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What Causes of Customer-Oriented Boundary-Spanning Behaviour? The Role of Personality, Stress, and Creativity

Novita Dwi Lestari[1] and **Sinto Sunaryo**[2]
[1,2]Universitas Sebelas Maret
[1]novita.dwi0811@student.uns.ac.id; [2]sintosunaryo_fe@staff.uns.ac.id

Abstract: Customer-Oriented Boundary-Spanning Behaviour (COBSB) reflects employee's behaviour to connect the organization's services with customers. It plays an important role in determining service quality, in which most of the industry depends on the success of this aspect. This study aims to investigate the factors that influence COBSB, considering the role of proactive personality, role stress, and creativity. There were 160 hotel employees in Surakarta, who participated in the survey by using a purposive sampling, while SEM-PLS was conducted to analyse data. The results showed that proactive personality has a positive effect on employee creativity, which in turn influences COBSB in the dimensions of external representation and internal influence. Furthermore, internal influence has a positive effect on service delivery. In addition, internal influence also mediates the effect of employee creativity on service delivery. The findings also showed the negative effect of role stress in the dimensions of role conflict on employee creativity.

Keywords: Role Stress; Proactive Personality; Employee Creativity; Customer-Oriented Boundary-Spanning Behaviour

Introduction

The hospitality industry is an industry that is highly dependent on the quality of services provided to consumers. The quality of this process is determined by the performance and customer-oriented behaviour of employees, especially those in frontliner positions. According to Kutaula et al. (2020), frontline employees are the closest representatives to customers, thus their attitudes and behaviour have a strong impact on the customer experience within the organization. Therefore, frontliner employees play an important role in connecting customers with the company, especially the role of customer-oriented boundary-spanning behaviour (COBSB) inherent in frontliner employees.

COBSB is a boundary-spanning behaviour focused on the organization, coworkers, and customers (Betterncourt, 2005). Betterncourt (2005) further explains that COBSB consists of three key dimensions, namely external representation, internal influence, and service delivery. First, frontliner employees play an important role regarding the company's image in the minds of external parties. Second, the position of frontliner employees who span this line provides an opportunity to disseminate information to internal parties regarding customer needs. Third, customer satisfaction with service quality depends on the behaviour of frontliner employees in service delivery.

COBSB behaviour showed by frontliners can be influenced by employee creativity. According to Mishra & Shukla (2012), employee creativity may increase employee satisfaction. Satisfied employees are able to convey a good impression of the company to external parties (Parish et al., 2008). On the other hand, employee creativity is also able to provide a beneficial internal influence on the company (Woisetschläger et al., 2016). Employee creativity can also generate new ways of dealing with customer problems, and the development of standard procedures that may support improvements in service delivery (Geng et al., 2014).

The creativity of frontliner employees is also determined by their proactive personality. Employees with proactive personality tend to look for better opportunities and solutions to provide changes in operating standards, in the other hand, employees with a passive personality will continue to stick to existing operating standards (Alikaj et al., 2020). Thus, proactive personality has a positive effect on employee creativity (Horng et al., 2016).

In the context of service delivery to customers, frontliner employees deal with various parties such as customers, colleagues, and superiors who have various demands and expectations, which can lead to frontliner's role stress (Hodari et al., 2014; Grobelna, 2015). Frontliner employees usually have to serve customers with various needs and demands, sometimes without clear standards, as a result of a dynamic interaction process between frontliners and customers (Wang et al., 2021). The contradictions and conflicts inherent in frontline employees produce role ambiguity and role conflict (Hodari et al., 2014), which ultimately consumes energy and then hinders creative ideas from frontliner employees (Hon et al., 2013). Previous studies have shown that role ambiguity and role conflict negatively affect employee creativity (Eatough et al., 2011).

Considering the importance of employee creativity which is beneficial for the company, co-workers and customers, it is important for companies to identify key factors which may enhance and impede employee creativity. Previous research has shown that employee creativity has a positive impact on both employee performance (Chang & Teng, 2017) and company performance (Dabrowski et al., 2019). However, these studies tend to focus on employees or organizations rather than customers as the beneficiaries of discretionary behaviour. There are still few studies that examine discretionary behaviour, such as customer-oriented OCB which is directed not only at organizations and employees, but also customers. Therefore, this study aims to analyze the influence of employee creativity on COBSB by considering employee's internal factors as well as job factors. Furthermore, by considering the Job Demand - Resources (JD-R) model, this study seeks to simultaneously examine the positive effect of proactive personality and the negative impact of role ambiguity and role conflict on employee creativity, which leads to COBSB.

As a key player that determines a company's success in the hospitality industry, the role of frontliner employees is very important. The hospitality industry is a customer-oriented service industry that involves close interaction between customers and frontline service employees in service delivery. One of the main elements in the hospitality industry is hotel, considering that hotel provides various tourism needs. Hotels combine several services in the hospitality industry, including accommodation, food and drink, as well as entertainment in one service delivery, making hotels a complex and broad service business. In Indonesia, hotel growth has increased rapidly along with the increase in the number of tourists. Statistics Indonesia (2022) recorded a rapid increase in foreign tourist arrivals in 2022 amounting to 46% higher compared to tourist visits in 2021. This condition directly affects hotel occupancy rate. The occupancy rate of star-class hotels in Indonesia increased by 6.69 points or reached an average of up to 52.31% in 2022 compared to 2021 (Statistics Indonesia, 2022). As one of tourist destination in Indonesia, Surakarta is a well-known city, a center of Javanese culture and tradition. The hotel industry grows rapidly in this city, in which occupancy rate reaching 80-85% in December 2022 (Radar Solo, 2023).

With the rapid growth of hotel industry, frontliner employees play an important role. Frontliner employees are the first to deal with customers, and spend their working time serving customers. Frontliner employees often receive complaints from customers because of their dissatisfaction of the services. Dissatisfied customers often write negative comments on hotel booking sites or travel sites, which have negative impact on the hotel's reputation (Kompas.com, 2019).

