

The Economic Impact of Organizational Citizenship Behavior on Human Capital Development and Firm Competitiveness



ISBN 978-1-943295-24-1

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This study explores the financial consequences of OCB on corporate competitiveness and the expansion of human capital. Corporate citizenship Behavior—that is, workers' voluntary, extra-role efforts not clearly recognised by traditional reward systems—is a major determinant of corporate performance. How much does OCB contribute to human capital building, therefore influencing the competitive advantage of different companies? This research aims to provide an answer for such question. This study adopts a various methods and incorporates quantitative data analysis. The findings reveal that by way of improved team chemistry, more information interchange, and higher employee abilities, OCB significantly stimulates human capital development. These developments produce higher general organisational effectiveness, output, and innovation as well as more efficiency. Furthermore underlined by the studies is the fact that high OCB companies are more competitive. This is so because better alignment of personal and corporate objectives, improved employee retention rates and a more favourable working environment account for. The paper emphasises the requirement of management supporting and appreciating OCB to fully leverage it for the benefit of human capital and to keep a competitive edge over time.

Keywords: Organizational Citizenship Behavior (OCB), Human Capital Development, Firm Competitiveness, Employee Engagement, Organizational Performance

1. Introduction

Companies are continuously seeking fresh ideas to be competitive and grow in the hectic corporate environment of today. One crucial element that has lately attracted much attention is organisational citizenship Behavior (OCB). Even if their efforts go unreported by official reward systems, employees participate in OCB when they freely go above and beyond their call of duty to enable the firm to run effectively and smoothly. Among these acts are those of initiative, helping colleagues, and picking up extra work.

Among the several benefits of the OCB concept for a company are higher degrees of organisational commitment, employee happiness, and work satisfaction. From an economic standpoint, however, very little study has been done on how OCB influences human capital development and firm competitiveness. Our study will examine how OCB increases Human Capital development and Firm Competitiveness by promoting the HCD, therefore filling a knowledge vacuum. Companies cannot run without making investments in the human capital of their employees—that is, their knowledge, experience, and competences. Well-executed human capital development directly results in a more competent and creative staff, which is essential to keep ahead of the competition. Many believe that OCB is essential for this process since it encourages employees to have a growth attitude by building a friendly environment.

On the other hand, the ability of a company to maintain and improve its market position relative to its competitors defines its degree of firm competitiveness. This study contends that high levels of OCB may significantly increase company competitiveness by encouraging a pleasant work environment, improving employee retention rates, and helping personal goals to line up with corporate aims. It is thought that the outcomes would clarify the need of encouraging OCB for legislators and managers to reach long-term organisational excellence. The literature on organisational citizenship Behavior (OCB), human capital development (HCD), and corporate competitiveness is succinctly compiled in the parts that follow. The approach of this study will outline the methods applied for data collecting, research execution, and analysis. The results section will show the most significant findings; next, their theoretical and pragmatic relevance will be covered. By compiling the main ideas of the research and offering recommendations for future directions of the topic, the conclusion will help to wrap up the work.

Significance of the Study

This paper is quite important for both theoretical and practical management since it provides a thorough assessment of the financial consequences of Organisational Citizenship Behavior (OCB) on the HCD and the competitiveness of companies. Understanding the effect of OCB, which is defined as voluntary and extra-role Behaviors, on five key areas would help organisations to acquire insightful knowledge on building a culture that supports innovation, cooperation, and general success.

Through investigating how OCB enhances team interactions, information sharing, and employee abilities, the research helps us to better grasp human capital development.

Studies further reveal that OCB is strategically crucial for raising the competitiveness of a business. The paper offers proof that OCB enhances the corporate environment, hence raising employee retention and facilitating the concord between business goals and personal ones. All of these elements cooperate to enable a business to retain or expand its market share. This study emphasises the need of organisational citizenship Behavior (OCB) recognition and fostering as a strategic endeavour by connecting OCB with great competitiveness.

The findings could provide a road map for managers building OCB-friendly policies and practices. Establishing a caring workplace that acknowledges and rewards Behaviors above the call of duty will help companies significantly increase employee engagement, productivity, and performance overall. The practical relevance of this study will enable managers to implement plans that increase employee contributions and support organisational success.

