passion through the initiative climate. Without a robust initiative environment, employees may find it difficult to show their involvement and enthusiasm in their work openly. Climate initiative also enables converting employee engagement and harmonious passion into tangible actions in everyday work. Employees who believe the organization backs new ideas will be inspired to innovate in service provision. This conducive environment enables them to turn their commitment and interest into creative, adaptable, and surpassing customer service actions, which are crucial for proactive service delivery. In this scenario, the positive atmosphere enables employees to channel their enthusiasm and collaborative drive towards better customer service.

Furthermore, fostering a proactive climate can support the continued effectiveness of employees' engagement and harmonious enthusiasm for service delivery. Employees will feel at ease and driven to innovate and take risks without fear of failure due to a supportive initiative climate. This contributes to sustaining proactive service performance in the long run, as employees perceive continuous support from a favorable work atmosphere for their initiatives. In general, initiative culture plays a role in facilitating proactive service performance by employees through supporting their proactive behaviors, which are influenced by their engagement and passion for work. In an environment that fosters creativity, employee involvement and enthusiasm for their job serve as a personal drive and result in delivering exceptional, inventive, and top-notch services to clients.

Research indicates that engaged employees tend to exhibit harmonious passion, defined as a strong inclination towards work that individuals find enjoyable and meaningful. This passion allows employees to balance their work with other life activities, fostering a positive work environment and enhancing overall performance. Both employee engagement and harmonious passion for work play a significant role in proactive service performance by fostering intrinsic solid motivation. Workers with high engagement levels demonstrate dedication, enthusiasm, and commitment to their tasks, which drives them to surpass customer expectations with exceptional service. At the same time, a harmonious passion for work signifies a healthy and optimistic enthusiasm for one's job, where workers see their work

as a vital component of their identity that does not clash with other areas of their lives. The strong motivation for employees to act proactively in service by being proactive in finding solutions or offering additional services to customers is generated through a mix of deep engagement and harmonious passion.

Time in a position can also impact proactive service performance, mainly due to accumulating more experience and knowledge over time. Workers with more tenure typically possess a more thorough comprehension of goods, services, and client requirements and greater certainty in seizing opportunities. Greater work experience is frequently beneficial in assisting employees to handle challenges and unforeseen circumstances efficiently, enabling them to deliver more proactive services. Nevertheless, to ensure proactive service performance remains consistent, it is essential to combine this work period with employee engagement and enthusiastic dedication. This will help keep employees motivated to innovate and show initiative, regardless of their tenure at the company.

Length of time working for a company does not necessarily improve motivation or drive to act proactively, so *tenure does not always impact proactive service performance. This is one of the important findings of this study.* Proactive service performance goes beyond experience and also demands intrinsic motivation, engagement, and determination to surpass ordinary duties. While tenure can enhance knowledge and skills, it does not always correlate with the willingness or capacity to take the lead. *Lack of employee engagement and harmonious passion for work may result in tenure alone leading to employees who are more routine and less inclined to actively pursue new opportunities to enhance their service.* Furthermore, prolonged service may lead to employees feeling overly at ease or disinterested, potentially decreasing their motivation to take initiative. Sometimes, long-term employees may become comfortable with their familiar routines and working methods, which can lead to a lack of motivation to explore new ideas or take initiative in improving their service. This indicates that while tenure contributes to experience, motivational elements like employee engagement and harmonious passion for work are still essential to boost proactive service performance.

7. CONCLUSION

1. Employee Engagement formed Engaged Harmonious Passion for Work (reflective second-order construct).
2. Harmonious for Work formed Engaged Harmonious Passion for Work (reflective second-order construct).
3. There is a positive significant direct effect of Engaged Harmonious Passion for Work on Initiative Climate.
4. Engaged Harmonious Passion for Work on Proactive Service Performance has a positive significant direct effect.
5. Initiative Climate has a positive significant direct effect on Proactive Service Performance.
6. There is No significant direct effect of Tenure on Proactive Service Performance (non-significant effect of Tenure as a moderating variable).
7. Engaged Harmonious Passion for Work and Tenure Have a Positive, Significant Interaction Effect on Proactive Service Performance (Tenure is a Pure Moderating Variable).