This study seeks to examine the effect of proactive personality and role stress on the creativity of frontliner employees, which in turn determines the COBSB shown in the customer service process.

Literature Review

Creativity

Creativity has gained much attention of practitioners and scholars for more than 35 years. Creativity is a process for generating new and useful ideas related to products, procedures, practices, or services of an organization (Joo et al., 2014). When individuals have creative behaviour, especially at work, they tend to produce ideas that can be useful for company products or services (Shalley & Gilson, 2004). Furthermore, organizations may optimize employees' creative ideas to respond to market changes or capture market opportunities and increase the company's competitive advantage (Madjar et al., 2002). Therefore, employees' creative behaviour is an important determinant of company performance (Anderson et al., 2014).

Creativity often requires processing complex amounts of information to solve problems. Creativity is a way that individuals use to produce new and useful ideas, products and processes, resulting in new work methods. Creativity plays an important role in which organization in the future will depend heavily on the ability of employees to be creative. In this case, mindfulness provides a high level of focus and broad attention to enhance employee creativity. Therefore, a study from Wang (2021) shows that employee creativity can be significantly influenced by mindfulness. Job complexity also contributes to

employee creativity (Coelhe, 2011). Complex work can increase employee knowledge about customer needs and the process of delivering services to customers (Amabile et al., 1996). Furthermore, Shalley & Gilson (2004), also explained that complex job structures and support from managers and organizations can increase employee creativity. Creativity can be analysed at the individual, team, and organizational levels. In this case, to be creative, a team or individual's idea should be new and useful and have potential value for organizational development. Therefore, creativity can include both minor adaptations and radical breakthroughs (Cai et al., 2020). Basically, creativity provides several benefits for organizations, such as: (1) employee creativity allows organizations to survive and thrive along with technological advances, extreme internal and global competitive pressures, an uncertain and stormy economic environment; (2) organizations also need to find creative approaches to achieve their own requirements (Mubarak & Noor, 2018).

Customer-oriented Boundary-spanning Behaviour (COBSB)

According to Bettencourt & Brown (2003), customer-oriented boundary-spanning behaviour (COBSB) consists of external representation, internal influence, and service delivery which is a behaviour that can be carried out by frontliner employees to connect organizational services with potential and actual customers. External representations are representations from outsiders regarding services, product images, and positive impressions generated by the company (Bettencourt & Brown, 2003). In other words, external representation shows a positive impression of the company.

Meanwhile, internal influence is defined by Woisetschläger et al. (2016) as the dissemination of information regarding creative solutions to customer problems and making recommendations regarding service improvements to internal company parties. It means that internal influence reflects the behaviour of sharing creative ideas internally with co-workers and superiors. The main actors in internal influence are frontliner employees, who play role to collect and process information from customers, then disseminated internally to the company (Andersen & Kragh, 2015).

On the other hand, Bettencourt et al. (2005) defines service delivery as an employee's obligation to serve customers politely, responsively, flexibly, and thoroughly based on job descriptions. Thus, service delivery refers to providing services based on the job description. According to Yoo et al. (2014), satisfaction and quality of customer relationships are influenced by employee service delivery behaviour such as service promises kept, and responsiveness speed. Service delivery behaviour tends to be relatively more defined by roles than external representations, and internal influences tend to be freer or more extra roles (Bettencourt et al., 2005). It may relate to job specifications and descriptions, training materials, and performance evaluations which are more frequently conducted in relation to service delivery.

In general, COBSBs tend to be considered more role-defined and behaviours that reflect extra-roles. In this case, employees can play an important role in terms of representing the company and its legitimacy to external parties. Because COBSB factors are not formally attached to employees, it is more a matter of individual initiative and willingness to carry out these behaviours.

Proactive Personality

Proactive personality is defined as a personality trait that generates strong intrinsic motivation to take initiative in order to achieve the desired goals (Presbitero, 2015). Furthermore (Robbins & Judge, 2016) explains that individuals with a proactive personality are able to create positive changes in the environment regardless of boundaries or challenges, so that these proactive individuals will be needed by many kinds of organization. Conversely, Crant (1995) explained that people who are not proactive will only wait for the opportunities and they are reluctant to create new situations.

Employees with proactive personality tend to show positive behaviours such as intrinsic motivation (Joo & Lim, 2009), orientation towards performance targets (Parker & Collins, 2010), and work commitment (Li et al., 2014). They also more likely to provide positive results that benefit their organization (Akgunduz et al., 2018).

A study conducted by Akgunduz et al. (2018) also shows that proactive personality may increase meaning of work. In addition, individuals with proactive personality tend to experience greater career success compared to passive individuals, because these individuals are not only motivated to work hard but are also motivated to engage in problem solving and improvement (Fuller & Marler, 2009). Therefore, Fuller & Marler (2009) find that proactive personality is positively related to career success, including career satisfaction and job satisfaction.

Proactive individuals have a good tendency to identify opportunities and take the necessary actions to pursue those opportunities until the desired goals are achieved. Therefore, the role of proactive personality in predicting behavioural outcomes and its interaction with intentions is very important. Because proactive personality focuses on an individual's tendency to take action (Fuller et al., 2018), proactive personality is more than just developing intentions but actually acting based on those intentions (Neneh, 2019).

Role Stress

Stress is defined as an environmental characteristic that negatively affects a person (Beehr et al., 1976). People may feel stress in various circumstances such as when their goals are threatened in a certain situation, or when they face obstacles in achieving the desired results (Dickerson & Kemeny, 2004). Role stress tends to reduce the employees' ability to do their job by diverting efforts from the tasks, as well as reducing the resources available to do the job (Tuten & Neidermeyer, 2004).

