Nurturing service-oriented organizational citizenship behavior among tourism employees through leader humility

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ABSTRACT

Though the effectiveness of leader humility has been established, does leader humility activate followers to serve customers in the tourism sector beyond their assigned roles? Our study aims to address this question by drawing upon the conservation of resources theory to propose that leader humility promotes service-oriented organizational citizenship behavior (service-oriented OCB) among tourism employees through the mediating role of their job crafting. Our study further assumes the moderating role of socially responsible human resource practices (SRHR practices) for the relationship between leader humility and employee job crafting. Utilizing a two-wave research design, the study garnered the data from 894 employees and 136 managers working in tour companies based in Vietnam. The analysis of the data via the multilevel structural equation modelling lent credence to the proposed research model. Our study not only advances the leadership humility literature in the tourism discipline but also provides a guideline for practitioners on how to optimally adopt leader humility in promoting service-oriented OCB among tourism employees.

1. Introduction

The tourism industry has been facing increasingly intense market competition (Huang & Miao, 2016) as well as growing tourist demands for new and unique experiences (Sugathan & Ranjan, 2019). Moreover, tour companies have recently focused on activating the role of tourists in co-creating value such as through suggesting ideas for tour designs or promoting company brands to other tourists (Huang & Miao, 2016; Sugathan & Ranjan, 2019). To address these issues, tour companies rely on frontline employees' service interaction with tourists (Tang & Tsaur, 2016). However, these issues are challenging if tourism employees only fulfil their assigned roles and duties in their job description (Tang & Tsaur, 2016). It is more likely for tourism employees to create unique experiences for tourists as well as involve them in value co-creation if they engage in service-oriented organizational citizenship behavior (service-oriented OCB), defined as a set of employee discretionary behaviors in servicing customers beyond the work roles (Bettencourt & Brown, 1997). Service-oriented OCB has been reported to contribute to organizations' service delivery quality, competitive advantage, and financial performance (Tang & Tsaur, 2016).

Fostering such a behavior among employees should rest on the role of leadership (Cha & Borchgrevink, 2018; Qiu et al., 2019). However, in the stream of research on service-oriented OCB in the tourism domain, scholarly attention has been given more to contextual drivers such as human resource management (e.g., Choo, 2016; Kloutsiniotis & Mihail, 2020; Nasurdin et al., 2015; Tang & Tang, 2012) than to leadership (e.g., Cha & Borchgrevink, 2018; Qiu et al., 2019). Moreover, as Weick (2001, p. 93) maintains, enhanced "unpredictability and unknowability" in modern organizations and customers necessitate leaders with "more humility and less hubris." Scholars have underscored the salience of leader humility as a resource that enables employees to better serve stakeholders including customers (Bin et al., 2020; Vera & Rodriguez-Lopez, 2004; Wang et al., 2016). Humility is functional for leaders who seek to address convoluted business issues together with their employees and can operate as a main driver in fueling employees' engagement in exploratory behaviors in their service (Bharanitharan et al., 2018). Regardless of the importance of leader humility for employees' customer service particularly in the tourism industry (Ye et al., 2020), our understanding of the role of leader humility in triggering service-oriented OCB among tourism employees has remained limited.

Therefore, our study primarily aims to cover the gap in the literature in terms of the effect of leadership in general and leader humility in particular on tourism employees' service-oriented OCB.

Since the relationship between leadership and service-oriented OCB has been rarely investigated and the effect of leader humility on service-oriented OCB has not been documented, the mechanism channel for this effect has not been fully understood. Drawing upon the conservation of resources (COR) theory (Hobfoll, 1989), we expect the role of job crafting in mediating the influence of leader humility on service-oriented OCB among tourism employees. This theory has been used in understanding the effect of leadership in general (Xerri et al., 2020; Zhou et al., 2018) and leader humility in particular on employee performance (Bin et al., 2020; Wang et al., 2016). Through the COR lens, employees who possess ample resources have the propensity to proactively acquire further resources and invest resources in actions above the minimum expectations (Halbesleben et al., 2014). We thus presume that working with humble leaders as a source of resources (Owens & Hekman, 2016; Zhou & Li, 2018), followers may tend to take a proactive strategy, such as proactive job crafting (Meijerink et al., 2018), to develop their resource pool and in turn invest resources in discretionary behaviors in their service delivery such as service-oriented OCB. Job crafting refers to alterations that employees proactively initiate to job contents in terms of resources and challenges to identify further meaning in their job (Rosso et al., 2010; Tims et al., 2012; Wrzesniewski & Dutton, 2001).