8. LIMITATION OF THE STUDY

The characteristics of respondents in this study indicate a high level of employee engagement and harmonious passion for work, but this may not reflect the conditions of employees in other service sectors or different conditions, where factors such as organizational culture, management, and economic conditions may play a role. This research method uses cross-sectional, which provides an overview at one point. This means that changes over time or under different conditions cannot be measured, limiting the ability to make long-term generalizations. Individual variations in response to research may be influenced by personal preferences and unique needs, which may not be represented in the results of this study.

9. THEORETICAL IMPLICATIONS

Theories about Harmonious passion for work provide a major contribution to achieving business sustainability in service sector SMEs. In the context of harmonious passion theory, the focus is on how passion influences individual behavior, motivation and well-being with the following approach: (1) Identifying Employee Passion Types; (2) The Impact of Passion on

Employee Proactive Performance, The Effect of Passion on Employee Engagement; (3) Seeing how passion is related to employee creativity and innovation; (4) Analyze the factors that influence employee passion levels; (5) Understanding how passion influences initiative climate which in turn can help in identifying proactive service performance; (6) Researching ways to develop harmonious passion; (7) Understanding how passion influences teamwork and collaboration between employees can provide insight into the impact of passion in team dynamics; (8) Analyzing how passion influences the work initiative and proactivity of SMEs employees can help researchers understand whether passion can stimulate positive action. Integrating Passion Theory in research will provide a unique perspective on how employees' passion and intrinsic motivation influence their behavior in human resource management.

The SDT (self-determination theory) approach contributes to SMEs in the service sector to understand intrinsic motivation, namely the drive that arises from within the individual, such as interest, personal satisfaction and a sense of achievement. Then understand the extrinsic motivation (material rewards) that humans need and how to increase employee engagement and performance. In the context of human resource management research, several approaches to SDT theory that may be used are as follows (1) SDT theory emphasizes the importance of meeting three basic human needs: autonomy (freedom to control their own actions), competence (feeling effective in their actions), and relationships (feeling connected to others);

(2) SDT theory can be used to analyze factors that support creativity and innovation in the context of human resource management. Factors such as autonomy at work, support from superiors, and an environment that supports freedom of expression can encourage employee creativity; (3) SDT theory also proposes that meeting basic needs and levels of motivation can influence employees' emotional and cognitive responses to their work. Your research might explore how certain factors can influence employees' levels of satisfaction, stress, and emotional attachment to their jobs.

10. RECOMMENDATIONS

For SMEs in the service sector in East Kalimantan, they need to understand the importance of

(1) encouraging employees to be able to have high initiative, making employees comfortable at work, able to survive for the long term, preparing themselves before work and being responsible in carrying out their roles, so that they can provide proactive service to customers; (2) Improved work-life balance by adopting practices that support employees in achieving balance between work and personal life; (2) Improving the quality of employee service to customers and creating a better experience for customers; (3) Improved effective time management, micro-entrepreneurs can adopt strategies to better manage their time; (4) Improve customer and community relations by building better relationships with consumers and society as a whole.

The Department of Cooperatives, MSMEs, and Industry can collaborate with the Department of Health and the Department of Tourism to assist in various matters, including (1) Optimizing human resource management through the implementation of identified best practices to improve employee management and recruitment. , training, and development; (2) Developing a positive organizational culture by creating an environment that supports collaboration, creativity, and innovation; (3) Increasing employee involvement by increasing employee motivation, involvement, and loyalty; (4) Improving innovation practices by formulating innovative practices that help them remain competitive. By applying the implications resulting from this research, cooperatives, MSMEs, and industry can optimize their human resource management, improve service quality, and create a more productive and sustainable work environment.

ACKNOWLEDGMENT

The author would like to thank Universitas Negeri Malang for giving a Matching fund research grand in the academic year of 2024 with contract number 18.4.73/UN32.14.1/LT/2024

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