Based on the Job-Demand Resources (J-DR) model, role stress is considered to originate from job demands which lead to depletion of work resources (Chien et al., 2021). Akinola et al. (2019) stated that role stress includes role ambiguity, role conflict and role excess. Among the three, role conflict and role ambiguity are the two main types of role stress (Chien et al., 2021). Role conflict is defined as a condition in which an employee experiences two or more sets of job demands with inappropriate or different expectations related to the role of the employee (Montani et al., 2020). Employees who experience role conflict face unclear job instructions or job expectations that are not aligned, so they do not know what to do at work, which in turn results in frustration and dissatisfaction with their work. Thus, role conflict is a source of job stress. Meanwhile, Grobelna (2015) defines

role ambiguity as the result of unclear responsibilities and doing work effectively. According to Jin et al. (2018), role ambiguity shows the level of ambiguity in information regarding what is expected in completing work.

Role conflict and role ambiguity may become obstacles to employees' ability to achieve goals and professionalism in the workplace (LePine et al., 2005). Role conflict and role ambiguity are related to each other, where both are viewed as part of a larger concept called role strain or stress in the literature. Employees who are unable to achieve their goals at work tend to have lower morale and satisfaction, ultimately reducing employee organizational citizenship behaviour. Etaugh's study (2011) shows that role conflict and role ambiguity are negatively related to organizational citizenship behaviour. Dodanwala et al. (2022) also stated that role conflict and role ambiguity affect job satisfaction. When job expectations are not fulfilled, it makes easier for conflicts to occur between parties in the organization, ultimately resulting in decreasing job satisfaction. Both collectively and individually, stressors in the form of role conflict and role ambiguity can have negative effects on individuals including negative impacts on health, fatigue, reduced job satisfaction and decreased performance.

Hypotheses Development

Based on a number of reasons, frontliner employees who have proactive personality tend to show more creativity compared to frontliners who do not have proactive personality (Chien et al., 2021). The first reason is based on their nature, frontliners with proactive personality will use their initiative to change the new environment and create a more desirable situation (Fuller & Marler, 2009; Bergeron et al., 2014). A study conducted by Jiang & Gu (2015) finds that employees who are proactive will obtain the resources provided by the company, so that they are expected to be able to improve or make changes in work in order to achieve the company's strategic goals. The second reason is that creativity is closely related to entrepreneurial behaviour, so individuals with proactive personalities tend to show this behaviour (Powell, 2008; Paul et al., 2017). It because employees with proactive personality may have visioner perspective in evaluating the results; they also will act faster and anticipate future possibilities, so that they are able to take greater risks to explore new changes (Coelho et al., 2011; Jiang & Gu, 2015).

Based on Conservation of Resource (COR) theory, proactive employees who have stronger inner thoughts and feelings tend to adopt positive strategies when engaging in problem solving and generating new ideas (Bateman & Crant, 1993). Chien et al. (2021) indicate that proactive personality has a positive effect on employee creativity. A study by Crant (1995) also shows that employees with proactive personality tend to seek better solutions than the expectations of their responsibilities. Solutions to problem solving by employees with proactive personality are able to generate new ideas that encourage employee creativity. The findings from the study of Kim et al. (2010) also confirm that proactive personality has a direct effect on increasing employee creativity. This is because frontliner employees with higher proactive personality reflect individuals who come up with new ideas that are useful for improving their environment or situation. Thus, the following hypothesis is proposed:

H1: Proactive personality positively affects employee creativity

According to the Conservation of Resource (COR) theory in Hobfoll et al. (2018) stress occurs due to three factors, namely when individuals are threatened with losing resources; when individuals lose resources; and when it fails to get the resources that have been cultivated. Based on the COR theory from Hobfoll et al. (2018) that frontliner employees tend not to be willing to give additional energy and time to think creatively in order to minimize the loss of their resources, when these frontliner employees are in a stressful situation (Ng & Feldman, 2012). In addition, in the concept of hindrance stressors by Seery (2011) states that role conflict is included in one of the stressor barriers, and stressor barriers have a negative impact on employee performance, consequently reducing creative ideas from employees. Akinola et al. (2019) combined COR theory and the concept of hindrance stressors which then argued that role stress in the form of role conflict can reduce employee creativity. Depletion and loss of resources tend to be felt by employees who experience role conflict (Chien et al., 2021). So that employees do not lose their resources, they limit the resources given in their work involvement, this can inhibit and reduce the level of employee creativity (Montani et al., 2020; Gichohi, 2014). The results of previous research from Chien et al., (2021) stated that role conflict is seen as a hindrance stressor that can limit resources for creative thinking, thus providing evidence that role conflict has a negative effect on employee creativity. These results show conformity with research from Wang et al. (2021) that role conflict has a negative effect on employee creativity. Hon & Lui (2016) also proves that role conflict can hinder the creativity of frontliner employees in the hospitality industry as a result of time pressure and workload. Thus, hypothesis 1 is proposed as follows:

H2: Role stress in the dimension of role conflict negatively affects employee creativity

Role ambiguity refers to the lack of roles clarity and the lack of information regarding job descriptions (Knight et al., 2007). Employees tend to experience stress due to the lack of information and role uncertainty regarding expectations and the ways of doing work (Coelho et al., 2011; De Clercq, 2019). Employees will also experience energy depletion caused by role uncertainty such as unclear job descriptions (Akinola et al., 2019). The energy depletion and stress levels experienced by employees will also affect their creative behaviour (De Clercq, 2019). It because employees will reduce their energy to engage in work, which in turn inhibits and reduces the level of employees' creativity (Montani et al., 2020; Gichohi, 2014). Previous research from Chien et al. (2021) indicates that role ambiguity has a negative effect on employee creativity. Further, Chien et al. (2021) argue that role ambiguity can be seen as a hindrance stressor, which limits resources to get involve in creative activities as a result of resource depletion. Hon & Lui (2016) also found that role ambiguity may hinder employee creativity in the hospitality industry. In line with the study, Coelho et al. (2011) also found that role ambiguity has a negative effect on employee creativity. In accordance with this description, the next hypothesis is proposed as followed:

H3: Role stress in the dimension of role ambiguity negatively affects employee creativity