Furthermore, given inadequate attention dedicated to the interaction between leader humility and other contextual resources (Mao et al., 2019), our study narrows this gap by drawing on the COR view of the interaction between resources (Hobfoll, 2001) to postulate the interactional effects of leader humility and SRHR practices on employee job crafting. SRHR practices have been viewed as a crucial contextual resource for subordinates' growth and contributions to the development of the organization and its stakeholders including customers and the community (Shen & Benson, 2016).

In a nutshell, this study aims to examine how leader humility promotes tourism employees' service-oriented OCB (via job crafting) and when leader humility is most effective in promoting such a behavior (via the interaction with SRHR practices). Through these research objectives, our study can make a three-fold contribution to the literature in the tourism discipline. First, our extends the leader humility research stream by adding service-oriented OCB as a fine-grained service behavior to the growing body of the employee outcomes of leader humility, which has primarily included employees' motivational or affective outcomes (e.g., job engagement, job satisfaction, Owens et al., 2013; Walters & Diab, 2016), relational perceptions (e.g., relational energy, Wang et al., 2018; psychological empowerment, Jeung & Yoon, 2016; trust, Bharanitharan et al., 2018), or generic work-related behaviors (e.g., prosocial behavior, Owens et al., 2019; innovation behavior, Zhou & Wu, 2018; task performance, Mao et al., 2019).

Second, our study advances the understanding of the leader humility-employee outcome nexus by seeking an insight into job crafting as a mediation channel for this relationship. Third, this study provides further support for the leadership contingency perspective by investigating the role of SRHR practices as a contingent condition for the effect of leader humility on employees' job crafting.

2. Literature review and hypothesis development

2.1. The conservation of resources (COR) theory

The COR theory holds that individuals are motivated to conserve their existing resources (conservation) and accrue new resources (acquisition) (Halbesleben et al., 2014). Hobfoll (1988) views resources as objects, states, conditions, and other things that individuals value. Bakker and Leiter (2010) categorize resources into job and personal resources. Job resources refer to the physical (e.g., autonomy, skill variety), social (e.g., performance feedback, supervisory mentoring), or organizational facets (e.g., developmental opportunities) of the job that help mitigate job demands and attain work goals (Barnes & Collier, 2013). Personal resources indicate "lower-order, cognitive-affective aspects of personality; developable systems of positive beliefs about one's 'self' and the world which motivate and facilitate goal-attainment" (Van den Heuvel et al., 2010, p. 129). Examples of personal resources comprise self-efficacy, self-esteem, and optimism (Xanthopoulou et al., 2009).

An extension of the tenet of resource conservation is resource investment (Halbesleben et al., 2014). The resource investment process is related to a pool of resources and resource accumulation (Halbesleben et al., 2014; Hobfoll, 2001). Individuals who possess a pool of resources to draw from are in a better position to invest resources and gain further resources, thus generating a resource gain spiral (Halbesleben et al., 2014). With the availability of resources, individuals are inclined to pursue a proactive resource gain strategy to accrue further resources (i.e., resource gain spirals) and invest their resources in performance even above the minimum expectations (Halbesleben et al., 2014). In contrast, lacking resources, individuals are likely to adopt a defensive strategy to preserve their limited resources (Halbesleben et al., 2014; Hobfoll, 1989). In line with the view of leader humility as a source of resources (Owens & Hekman, 2016; Zhou & Li, 2018), we draw upon this theory to reason that ample resources that employees can build under humble leadership (source of resources) may drive them to engage in job crafting, which is viewed as a proactive strategy to help employees further develop their resource pool (Meijerink et al., 2018), and in turn engage in service behaviors above the minimum expectations including service-oriented OCB. The COR theory has been recently applied to cast light on the influence of leader humility on employee performance (Bin et al., 2020; Wang et al., 2016).