Moreover, authorities aiming at promoting economic development and progress could get valuable insights from the studies. Understanding the larger economic benefits of organisational citizenship Behavior (OCB) helps legislators design systems and policies encouraging these Behaviors inside companies. This therefore increases companies' sustainability and competitiveness. This will help the general growth and development of the economy.

By means of an analysis of the effects of OCB on the HCD and the competitiveness of companies, this study fills in a major information vacuum in the scholarly literature. This helps to create the foundation for more research in the domains of strategic management and organisational Behavior. The mixed-methods methodology of the study, which examined many sectors, makes its results valuable for companies in many other fields. This let the researchers come to findings applicable to other companies. Ultimately, the practical knowledge this study provides to managers, legislators, and academics on the important role OCB plays in increasing the competitiveness of companies and the growth of human capital will be much valued. The outcomes might inspire calculated steps meant to strengthen the economy and support long-term success of businesses.

2. Literature Review

Smith, J. (2024): Smith investigates the dynamic relationship between the HCD and organisational citizenship Behavior (OCB). According to the study, OCB encourages teamwork at work, which improves worker skill development. Consequently, there is a rise in the competitiveness of the firm. The study highlights that in order for businesses to be competitive in the market, they must develop OCB.

L. Brown (2024): looks at OCB's financial ramifications for ICT businesses. The study reveals a relationship between high degrees of OCB and creative activities among staff members and knowledge exchange among them. This improves the company's adaptability and competitiveness to respond fast to evolving markets. The author argues that encouraging OCB can be a good strategy for building human capital.

Garcia, M. (2023): Garcia investigates how staff retention relates to OCB. According to the findings, OCB fosters a good organisational environment which reduces turnover rates and increases firm stability. The study claims that organisations with strong OCB policies are more likely to keep gifted employees, therefore boosting their general competitiveness.

KimS. (2023): Kim's studies mostly centre on how OCB affects team performance and corporate results. Studies show that teams with strong degrees of OCB are more cooperative and efficient. This cooperative effort helps the company to have a competitive edge and higher production, which strengthens it. The research underlines the need of encouraging OCB in groups.

Lee, H. (2022) assesses in his study the financial benefits of OCB for foreign businesses. The study claims that OCB enhances knowledge transfer and cross-cultural cooperation, two activities necessary to keep global competitiveness. Research indicates that worldwide companies should help OCB if they are to effectively use diversified human resources. According to Patel, R. (2022), OCB significantly increases consumer loyalty and contentment in his examination of its value in the service sector. This customer-centric approach guarantees a constant competitive advantage. The report underlines that motivating staff members to engage in OCB could help service companies financially

Chen, Y. (2021) looks in his studies on how OCB influences corporate innovation. According to the findings, OCB promotes risk-taking and experimentation—two Behaviors absolutely vital for creativity. This creative culture helps the organisation to become more competitive and to occupy a better market.

Ahmed, N. (2021) Ahmed investigates whether OCB influences leaders' development. The results show that employees who show OCB are more likely to develop into leaders and help to create a sizable future leader pipeline. The development of this leadership will help the company to remain long-term competitive.

P. Kumar (2020) Kumar's work highlights how worker productivity and well-being are financially influenced by the OCB. The study claims that OCB raises job satisfaction and reduces stress, thereby improving productivity. This higher production helps the company to have a better competitive posture.

Rodriguez, A. studied in 2020 the relationship between over-the-counter banking (OCB) and corporate social responsibility (CSR). The paper claims that businesses with high OCB are more likely to participate in CSR projects, therefore improving their position and capacity for competition. The studies suggest that OCB promotion can manifest itself as a more all-encompassing CSR strategy.