According to Barnes et al. (2015), external representation is a form of employee referral that is considered the most credible and trustworthy of all information sources. Parish et al. (2008) stated that satisfied employees will convey positive word of mouth information that will affect employee referrals. Therefore, Barnes et al. (2015) emphasized that job satisfaction refers to positive external representations. Customer satisfaction and loyalty to

service organizations such as hospitality industry also depend on the job satisfaction of employees dealing with customers (Robbins & Judge, 2016). Furthermore Robbins & Judge (2016) explained that satisfied employees tend to be more friendly, cheerful, and responsive so that they are more appreciated by customers. Mishra & Shukla (2012) stated that employee job satisfaction can be increased through creativity. Employee's job satisfaction will also create new ideas that are useful for improving the work environment. Thus, frontliner employees who experience job satisfaction through their creativity may increase their referral intentions which are then able to improve the company's reputation (Chien et al., 2021). Therefore, it is confirmed that frontliner creativity has a positive effect on COBSB in the dimension of external representation. When frontliner employees provide services to customers in a creative way, the company will get a better external representation of these customers (Chien et al., 2021). Thus, the following hypothesis is proposed:

H4a: Employee creativity positively affects COBSB in the dimension external representation

Through their multi-border roles, frontline employees are seen as information processing units and they convey critiques to determine whether the proposed changes are beneficial or detrimental to the organization (Andersen & Kragh, 2015). Meanwhile, internal influence is the process of disseminating information regarding creative solutions to customer problems and recommending service improvement (Woisetschläger et al., 2016). Therefore, frontliner employees with internal influence are able to gather creative ideas resulting from their interactions with customers, as well as they are involved in disseminating ideas within the company (Chien et al., 2021). Thus, the creativity of frontliners as gatekeepers and information filters is able to generate new and useful ideas related to customer needs and enable changes in hotel's service provision (Bettencourt et al.., 2005; Woisetschläger et al., 2016). Karlsson & Skålén (2015) argued that frontline employees can be involved in the company's innovative team; contribute knowledge from customers to support company's service innovation. Previous research from Chien et al. (2021) provides evidence that frontliner creativity has a positive effect on COBSB in the dimension of internal influence. When creative frontliner employees provide services to customers, they will take the initiative to communicate information obtained from customers to their colleagues and the company to improve their services. Thus, the hypothesis is proposed as followed:

H4b: Employee creativity positively affects COBSB in the dimension internal influence

According to Yoo et al. (2014), service delivery behaviour is considered as the main element of the service quality, which influences the quality of customer relationships and customer satisfaction. Frontliner employees can apply creative strategies to meet customer needs such as creating new ways to deal with customer complaints and problems (Chien et. al., 2021); developing new procedures capable of supporting better service delivery (Geng et. al., 2014); improving services to be able to meet customer expectations; as well as delivering high quality customer service to hospitality management (Coelho et al., 2011). In addition, the creativity of frontliner employees has a positive effect on customer service performance which is determined by their role (Liu et al., 2013), as well as develops marketing performance for new services that are able to meet customer needs in order to build customer trust (Yang et al., 2016). Research from Chien et al. (2021) confirms that

the creativity of frontliner employees has a positive effect on COBSB in the dimension of service delivery. Frontliner employees who serve customers in their creative way may produce the best service to satisfy customers. Thus, the hypothesis is proposed as follows:

H4c: Employee creativity positively affects COBSB in the dimension of service delivery

The concept of internal market orientation involves the acquisition and dissemination of information related to the wants and needs of employees and the implementation of appropriate responses to fulfil these desires (Lings & Greenley, 2005). Based on this concept, Chien et al. (2021) assumes that employees with internal influence tend to improve their service delivery. It because employees who get the right internal market responses tend to be more effective in providing services, especially if the organization also implement strategies to encourage employees' role behaviour (Lings & Greenley, 2005). In line with this assumption, Tortosa et al. (2009) stated that the frontliner's view of internal market orientation has a positive impact on service quality perceived by external parties (customers). According to Bettencourt et al. (2005), internal influence is independent due to the extra role activities. Meanwhile, service delivery behaviour is more determined by the role because it is specified in the employee's job description. In their study, Chien et al. (2021) found that internal influence has a positive effect on service delivery. Thus, the following hypothesis is proposed:

H5: Internal influence positively affects service delivery

Internal influence and service delivery from frontliner employees are the result of the creativity of frontliner employees. According to Chien et al. (2021), internal influence plays as mediator in the relationship between employee creativity and service delivery. In this context, employee creativity may increase the role-determined behaviour such as service delivery through extra role behaviour in the form of internal influence. A study from Chien et al. (2021) indicated that internal influence mediates the effect of employee creativity on service delivery. Thus, the hypothesis proposed is as follows:

H6: Internal influence mediates the influence employee creativity on service delivery

Methods

Participants and Procedures

Population of this study are employees who work in the hotel industry in Surakarta, Indonesia. Referring to the minimum sample requirements according to Hair et al. (2014), which is 5 times indicators (32 indicators), the sample size of the study is 160 respondents. Questionnaires were distributed to 175 respondents to anticipate unreturned questionnaires. The sampling technique is purposive sampling, in which respondent is chosen based on the certain criteria. The criteria used in this study is hotel employee who work as frontliner, considering that this study focus on customer-oriented boundary-spanning behaviour (COBSB). For frontline employees, customer-oriented behaviour is needed when they interact directly with customers in carrying out their work. Of the 175 questionnaires distributed, 160 questionnaires were returned and could be processed, showing a response rate of 91%. Most of the respondents were male (53.1%), the rest were

female (46.9%). Also, the majority of respondents are aged 19-25 years (44.4%), with diploma education level (45.6%), and working period of 1-7 years (71.3%).