2.2. Leader humility and service-oriented OCB via expansive job crafting

2.2.1. Leader humility and expansive job crafting

Job crafting alludes to alterations that employees produce to their job demands and resources to perceive their job in a more meaningful fashion (Wrzesniewski & Dutton, 2001). Laurence (2010) distinguishes between expansion-oriented (expansive) and contraction-oriented job crafting. While contraction-oriented job crafting refers to mitigating complexity of the tasks or limiting the number of relationships at work, expansive job crafting alludes to enhancing the number or complexity of tasks and interactions with others (Wang, Demerouti, & Bakker, 2017). Reducing demands is a form of contraction-oriented job crafting, while seeking resources and seeking challenges are referred to as expansive job crafting (Wang, Demerouti, & Le Blanc, 2017). Furthermore, according to Petrou et al. (2018) and Rudolph et al. (2017), seeking structural resources, seeking social resources, and seeking challenges are viewed as forms of proactive resource gain strategy while reducing hindering job demands is viewed as a form of defensive strategy to avoid job demands (Parker & Endler, 1996). Since our study unravels job crafting as a proactive strategy (Meijerink et al., 2018) to link humble leadership to employees' service-oriented OCB, it will examine the three proactive components of expansive job crafting including seeking structural resources, seeking social resources, and seeking challenges. Examples of seeking structural job resources may include enhancing skill variety and autonomy for work efficiency improvement, while seeking social job resources may involve asking the supervisor or colleagues for feedback or advice on one's performance, or seeking developmental or learning opportunities (Tims et al., 2012). Seeking challenges may entail expanding the scope of job responsibilities, or seeking novel and appealing tasks once one has accomplished the assigned task (Tims et al., 2012; Petrou et al., 2012).

Leader humility is conceptualized as an interpersonal attribute that helps leaders cope with their social surroundings by demonstrating high levels of self-awareness (i.e., willingness to acknowledge personal

limits), other-centered orientation (i.e., attention to and appreciation of others' contributions and strengths), and teachability (i.e., openness to others' ideas, views, and information) (Owens et al., 2013). These dimensions of humility are the manifestations of self-transcendence (Morris et al., 2005; Owens & Hekman, 2016), or acknowledging something greater than the self and connecting with things outside the self (Owens & Hekman, 2016; Tangney, 2000). Leader 360-degree evaluation correlational analyses (Owens & Hekman, 2012) and confirmatory factor analyses have lent empirical credence to the co-occurrence of the three humility dimensions (Owens et al., 2013).

As such, positive psychological resources are humble leaders' inherent qualities (Owens & Hekman, 2016; van Dierendonck & Patterson, 2015). Further, leadership behaviors expressing humility represent a social support resource by giving validation to others' contributions and giving social esteem (Wang et al., 2018). Through the COR lens, ample personal and job resources that employees can build under humble leadership (source of resources) may drive them to adopt a proactive resource gain strategy such as expansive job crafting (Meijerink et al., 2018) to further develop their resource pool.

Specifically, by modelling personal resources such as self-awareness, other-centered orientation, and teachability (Owens et al., 2013), leaders with humility can instill these humility attributes into their followers, who become humble (Owens & Hekman, 2016) and proactively seek knowledge (structural resources) and advice or feedback (social resources), thereby improving upon their limitations and increasing the depth and breadth of their knowledge (Owens & Hekman, 2016). Moreover, humble leaders' invitation for employee participation in collective decision making (Ou et al., 2014) yields opportunities for employee interactions (Ou et al., 2018). Influencing employee interactions and exchange of resources, humble leaders can further enrich employees' structural and social resources (i.e., knowledge and feedback) (Hu et al., 2018).