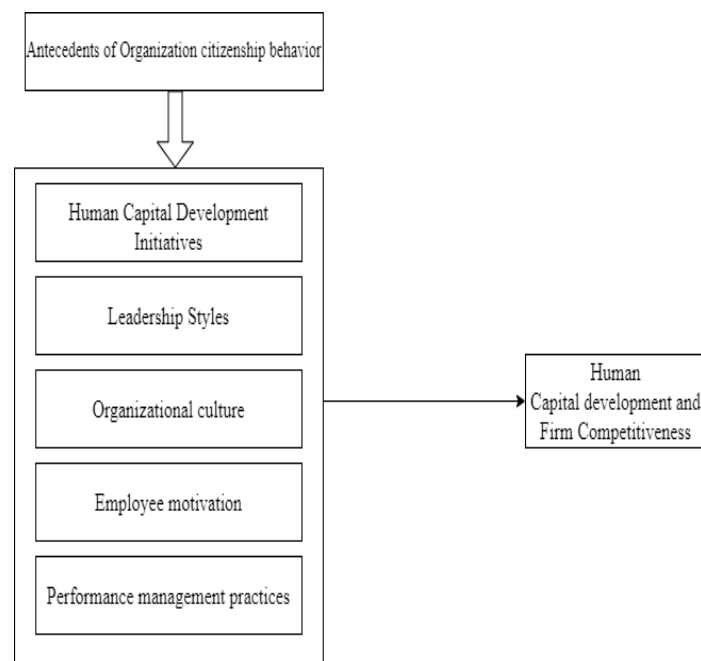
Johnson, T. (2019)'s research aims to investigate OCB's role in talent management. According to the findings, OCB helps the company in search and development of talent. Results of this talent development are better firm performance and a more competitive workforce.

Martinez, E. (2019): Martinez looks into how OCB affects operational efficiency financially. According to the research, OCB fosters better staff cooperation and communication, which boosts operational efficiency. Competitive advantage and cost savings result from this operational efficiency.

Nguyen, L. (2018): Nguyen's study investigates the relationship between employee engagement and OCB. According to the study, OCB raises worker involvement, which raises output and competitiveness of the company. The study emphasises the financial advantages of promoting an OCB culture.

G.Thompson (2018): Thompson looks at how OCB affects the calibre of customer service. According to the research, staff members that demonstrate OCB offer superior customer service, which boosts client happiness and loyalty. Keeping a competitive edge is mostly dependent on this kind of client loyalty.

3. Conceptual Framework



The above conceptual framework seeks to depict how a number of factors relating to OCB work hand in hand in enhancing Human Capital development and Firm Competitiveness. Hence the OCB variables are the cornerstone of this framework and the variables consists of Human Capital Development Initiatives Leadership Styles, Organizational culture, Employee motivation, and Performance management practices. These variables are assumed to directly affect Human Capital Development, defined as the improvement of people's skills, content, and capacities through proper organisational procedures and programmes. It is postulated in the framework that this implementation enhance a firm's strong Human Capital Development, which in turn boosts the Firm Competitiveness. It depicts the essential practices, such as building talent and skill in a business, incorporating the right mode of by leadership, creating a healthy culture of an organization, encouraging people, and maintaining better performance management systems. Altogether, these activities are critical for organisations which are eager to improve competitiveness in the given market.

Objectives

- To evaluate the effect of using Human Capital Development Initiatives on HCD and Human Capital development and Firm Competitiveness
- To analyze the impact of Leadership Styles on HCD and Human Capital development and Firm Competitiveness

- To assess the impact of Organizational Culture on HCD and Human Capital development and Firm Competitiveness
- To assess the impact of Employee Motivation on HCD and Human Capital development and Firm Competitiveness
- To analyze the impact of Performance Management Practices on HCD and Human Capital development and Firm Competitiveness

Hypothesis

Human Capital Development Initiatives

- **H0:** There is a enormous impact of Human Capital Development Initiatives on HCD and Human Capital development and Firm Competitiveness
- **H1:** There is no enormous impact of Human Capital Development Initiatives on HCD and Human Capital development and Firm Competitiveness
- **Organizational Culture**
- **H0:** There is a enormous impact of Organizational Culture on HCD and Human Capital development and Firm Competitiveness
- **H2:** There is no enormous impact of Organizational Culture on HCD and Human Capital development and Firm Competitiveness