Measurement of Variables

Employee creativity was measured by using a questionnaire adapted from Chien et al. (2021), includes 4 indicators that show the processes carried out by employees to generate new and useful ideas related to company products and services (e.g., I propose new ideas to solve problems at work). By using a questionnaire developed by Bettencourt et al. (2005), customer-oriented boundary-spanning behaviour (COBSB) was measured, consisting of 13 indicators that assess three dimensions, namely external representation, internal influence, and service delivery (e.g., I build good reputation for the hotel I work for). Proactive personality was assessed by adopting a questionnaire developed by Auh et al. (2019), consisting of 6 indicators that reflect individual behaviour to seek opportunities, provide initiative, take action, and bring about change (e.g., I excel at identifying opportunities). Role stress was measured by using a questionnaire adapted from Munoz & Mallin (2019), consisting of 9 indicators that assess two dimensions, namely role conflict and role ambiguity (e.g., I feel unsure about how much responsibility I have in my work).

Proposed Model and Data Analysis

Partial least square-structural equation modelling (PLS-SEM) was used in this study to analyse data. PLS-SEM is a variance-based method for estimating structural equation models that aim to maximize the variance explained from endogenous latent variables. PLS-SEM includes outer model testing, inner model testing, and hypothesis testing. In testing the outer model, there are convergent and discriminant validity tests, as well as reliability tests using Cronbach's Alpha. To test the hypothesis, bootstrapping was conducted to assess the level of significance of the path coefficient.

Figure 1. **Proposed Model**
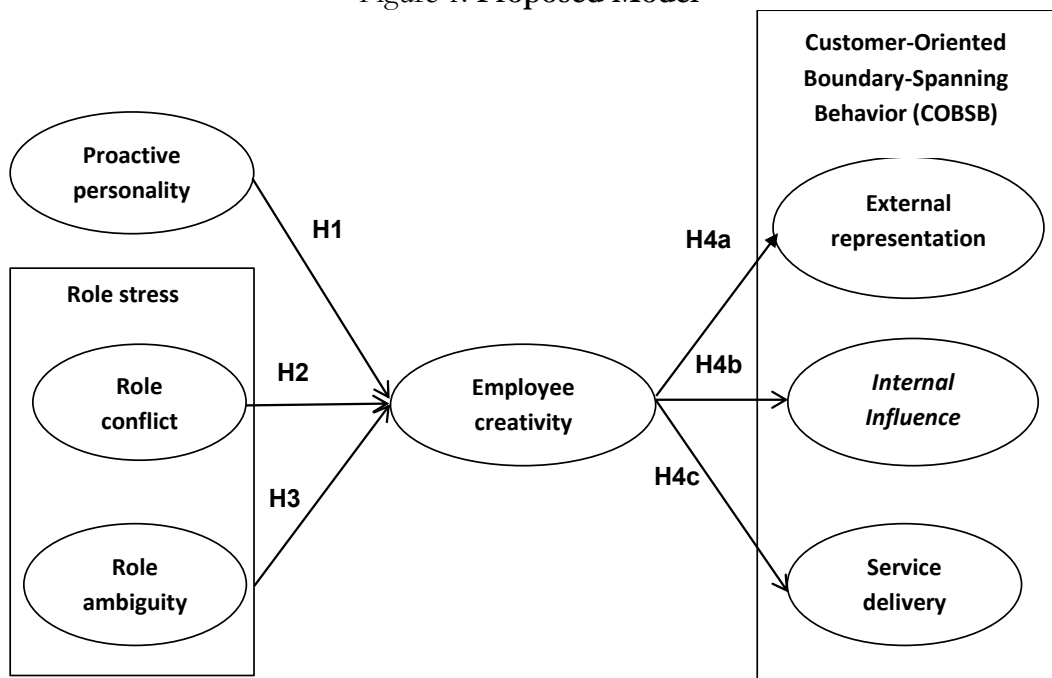
Findings

Descriptive Statistics

Table 1 shows the means, standard deviation and correlation between variables. There is a significant correlation between proactive personality and employee creativity. Employee creativity also shows a positive correlation with external representation, internal influence, and service delivery. On the other hand, role conflict and role ambiguity show a negative correlation with employee creativity.

Table 1. **Means, Standard Deviation, and Correlation (N=160)**

Variables	Means	SD	PP	RC	RA	EC	ER	II	SD
Proactive Personality	22.163	3.780							
Role Conflict	9.137	2.852	0.016						
Role Ambiguity	8.400	2.931	-0.317**	0.008					
Employee Creativity	14.950	2.610	0.645**	-0.170*	-0.223**				
External Representation	16.363	3.071	0.535**	-0.029	-0.296**	0.515**			
Internal influence	15.713	2.831	0.606**	-0.049	-0.220**	0.707**	0.672**		
Service Delivery	20.725	3.148	0.603**	0.055	-0.277**	0.516**	0.707**	0.685**	

Note: *p<.05; **p<.01

Measurement Model Analysis

Data analysis was carried out by using software SmartPLS 3. To analyse data, there are 2 steps analyses, namely outer model testing and inner model testing.

1. Outer Model Testing

(a) Convergent validity
Parameters to measure convergent validity are average variance extracted (AVE) and outer loading. An AVE value of more than 0.50 indicates that the construct explains more than half of the indicator's variance (Hair et al., 2017). Furthermore Hair et al. (2017) explains that the outer loading value of an indicator must be more than 0.70. Table 1 shows the results of the convergent validity test.

Table 2. **The Result of Convergent Validity**

Variable	Indicator	Outer Loading	AVE
Proactive personality	KPR3	0.801	0.630
	KPR4	0.787	
	KPR5	0.758	
	KPR6	0.826	
Role conflict	KP2	0.762	0.627
	KP3	0.773	
	KP4	0.839	
Role ambiguity	AP1	0.774	0.636
	AP2	0.830	
	AP3	0.877	
	AP4	0.755	
	AP5	0.745	
Employee creativity	KK1	0.867	0.741
	KK2	0.835	
	KK3	0.892	
	KK4	0.849	
External representation	RE1	0.872	0.753
	RE2	0.870	
	RE3	0.872	
	RE4	0.857	
Internal Influence	II1	0.842	0.756
	II2	0.888	
	II3	0.908	
	II4	0.836	
Service delivery	PL1	0.810	0.652
	PL2	0.818	
	PL3	0.833	
	PL4	0.851	
	PL5	0.718	

The result of the convergent validity test in table 2 shows that the outer loading value is around 0.745 to 0.908. Based on Hair et al., (2017), each indicator is considered valid if it has an outer loading value > 0.7. Further, Table 1 also shows that the AVE value for each indicator is more than 0.5. It means that all indicators used for this study are valid.