Being aware of their team's limitations relating to knowledge and opportunities (Owens & Hekman, 2016), humble leaders function as a social support resource (Bhattacharya et al., 2017) to encourage their members' interactions with other work groups for further resources (i.e., knowledge and feedback), particularly for collaborative opportunities on new service projects (challenge seeking). Furthermore, under humble leadership, employees may develop sense of legitimization of uncertainty, learning, and development (Rego et al., 2019). This sense may trigger employees' future-focused thinking, which may drive them to engage with job challenges that can change the status quo, such as new service projects. In other words, resources from humble leaders can activate employees' proactive accrual of structural and social resources, and future-focused engagement with challenges. This reasoning leads us to expect that:

H1. Leader humility is positively related to employees' expansive job crafting.

2.3. Expansive job crafting and service-oriented OCB

OCB refers to a discretionary behavior that followers perform to contribute to the organization's goals and functioning beyond what is specified in their job descriptions (Organ, 1988). Service-oriented OCB refers to a set of employee discretionary behaviors in servicing customers beyond the work roles (Bettencourt & Brown, 1997).

When engaging in expansive job crafting, employees can garner more resources and feel more energetic to engage in activities that transcend their work roles (Bavik et al., 2017; Demerouti et al., 2015). Consequently, they may proactively seek new ways to enhance customer services. Job crafting has been reported to demonstrate links with employees' extra-role service behaviors (Teng, 2019), OCB (Bavik et al., 2017), and service performance (Shin et al., 2018). Together with the prior reasoning, we expect that, under humble leadership, followers may proactively craft their jobs, and in turn perform service-oriented OCB.

The nexus between expansive job crafting and service-oriented OCB as well as the mediation mechanism of expansive job crafting are thus postulated:

H2. Employees' expansive job crafting is positively related to service-oriented OCB.

H3. Employees' expansive job crafting mediates the positive relationship between leader humility and service-oriented OCB.

2.4. Socially responsible human resource (SRHR) practices as a moderator

Human resource management (HRM) can serve a social mission by fulfilling an organization's responsibility to employees and engaging them in the implementation of social responsibility initiatives (Shen & Zhu, 2011). Socially responsible human resource practices (SRHR practices) hence contribute to translate social responsibility strategy into employee outcomes (Shen & Benson, 2016; Shen & Zhu, 2011). As Shen and Zhu (2011) maintain, SRHR practices not only comply with labor standards (legal compliance), but also transcend what is legally required to address the interests and needs of employees (employee orientation) and other stakeholder groups (general social responsibility facilitation). In other words, SRHR practices are a source of resources for employees by providing them with equal opportunities such as working flexibility, training, and development (Barrena-Martínez et al., 2019), as well as fairly recognizing and rewarding their contributions especially ones towards the interests of stakeholders and a wider community (Shen & Benson, 2016; Shen & Zhu, 2011; Zhao et al., 2019).

Based on Chaiken's "least effort principle" (Chaiken & Ledgerwood, 2012; Koopman et al., 2019) of the information-processing perspective, if a judgement from information processing is perceived adequate and sufficient (such as through humble leadership), employees are not likely to exert further effort scrutinizing it systematically (such as through SRHR practices). Applying the COR theory (Hobfoll, 2001) further reveals a substitutable effect (a form of alternative fit) rather than a positive synergistic effect between two sources of resources of approximately equivalent value from different domains. The tenet regarding this alternative fit in the COR framework is further in line with the view of Kerr and his colleagues (Howell et al., 1986; Kerr, 1977) that certain contextual factors can function as a substitute for leadership.

The earlier discussion indicates that humble leadership is a source of social support resource and personal resources for subordinates to proactively accrue structural and social resources as well as challenges. SRHR practices serve as a source of resources (Shen & Benson, 2016), upon which employees can draw to build capabilities and motivational states for proactively crafting their service tasks. Drawing on the COR theory (Hobfoll, 2001), we presume that humble leadership and SRHR practices may function as alternative contextual resources for each other in their impact on job crafting behaviors. Further, according to Kepes and Delery (2007), a substitutable effect occurs when the use of each resource leads to an identical outcome. Since humble leadership and SRHR practices are alternative resources that result in an identical employee outcome (i.e., expansive job crafting), a substitutable effect may occur between them.