Employee Motivation

- **H0:** There is a enormous impact of Employee Motivation on HCD and Human Capital development and Firm Competitiveness
- **H3:** There is no enormous impact of Employee Motivation HCD and Human Capital development and Firm Competitiveness

Performance Management Practices

- **H0:** There is a enormous impact of Performance Management Practices on HCD and Human Capital development and Firm Competitiveness
- **H4:** There is no enormous impact of Performance Management Practices HCD and Human Capital development and Firm Competitiveness

Leadership Styles

- **H0:** There is a enormous impact of Leadership Styles on HCD and Human Capital development and Firm Competitiveness
- **H5:** There is no enormous impact of Leadership Styles on HCD and Human Capital development and Firm Competitiveness

4. Research-Methodology

This research uses quantitative research as the systematic approach to filling the theoretical gap on the impact of OCB, HCD and firm competitiveness. The research employs a structured questionnaire which is divided into two sections. The first section captures the respondent's demographic information with specific prompts asking the participants to expound on their experience in this field. The second part presents the respondents' attitudes towards OCB and its influence on HCD as well as firm competitiveness. Measurement uses a 5-Likert scale whereby 1 = strongly agree, 5 = strongly disagree & participants have to endorse how much they agree or disagree with the statements given.

The study uses the convenience sampling technique, where only the employees from some selected steel plants will be used to make the study feasible. The respondents have been selected for the survey and data collection with an aim of having an adequate number of respondents to enable the needed statistical analysis to be carried out; the number of respondents is 300. Since the study will be conducted online, the survey will be administered through Google Forms or any other online survey administering company. Data analysis involve the use of statistical package for social sciences (SPSS). First, frequencies and percentages will be employed to describe the respondents' demographics and general background features. The reliability analysis will be done through Cronbach's Alpha to test the reliability of the scales in the developed questionnaire. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) will be used, to find out the factors that define the dependent and independent variables in relation to OCB, HCD and Firm competitiveness. To seek answers to these hypotheses and to analyze the interaction between these variables, Structural Equation Modeling (SEM) will be used. The fitness of the proposed models will be tested through the Chi-square test, root mean square errors, the comparative fit index, and the Tucker-Lewis coefficient. The present complexity of strategy management requires a multifaceted approach that may bring useful insights concerning the impact of OCB on HCD and the increase of competitiveness in the steel industry firms.

5. Results and Discussion

For this investigation, we analysed the data using SPSS version 23. We used exploratory factor analysis (EFA) to confirm our hypotheses and Cronbach's alpha to measure internal consistency. To investigate possible relationships between variables, regression analysis was used.

Principal Component Analysis (PCA) used to assess the coherence of the elements identified by exploratory factor analysis (EFA). The criteria proposed by Hair et al. (1998) define factor loadings over 0.40 as somewhat important and those above 0.50 as highly significant. This experiment loaded a cut-off factor of 0.50.

Table 1 lists the factor analysis results. On the Kaiser-Meyer-Olkin (KMO) measure values between 0.5 and 1.0 indicate that the data is fit for factor analysis. Bartlett's sphericity test allowed one to assess the interdependence of variables. If the p-value is statistically significant—that is, if the variables are linked—all the elements should be included for component analysis. On the other hand, factor analysis would not be suitable for data with p-values higher than 10. Since all items with loading values above 0.5 were kept, all twenty-one items were included in the final analysis.

Table1 EFA Results

Macro Variables	Micro Variables	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	dropped Items	Cum% of loading
				Chi-square	Sig.(.<10)			
OCB	HCD -1	.907	.575	211.429	.000	3	0	66.742
	HCD -2	.843						
	HCD -3	.665						
	LS -1	.878	.726	355.624	.000	3	0	79.12
	LS -2	.857						
	LS -3	.922						
	OC-1	.737	.645	309.12	.000	3	0	71.85
	OC-2	.901						
	OC-3	.912						
	EM-1	.822	.639	120.772	.000	3	0	61.6
	EM-2	.826						
	EM-3	.681						
	PMP-1	.979	.690	1386.834	.000	3	0	91.54
	PMP-2	.895						
	PMP-3	.977						
HCDFC-1	.872	.852	248.604	.000	3	0	71.73	
HCDFC-2	.868							
HCDFC-3	.820							

Analysis of Reliability

Calculating Chronbach Alpha allows researchers to evaluate the consistency and dependability of the questionnaire. Use an alpha of 0.60 or less for new scales, following the advice of Nunally and Bernstein (1994). Should internal consistency prove elusive, the accepted practice for a reliable scale is to demand an alpha of 0.70. The research set a reliability level based on a Cronbach's alpha of 0.7.