(b) Discriminant validity
According to Hair et al. (2017), cross-loading analysis shows that the outer loading value of related construction is higher than the cross-loading of unrelated constructs, as shown in Table 3.

Table 3. **The Result of Discriminant Validity**

Indicator	RC	RA	PP	EC	ER	II	SD
RC2	0.762	-0.016	0.037	-0.116	-0.057	-0.032	0.068
RC3	0.773	0.111	-0.066	-0.140	-0.129	-0.097	-0.027
RC4	0.839	-0.023	-0.117	-0.196	0.092	-0.045	0.050
RA1	0.101	0.774	-0.150	-0.201	-0.186	-0.103	-0.142
RA2	-0.015	0.830	-0.330	-0.251	-0.287	-0.226	-0.307
RA3	-0.035	0.877	-0.272	-0.219	-0.183	-0.195	-0.227
RA4	0.070	0.755	-0.350	-0.141	-0.197	-0.171	-0.250
RA5	-0.003	0.745	-0.235	-0.079	-0.333	-0.175	-0.181
PP3	-0.101	-0.228	0.801	0.507	0.390	0.458	0.464
PP4	-0.072	-0.347	0.787	0.467	0.421	0.514	0.573
PP5	-0.133	-0.153	0.758	0.440	0.352	0.410	0.311
PP6	0.033	-0.315	0.826	0.601	0.521	0.563	0.484
EC1	-0.128	-0.223	0.521	0.868	0.445	0.552	0.396
EC2	-0.167	-0.191	0.544	0.834	0.492	0.637	0.467
EC3	-0.142	-0.224	0.533	0.892	0.466	0.642	0.447
EC4	-0.240	-0.208	0.610	0.849	0.406	0.607	0.472
ER1	0.022	-0.296	0.481	0.478	0.872	0.592	0.637
ER2	-0.084	-0.193	0.489	0.467	0.870	0.618	0.635
ER3	0.004	-0.288	0.490	0.370	0.872	0.538	0.649
ER4	-0.003	-0.211	0.414	0.491	0.857	0.580	0.553
II1	-0.016	-0.309	0.579	0.578	0.665	0.854	0.641
II2	-0.118	-0.160	0.503	0.623	0.512	0.881	0.529
II3	-0.064	-0.198	0.591	0.649	0.602	0.916	0.695
II4	-0.057	-0.086	0.466	0.620	0.558	0.823	0.489
SD1	0.111	-0.208	0.509	0.405	0.600	0.590	0.822
SD2	-0.004	-0.194	0.343	0.528	0.532	0.529	0.784
SD3	0.026	-0.240	0.424	0.410	0.620	0.540	0.828
SD4	0.027	-0.284	0.542	0.408	0.627	0.570	0.860
SD5	-0.012	-0.219	0.522	0.345	0.484	0.526	0.743

Based on table 3. each construct has an adequate discriminant value. with a higher cross loading value compared to other unrelated constructs.

(c) Reliability
Table 4 shows the result of the reliability test.

Table 4. **Reliability Test**

Variable	Cronbach Alpha	Composite Reliability	Decision
Proactive personality	0.805	0.835	Very good
Role conflict	0.714	0.897	Very good
Role ambiguity	0.862	0.872	Very good
Employee creativity	0.884	0.920	Very good
External representation	0.891	0.924	Very good
Internal Influence	0.892	0.925	Very good
Service delivery	0.867	0.904	Very good

Table 4 shows that all variables have Cronbach's Alpha > 0.7. According to Hair et al. (2017). Cronbach's Alpha can be accepted and considered reliable if the value is more than

0.7. and the composite reliability value is more than 0.8. Thus. each variable in this study meets the reliability criteria.

2. Inner Model Testing

This test is conducted to analyze the relationship among variables by measuring R Square. F Square. Q Square. and Goodness of Fit.

(a) R Square

R Square measures to what extent the exogenous latent variable is able to explain the endogenous latent variable. Table 5 shows the result of R Square measurement.

Table 5. **R Square Measurement**

Endogen Variable	R Square	R Square Adjusted
Employee Creativity	0.436	0.425
External Representation	0.277	0.272
Internal Influence	0.504	0.501
Service Delivery	0.468	0.462

Table 5 shows that all endogen variables have R Square > 0.33, indicating moderate R Square (Chin, 1998).

(b) F Square

F Square indicates the influence between variables. Table 6 shows the result of F Square Measurement.

Table 6. **F Square Measurement**

	RA	PP	EC	ER	II	SD
RC	-	-	0.039	-	-	-
RA	-	-	0.002	-	-	-
PP	-	-	0.600	-	-	-
EC	-	-	-	0.383	1.018	0.004
ER	-	-	-	-	-	-
II	-	-	-	-	-	0.374
SD	-	-	-	-	-	-

According to Wong (2013), effect size or F Square is used to analyze the significant or non-significant relationship among variables, as well as the value of the influence. Based on Table 6, there are some relationships have F Square > 0.35, namely relationship between proactive personality (PP) and employee creativity (EC), employee creativity (EC) and external representation (ER), employee creativity (EC) and internal influence (II), as well as internal influence (II) and service delivery (SD). It means that the relationships indicate the high effect size. Meanwhile, the relationships with F Square < 0.02 indicate the small effect size (Sarstedt et al., 2017).

(c) Q Square

Q Square measures the power of model prediction. Table 7 shows the result of Q Square measurement.

Table 7. **Q Square Measurement**

Endogen Variable	Q Square
Employee Creativity	0.436
External Representation	0.277
Internal Influence	0.504
Service Delivery	0.468

Based on Table 7, all endogen variables have Q Square > 0, indicate predictive relevance. It means that the proposed model can be used to predicts exogen variables, namely employee creativity and customer-oriented boundary-spanning behaviour (COBSB).