Employees may respond to leadership when leaders are a strong source of resources and other situational resources are farther away to reach or weaker. Therefore, when HR practices do not provide adequate resources for employees to perform well and grow as well as contribute to the growth of their group and other stakeholders such as customers (i.e., low levels of SRHR practices), employees are more responsive to humble leadership and rely upon this source of resources to proactively accrue further resources for the job crafting process. Leader humility, in other words, is more strongly associated with expansive job crafting dimensions when followers perceive low levels of SRHR practices than when they perceive high levels of SRHR practices. We consequently posit that:

H4. SRHR practices moderate the relationship between leader humility and employees' expansive job crafting such that this relationship is stronger when SRHR practices are lower.

The hypotheses above, taken together, indicate a model in which not only the nexuses between leader humility and the three components of expansive job crafting, but also the mediated nexuses between leader humility and service-oriented OCB are contingent on the level of SRHR practices. We expect that humble leadership fosters service-oriented OCB through the mediation channel of employees' seeking structural resources, social resources, and challenges, which may have a higher likelihood to emerge under conditions of low SRHR practices than under conditions of high SRHR practices:

H5. SRHR practices moderate the mediated relationship between leader humility and employees' service-oriented OCB such that this relationship is stronger when SRHR practices are lower.

Fig. 1 summarizes the relationships in our research model.

3. Research methods

3.1. Sampling

Study participants comprised employees and their managers from tour companies based in Vietnam. We first sought the support for data collection from each tour company's chief executive or managing director. Managers of tour departments (i.e., tour service business units) were then invited to participate in the survey and share with their employees the link to the employee questionnaire version. When completing a survey, each participant was asked to enter a five-digit number of his or her choice and give it to his or her manager for the response matching purpose.

Data collection was implemented in two measurement waves. Following prior research (e.g., Chiang et al., 2014), this study used a two-month time lag between the survey waves. Additionally, two waves of data collection at least are required for mediation path testing (Cole & Maxwell, 2003). In the first-wave measurement (T1), employees were requested to assess leader humility and the implementation of SRHR practices. The control variable data were garnered in this wave measurement. In the second-wave survey (T2), we collected the data on job crafting from employees who had engaged in the T1 survey and the data on service-oriented OCB from their managers, who had supervised those employees for at least one year (Groen et al., 2017). We collected the data for these two employee outcomes from the different sources to alleviate common method variance (CMV) bias that might result from the perceptual data from the same source (Podsakoff et al., 2012). Moreover, prior studies have reported that supervisors had been recruited to rate service-oriented OCB (Jain et al., 2012; Kao & Cheng,

2017; Sun et al., 2007).

1092 employees (response rate: 67.24%) and 174 direct managers (94.05%) partook in the T1 measurement. The T2 survey garnered 1008 complete responses (62.06%) from employees participating in T1. Excluding the departments with fewer than five responses from employees (Chuang & Liao, 2010) and the non-responses from managers resulted in the final sample of 894 employees (55.04%) and 136 direct managers (73.51%) in 38 tour companies (71.69%). The participant profile is displayed in Table 1.

3.2. Measures

The survey questionnaire, which was initially constructed in English, was translated into Vietnamese by a management lecturer who was bilingual in Vietnamese and English. To ensure the linguistic equivalence between the original English version (the source text) and the

Table 1
Participants' demographic attributes.