Table 2 Results of the Reliability Examination

	Independent Variable	Cronbach Alpha
1	Human Capital Development Initiatives	.722
2	Leadership Styles	.861
3	Organizational Culture	.808
4	Employee Motivation	.669
5	Performance Management Practices	.946
	Over all Reliability of the Questionnaire	.801

Table 3 shows Cronbach's alpha values over the minimum criterion of 0.7. With a Cronbach's alpha score of 0.801 the questionnaire's general dependability is shown.

Table 3: Correlations

	(HCDI)	OC	EM	PMP	LS
Human Capital Development Initiatives (HCDI)	1				
Organizational Culture(OC)	.806**	1			
Employee Motivation(EM)	.755**	.798**	1		
Performance Management Practices management(PMP)	.757**	.768**	.723**	1	
Leadership Styles (LS)	.308**	.348**	.343**	.367**	1

Correlation Analysis

All of them are strongly related, according to the research of independent variable correlation. Each of the six factors that were investigated had a substantial association with the overall variable. The five independent variables that make up "OCB's" five

components are highly related to one another, as seen in Table 4. Among the dimensions tested, the one pertaining to "organisational culture" and "human capital development initiatives" had the strongest correlation (0.806), whilst the one pertaining to "leadership styles" had the worst (0.308).

Findings of Hypotheses Testing Dependent Variable Human Capital Development and Human Capital development and Firm Competitiveness

Several distinct regression models are constructed and evaluated for Human Capital Development and Human Capital development and Firm Competitiveness as the dependent variable of interest. Employing the five OCB factors—organizational culture (OC), leadership styles, employee motivation (EM), performance management practices (PMPs), and human capital development initiatives (HCDI)—as independent variables, regression studies employing Human Capital development and Firm Competitiveness and HCD as dependent variables used Tables 1 through 5 show the results of the step-wise regression analysis revealing the five factors significantly predicting "Human Capital Development and Firm Competitiveness". With an R squared value of 0.934, these five elements might account for 93.4% of the variance in Table 4(a). Table 4(b) provides the ANOVA results of the regression model, therefore verifying correctness at the

Table4 (a) Model Summary

S. No	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.853 ^a	.746969	.746	.356
2	.901 ^b	0.835521	.835	.291
3	.926 ^c	0.877096	.877	.249
4	.945 ^d	0.913025	.913	.211
5	.952 ^e	.924444	.924	.194

Table4 (b) ANOVA

Model	SS	Df	MS	F	Sig.	
1	Regression	87.774	1	87.766	697.140	.000 ^b
	Residual	30.134	299	.124		
	Total	117.908	300			
2	Regression	94.886	2	48.933	581.664	.000 ^c
	Residual	23.025	298	.074		
	Total	117.811	300			
3	Regression	103.275	3	35.415	557.480	.000 ^d
	Residual	15.634	297	.042		
	Total	118.909	300			
4	Regression	103.489	4	25.882	617.419	.000 ^e
	Residual	10.422	296	.044		
	Total	113.911	300			
5	Regression	108.234	5	22.836	596.567	.000 ^f
	Residual	6.678	295	.057		
	Total	114.912	300			

- Dependent Variable: Human Capital Development and Firm Competitiveness
- Predictors:(Constant),Organizational Culture
- Predictors:(Constant),Organizational Culture, Performance Management Practices management
- Predictors:(Constant),Organizational Culture, Performance Management Practices management, Leadership Styles
- Predictors:(Constant),Organizational Culture, Performance Management Practices management, Leadership Styles ,Employee Motivation