(d) Goodness of Fit

According to Tenenhaus et al. (2004), goodness of fit (GoF) can validate the PLS model substantially. GoF is calculated based on the geometric mean of AVE and R Square, with the following formula:

$$GoF = \sqrt{AVE \ x \ R^2}$$

Table 8 shows the result of goodness of fit measurement

Table 8. **Goodness of Fit Measurement**

	AVE	R Square
Role Stress		
Role Conflict	0.627	
Role Ambiguity	0.636	
Proactive Personality	0.630	
Employee Creativity	0.741	0.436
Customer-oriented Boundary-spanning Behaviour (COBSB)		
External Representation	0.753	0.277
Internal Influence	0.756	0.504
Service Delivery	0.653	0.468
Mean	0.685	0.422

GoF can be calculated as follow:

$$GoF \quad = \sqrt{AVE \ x \ R^2}$$

$$= \sqrt{(0,685 \ x \ 0,422)}$$

$$= 0,54$$

Based on the calculation, GoF=0.54 indicates high Gof. According to Fornell & Larcker (1981), GoF is categorized high, if the value is > 0.36. Thus, the proposed model has a good fit.

Hypotheses Testing

Table 9 below displays the result of hypothesis testing. The hypothesis is supported if the p value is <0.05 (=5%) and the t statistic is > 1.96 (Hair et al., 2017). Based on Table 8, the effect of proactive personality on employee creativity has p value of 0.000 <0.05 and t statistic of 7.174> 1.96, thus hypothesis 1 is supported, indicating that proactive personality has a significant positive effect on employee creativity. In addition, the influence of role stress in the dimension of role conflict on employee creativity has p value of 0.044 <0.05 and statistical t of 2.019> 1.96, which indicates hypothesis 2 is supported. It means that role stress in the dimension of role conflict has a significant negative effect on employee creativity. Another finding is that the effect of role stress in the dimension of role ambiguity on employee creativity has p value of 0.599> 0.05 and statistical t value of 0.527 <1.96, meaning that hypothesis 3 is not supported. Thus, role stress in the dimension of role ambiguity has no significant effect on employee creativity.

Table 9. **Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Proactive personality -> Employee creativity	0,619	0,607	0,086	7,174	0,000	Supported
Role conflict -> Employee creativity	-0,149	-0,164	0,074	2,019	0,044	Supported
Role ambiguity -> Employee creativity	-0,036	-0,059	0,067	0,527	0,599	Not Supported
Employee creativity -> External representation	0,526	0,524	0,079	6,633	0,000	Supported
Employee creativity -> *Internal Influence*	0,710	0,705	0,059	12,014	0,000	Supported
Employee creativity -> Service delivery	0,069	0,064	0,100	0,692	0,489	Not Supported
Internal Influence -> Service delivery	0,633	0,633	0,095	6,639	0,000	Supported

For the mediation effect, it can be shown in the specific indirect effect, which it has p value <0.05 and t statistic > 1.96. Table 10 shows the result of mediation test, where the influence of employee creativity on service delivery mediated by internal influence has p value of 0.000 <0.05 and statistical t value of 6.369 > 1.96. Thus, hypothesis 6 is supported, it means that internal influence mediates the effect of employee creativity on service delivery.

Table 10. **Mediation Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Employee creativity -> Internal Influence -> Service delivery	0,450	0,445	0,071	6,369	0,000	Supported

Discussion

The results of the study show that proactive personality has a positive effect on employee creativity. That is, if the frontliner employee has a high proactive personality, then the employee's creativity will increase. These results are in line with the finding of Chien et. al. (2021), in which proactive personality can directly increase employee creativity. Frontliner employees with high proactive personality will actively seek opportunities to improve their performance and come up with new ideas and initiatives to change the environment to create a more desirable situation (Chien et al., 2021). This study also supports Kim et al. (2009), who also indicate that proactive personality has a positive effect on employee creativity.

This study also finds that role stress in the dimensions of role conflict has a negative effect on employee creativity. That is, the lower the role stress perceived by the frontliner employees, the higher employee's creativity will be. This is in line with Chien et al. (2021), which argue that there is a negative effect of role conflict on employee creativity. According to Akinola et al. (2019), role stress in the dimension of role conflict may reduce employee creativity. It because employees tend to become unmotivated when they believe that their effort will not lead to successful creative results. In the hospitality industry in particular, role stress in the dimension of role conflict can negatively affect the creativity of frontliner employees (Geng et al., 2014). When employees perceived role conflict, they may have perception that their job expectation was not fulfilled, so that they tend to limit their work involvement and reduce the level of creativity (Gichohi, 2014).

On the other hand, this study does not find the significant effect of role stress on the dimension of role ambiguity on employee creativity. In this case, employees' perceived role stress in the dimension of role ambiguity will not have an impact on employee creativity. This finding does not corroborate the study conducted by Chien et al. (2021), which showed that role stress in the dimension of role ambiguity had a negative effect on employee creativity. However, this study is in line with Leung et al. (2011), which also found that the relationship between role ambiguity and employee creativity was not significant. According to Leung et al. (2011), there is no influence between role ambiguity and employee creativity due to the buffer role of high organizational support perceived by employees. Furthermore, Zhou & George (2001) explained that a person reacts to innovative performance either positively or negatively depending on existing contextual factors such as perceived organizational support for creativity, continuing commitment, and job satisfaction.

Meanwhile, this study shows that employee creativity has a positive effect on customer-oriented boundary-spanning behaviour (COBSB) in the external representation dimension. That is, the higher employees' creativity will lead to better employees' representation to

external parties. This finding is supported Chien et al. (2021), which indicated that employee creativity positively influences COBSB in the external representation dimension. According to Mishra & Shukla (2012), employees' creativity may increase job satisfaction. Satisfied employees will be more friendly and responsive so that they are more valued by customers (Robbins & Judge, 2016). In turn, employee attitudes resulting from their creativity will enhance hotel's reputation to external parties. In addition, hotel will also get a better external representation from the customers when frontliner employees deliver services to customers in a creative way (Chien et al., 2021).