	Employees (N = 894)			Managers (N = 136)		
	Frequency	%	Mean	Frequency	%	Mean
Age			31.48			37.82
18–25 years old	312	34.89		7	5.14	
26–35	357	39.93		51	37.50	
36–45	108	12.08		48	35.29	
46–55	64	7.15		17	12.50	
>55	53	5.92		13	9.55	
Gender			.61			.36
Female	541	60.51		49	36.02	
Male	345	38.59		87	63.97	
Prefer not to say	8	0.89		0	0.00	
Educational level			1.78			2.12
High school degree or lower	272	30.42		5	3.67	
Bachelor's degree or equivalent	543	60.73		109	80.14	
Master's degree or higher	79	8.83		22	16.17	
Organizational tenure			5.64			6.72
< 3 years	241	26.95		12	8.82	
3 – < 5 years	285	31.87		44	32.35	
5 – < 10 years	232	25.95		59	43.38	
10 years or over	136	15.21		21	15.44	
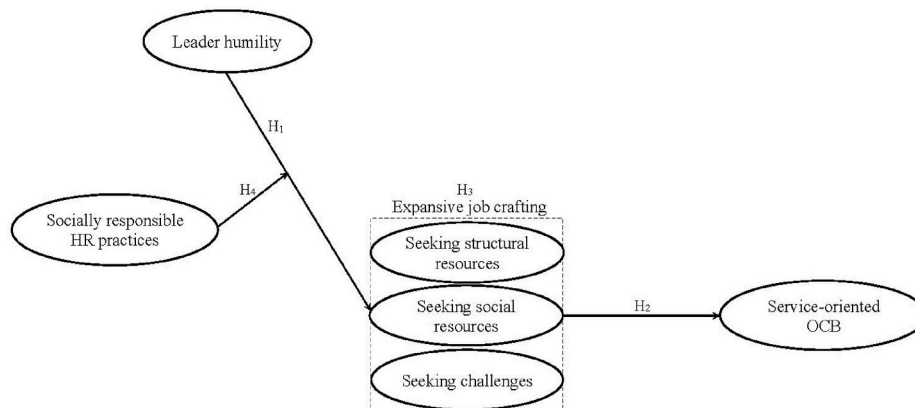
Fig. 1. Research model.

Vietnamese version (the target text) of the scale items in the questionnaire (Chidlow et al., 2014) and allow for making inferences about the translation quality (Brislin, 1984), the Vietnamese version was then translated back into English by another bilingual academic in light of back translation procedure. Back translation can also serve as a means to enhance the communication between questionnaire designers and translators to warrant that tailoring efforts and adaptations used in the translation are apposite and that the translation is appropriate to gauge the equivalent concepts (Son, 2018). The linguistic equivalence issues between the Vietnamese version, the back-translated version, and the original version of the questionnaire were resolved by the researchers and the two translators via discussion. Measurement items in the English version questionnaire and their loadings are presented in Table 2.

Participants provided their responses on a five-point Likert scale (1 = 'strongly disagree', 5 = 'strongly agree') unless otherwise expressed. Owens and Hekman's (2016) nine-item scale was utilized to assess leader humility (e.g., "My manager takes notice of others' strengths"). Employee ratings of department managers' leader humility were aggregated to build a department-level variable. This aggregation was endorsed by the r_{wg} average value of 0.86 exceeding Klein et al.'s (2000) cutoff parameter of .70, along with the ICC1 and ICC2 values being 0.17 and 0.72 respectively (LeBreton & Senter, 2008).

Employees were invited to demonstrate how frequently they had engaged in each of the behaviors to seek structural resources, social resources, and challenges (1 = never, 5 = very often) in Tims et al.'s (2012) job crafting scale. Supervisors rated their employees' service-oriented OCB via Bettencourt et al.'s (2001) 16-item scale (e.g., "Regardless of circumstances, this employee is exceptionally courteous and respectful to customers").

Shen and Zhu's (2011) 13-item scale was used to gauge SRHR practices (e.g., "My company adopts flexible working hours and employment programs achieving work-life balance"). The principal components factor analysis, which produced one factor with an eigenvalue higher than 1, endorsed the use of a unitary index of SRHR practices (Chadwick et al., 2013; Liao et al., 2009). Control variables consist of employees' age, gender, education, and organizational tenure. These individual differences may relate to employees' service-oriented OCB in general business (Bettencourt et al., 2001) as well as in the tourism discipline (Kloutsiniotis & Mihail, 2020; Tang & Tsaur, 2016).