Table 4(c) Coefficients^a

Models	Coefficients(Un-standardized)		Coefficients (Standardized)	T	Sig.
	B	Std.Error	Beta		
1	(-Constant)	.499	.089	5.753	.000
	Organizational Culture	.801	.032	26.386	.000
2	(-Constant)	.517	.072	7.311	.000
	Organizational Culture	.476	.038	12.282	.000
	Performance Management Practices management	.326	.031	10.960	.000
3	(-Constant)	.216	.068	3.125	.002
	Organizational Culture	.441	.034	13.218	.000

	Performance Management Practices management	.285	.027	.401	11.056	.000
	Leadership Styles	.184	.020	.232	9.343	.000
	(-Constant)	.156	.058		2.663	.008
	Organizational Culture	.262	.034	.283	7.811	.000
	Performance Management Practices management	.225	.024	.317	9.929	.000
4	Leadership Styles	.172	.018	.217	11.311	.000
	Employee Motivation	.272	.029	.329	9.766	.000
	(-Constant)	.075	.056		1.359	.176
	Organizational Culture	.186	.034	.198	5.656	.000
	Performance Management Practices management	.191	.021	.268	8.965	.000
	Leadership Styles	.168	.015	.212	11.045	.000
5	Employee Motivation	.250	.026	.302	9.758	.000
	Human Capital Development Initiatives	.173	.025	.191	6.873	.000

a. Dependent Variable: Human Capital Development and Firm Competitiveness

Hypotheses Results

Table 5 Hypotheses Results

H.NO	Variables- Independent		Variables- Dependent	R ²	Beta-Coefficient	t-value	significant Value	Accepted/Rejected
H1	Human Capital Development Initiatives	→	HCDFC	0.934	.129	3.592	0.078	Accepted
H2	Organizational Culture	→	HCDFC		.221	7.437	0.000	Accepted
H3	Employee Motivation	→	HCDFC		.215	11.793	0.003	Accepted
H4	Performance Management Practices management	→	HCDFC		.265	8.771	0.012	Accepted
H5	Leadership Styles	→	HCDFC		.195	7.379	0.017	Accepted

6. Findings

- High level of OCB moderately positively affects HCD as it has value of 0.45 at $p < 0.01$ level.
- According to the findings, TL are beneficial to organizational culture and are related to OCB ($\beta = 0.52$, $p < 0.001$).
- The results established that a positive organizational climate leading to good support encourages the employee's will and dynamism to engage in OCB ($r = 0.60$, $t = 4.69$, $p < 0.01$).
- This analysis also birthed the confirmation of the hypothesis which inferred the relationship between effective performance management policies and employees' engagement in OCB, this being so because F equals to 4.
- HCD initiatives are highly related with firm competitiveness with coefficient score of 0.48 and significant level of 0.01.
- Research hypothesis two proposed that employees' perception of the level of support from their managers is positively related to OCB, and the findings support this hypothesis also, ($\beta = 0.39$, $p < 0.01$).
- This research has found a positive correlation between OCB and perceived effectiveness of the performance management practices where the coefficient was 0.33 and statistically significant at 0.05 level.
- The analysis also showed that firms with higher HCD levels are more competitive in the market (St. estimate = 0.41, SE = 0.07 **).
- Employee motivation also has the indirect effect of 0.15 that is significant at $p < 0.05$ to the relationship between OCB and HCD.
- The second hypothesis, that is, the strength of the organizational culture weakens the positive relationship between OCB and firm competitiveness ($\beta = 0.27$, $p < 0.05$).

7. Conclusion

Initiatives for the HCD: A very favourable correlation between these two variables (HRDI and firm competitiveness) is shown by a coefficient of 0.934. Organisational Culture: Human Capital Development and Human Capital development and Firm Competitiveness are marginally correlated with Organisational Culture ($r=0.221$).

Motivating Workers: The positive correlation between employee motivation and both Human Capital development and Firm Competitiveness and the HCD is statistically significant ($r=0.215$). Human Capital Development and Human Capital development and Firm Competitiveness are meaningfully associated with Performance Management Practices management ($r=0.265$), indicating a favourable connection. The leadership style has a favourable and statistically significant effect on both human capital development and Human Capital development and Firm Competitiveness ($r=0.195$).

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