Another finding of this study also reveals that employee creativity has a positive effect on COBSB in the internal influence dimension. That is, the higher employees' creativity, the higher the internal influence that employees will give to their hotel. This finding is consistent with Chien et al. study (2021), which showed that employee creativity had positive effect on COBSB in the internal influence dimension. Based on their role, frontliner employees interact directly with customers in providing services. Through this interaction, frontline employees obtain information from customers and are able to collect creative ideas from this information. Eventually, this creativity can be communicated to colleagues, managers and hotels. Thus, employee creativity may increase the internal influence exerted by frontliner employees (Chien et al., 2021).

However, this study did not show a significant effect of employee creativity on COBSB in the service delivery dimension. That is, high employee creativity will not impact COBSB in the service delivery dimension. It might because service delivery in the hotel industry should meet the predetermined Standard Operating Procedure (SOP), without having to depend on employees' creativity. Employee's creative behaviour in delivering service to the customer can be different from the plans implemented from the top-down in a company. Therefore, it is necessary to observe employee creative behaviour to avoid excessive service standards. Above all, fundamentally customer-oriented frontline employees focus their attention on explicit and latent customer needs before developing solutions that satisfy customers in the long term (Sousa & Coelho, 2011). In this context, Sousa & Coelho (2011) employees need to concentrate on work tasks to find solutions to problems, especially solving the specific needs of each customer. This finding is in accordance with the opinion of Lai et al. (2014), which argued that frontliner employees are generally often trained to follow standard service operating procedures set by the organization or hotel where they work. However, this finding does not support Chien et. al. (2021), which found that employee creativity has a positive effect on COBSB in the service delivery dimension.

On the other hand, this study also shows that internal influence has a positive effect on service delivery. Internal influence reflects individual initiative to communicate to the company and co-workers to improve service delivery by the organization, co-workers and oneself. When frontliner employees take the initiative to communicate intensively within the company, it will improve service delivery to both internal and external stakeholders, especially customers. This is consistent with Chien et al. (2021), which indicated that internal influence positively affected service delivery. Frontliner employees with internal influence tend to be more effective in providing services, especially when accompanied by a strategy from their hospitality (Chien et al., 2021) and have a positive impact on the services quality provided to customers (Tortosa et al., 2009). Furthermore, the study also shows that internal influence significantly mediates the effect of employee creativity on service delivery. That is, employee creativity may affect service delivery through internal

influence. In this case, when frontliner employees' creativity increases, employees will also further improve internal communication within the company, so that ultimately it will have a positive impact on service delivery. Overall, when frontline employees serve customers in a creative way, they provide excellent service that satisfies customers, getting a better external impression from customers, and take the initiative to communicate information to colleagues and the organization regarding improvements in service delivery. This finding is in line with Chien et al. (2021), which confirms that internal influence has a mediating effect on the relationship between employee creativity and service delivery. Employee creativity may increase role-determined behaviour, namely service delivery through extra role behaviour, namely internal influence (Chien et al., 2021). According to Bettencourt et al. (2005), internal influence is an extra role behaviour because it is voluntarily behaviour, meaning that not only frontliner employees carry out this role, but employees in other positions may also perform it. Meanwhile, service delivery includes role-determined behaviour, that has been defined in the job description of frontliner employees.

Conclusion

This study shows that employee creativity has a positive effect on customer-oriented boundary-spanning behaviour (COBSB) in the dimensions of external representation and internal influence, in which employee creativity could be determined by role stress and proactive personality. It means that employees will tend to behave COBSB, when they show work creativity. This creativity will be higher for employee with proactive personality. Based on the findings, hotel industry needs to manage employee role stress in order to build COBSB. In turn, COBSB in the internal influence dimension has a positive effect on service delivery. Thus, internal influence acts as a mediator in the relationship between employee creativity and service delivery. In this context, employee with higher creativity may provide beneficial internal influence for the hotel, which ultimately leads to improved service quality delivery.

This study has several theoretical implications. First, based on the results of the study showing the influence of role stress on employee creativity which ultimately leads to COBSB, it is important to explore the different dimensions of role stress. Singh (2000) has indicated that different dimensions of role stress can have different relationships with employee boundary-spanning attitudes and behaviour. Second, it is also important to examine why certain types of employees may respond differently to role stress. Griffeth et al. (1999) postulated that employees with high job involvement and organizational commitment tend to respond constructively to changes in work situations, compared to other types of employees. Finally, scholars need to pay attention of COBSB's antecedents by considering customer-oriented characteristics of COBSB to get a more comprehensive understanding of COBSB demonstrated by employees.

Furthermore, this study also has several practical implications for managers and organizations. First, hotel managers can carry out periodic reviews of Standard Operating Procedure as employee guideline to reduce role conflict caused by unclear job role. Second, hotel and company managers may involve frontliner employees in the decision making, so that employees will proactively provide new ideas or ideas related to services. Third, the company may arrange periodic meetings, where employees can freely convey their problems and discuss with managers to solve the problems, thus encouraging employees' proactive attitude. Fourth, hotel managers may also provide attitudes training (e.g., service

quality training, personality training), so that employees will be more friendly and responsive during interaction with customers, as well as able to solve customer problems quickly and creatively. Finally, hotel managers may develop organizational culture, which encourages employees to communicate intensively with managers regarding information obtained from customers. In turn, employees and managers can manage the information for improving services quality to the customers.

There are some limitations of this study that should be considered for further research. First, this focus focuses on a particular industry, so caution is needed for the generalizability of the results. Future research is recommended to conduct research on various industry, to compare and get generalization of the findings. Second, this study uses a cross-sectional design, which limits in explaining the causality relationship between employee creativity and COBSB. Future research may consider to use a longitudinal design to explore the relationship between variables. Third, this study uses questionnaire to collect data, which limits the information from the respondents, only based on close-ended questions listed on each variable. Future research may conduct in-depth interview with respondent to explore more information.

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