3.3. Data analysis strategy

Multilevel structural equation modeling (MSEM) was conducted through MPlus 7.2 for data analyses due to the multilevel nature of the data, with individuals nested within tour departments (i.e., tour service business units), nested within tour companies. Compared to other multilevel modeling techniques (e.g., random coefficient modeling in hierarchical linear model), MSEM was reported to attain unbiased standard errors for indirect effects (Preacher et al., 2010). We checked the ICC1 at the department level and at the tour company level for main research variables and control variables. The average ICC1 at the department level was 0.16, indicating high department heterogeneity, while the average ICC1 at the tour company level was 0.07, indicating low company heterogeneity (Cohen, 1988). We hence conducted a two-level (employee-level and department-level) analysis to test hypotheses. In light of Preacher et al.'s (2011) view and Krull and MacKinnon's (2001) typology, our research model adopted a 2–1–1 design in which the impact of a level 2 variable (leader humility) on a level 1 outcome variable (employees' service-oriented OCB) would be mediated by level 1 variables (expansive job crafting behaviors).

With 2.74 as the highest VIF value, all variance inflation factors fell within the 5.0 threshold limit (Hair et al., 2010). Tolerance surpassed the .3 cutoff value (Hair et al., 2010). Potential multi-collinearity bias was mitigated by multiplying the mean-centered values of the predictor variables to create interactional terms (Cohen et al., 2003).

Table 2
Measurement items and loadings.

Constructs and measurement items	Standardized loadings	t values
Leader humility (α = .84; CR = .84; AVE = .65)		
My manager actively seeks feedback, even if it is critical.	.81[a]	
My manager admits it when he or she doesn't know how to do something.	.86	11.78
My manager acknowledges when others have more knowledge and skills than himself or herself.	.83	10.44
My manager takes notice of others' strengths.	.85	11.57
My manager often compliments others on their strengths.	.87	12.41
My manager shows appreciation for the unique contributions of others.	.84	11.39
My manager shows a willingness to learn from others.	.82	10.73
My manager shows he or she is open to the advice of others.	.88	12.16
My manager shows he or she is open to the ideas of others.	.83	10.94
SRHR practices (α = .80; CR = .79; AVE = .67)		
Legal compliance HR practices		
My company ensures equal opportunity in HRM.	.78[a]	
Employees in my company are paid above minimum wages and based on their performance.	.82	10.69
Working hours in my company do not exceed the maximum that the labor law permits.	.77	9.42
My company does not employ child labor or forced labor.	.23[b]	2.95
My company has clear and detailed regulations on occupational health and safety.	.84	11.27
My company appoints staff monitoring labor standards in business partners; for example, suppliers and contractors.	.28[b]	3.68
Employee-oriented HR practices		
My company adopts flexible working hours and employment programs achieving work-life balance.	.83	11.14
In my company, employees participate in decisions making and total quality management.	.79	9.67
Unions can represent and protect workers' rights and can be involved in determining labor terms.	.81	10.28
My company provides adequate training and development opportunities to employees.	.85	11.73
General CSR facilitation HR practices		
My company appoints adequate staff implementing general CSR initiatives.	.78	9.58
My company rewards employees who contribute to charity, communities and other CSR activities.	.76	9.61
My company gives priority in employment to candidates who are in difficulty and who are local.	.80	9.84
Expansive job crafting		
Increasing structural job resources (α = .85; CR = .86; AVE = .72)		
I try to develop my capabilities.	.84[a]	
I try to develop myself professionally.	.88	12.54
I try to learn new things at work.	.86	11.92
I make sure that I use my capacities to the fullest.	.82	10.47
I decide on my own how I do things.	.87	12.28
Increasing social job resources (α = .81; CR = .81; AVE = .68)		
I ask my manager to coach me.	.79	9.36
I ask whether my manager is satisfied with my work.	.81	10.82
I look to my manager for inspiration.	.84	11.74
I ask others for feedback on my job performance.	.78	9.18
I ask colleagues for advice.	.82	10.57
Increasing challenges (α = .84; CR = .83; AVE = .70)		
When an interesting project comes along, I offer myself proactively as project co-worker.	.86	12.63
If there are new developments, I am one of the first to learn about them and try them out.	.81	10.95
When there is not much to do at work, I see it as a chance to start new projects.	.27[b]	3.28
I regularly take on extra tasks even though I do not receive extra salary for them.	.82	11.47
	.84	11.81

Table 2 (*continued*)

Constructs and measurement items	Standardized loadings	t values
I try to make my work more challenging by examining the underlying relationships between aspects of my job.		
Service-oriented OCB (α = .87; CR = .87; AVE = .70)		
This employee tells outsiders this is a good place to work.	.86[a]	
This employee says good things about the organization to others.	.83	10.84
This employee generates favorable goodwill for the company.	.88	12.57
This employee encourages friends and family to use the firm's products and services.	.85	11.79
This employee actively promotes the firm's products and services.	.82	10.46
This employee follows customer-service guidelines with extreme care.	.84	11.38
This employee conscientiously follows guidelines for customer promotions.	.87	12.71
This employee follows up in a timely manner to customer requests and problems.	.86	12.65
This employee performs duties with unusually few mistakes.	.81	9.82
This employee always has a positive attitude at work.	.84	11.67
Regardless of circumstances, this employee is exceptionally courteous and respectful to customers.	.87	12.84
This employee encourages co-workers to contribute ideas and suggestions for service improvement.	.85	11.75
This employee contributes many ideas for customer promotions and communications.	.86	12.38
This employee makes constructive suggestions for service improvement.	.83	11.26
This employee frequently presents to others creative solutions to customer problems.	.85	12.09
This employee takes home brochures to read up on products and services.	.84	11.71

[a] Fixed item.
[b] Excluded item.

3.4. Common method variance (CMV) issue

CMV bias was minimized in our study through ensuring participant anonymity, alleviating item ambiguity, and using multisource responses to rate most constructs (e.g., leader humility was gauged by employees while service-oriented OCB was gauged by their managers) (Podsakoff et al., 2012). Nonetheless, since all the constructs in this inquiry were assessed through participants' perspective, and the data regarding leader humility and the three components of expansive job crafting were collected from the same source (i.e., employees), the likelihood of CMV bias influencing the relationships between the constructs might remain. Hence, CMV bias was tested in light of Lindell and Whitney's (2001) marker variable approach, through which the survey included a marker variable theoretically unrelated to other variables (i.e., attitude toward social media usage). After the marker variable was excluded, all significant zero-order correlations remained significant, reflecting a low CMV risk. This risk was further minimized through the significant interactional effects, which could not be the artifacts of CMV bias (Siemsen et al., 2010).

4. Results

4.1. Measurement models

The CFA findings demonstrated a decent fit between the hypothesized seven-factor model and the data (χ^2/df = 318.42/174 = 1.83 < 2, TLI = 0.96, IFI = 0.95, CFI = 0.95, SMR_{within} = 0.042, $SRMR_{between}$ = 0.071; RMSEA = 0.046 (90% CI [0.041, 0.054])). It was a better fit than

other, more parsimonious models, which were formed by collapsing variables (see Table 3). These results lent credence to discriminant validity, which was further attained since each construct's correlations with the other constructs were surpassed by its square root of the average variance extracted (Fornell & Larcker, 1981) (Table 4).

4.2. Hypothesis testing

4.2.1. Effects of control variables

Table 5 demonstrates no significant associations between employee age (β = 0.04, p > .10), gender (β = 0.02, p > .10), education (β = 0.07, p > .10), or organizational tenure (β = 0.06, p > .10) and service-oriented OCB.

4.2.2. Direct relationships

As Table 5 exhibits, leader humility demonstrated a significantly positive association with service-oriented OCB (β = 0.33, p < .01). Leader humility was positively and significantly associated with employees' seeking structural resources (β = 0.44, p < .001), seeking social resources (β = 0.38, p < .001), and seeking challenges (β = 0.32, p < .01), providing support for hypothesis H1 regarding the association between leader humility and expansive job crafting.

Moreover, employees' seeking structural resources, seeking social resources, and seeking challenges were positively and significantly related to service-oriented OCB (β = 0.37, p < .001; β = 0.34, p < .01; and β = 0.26, p < .01 respectively). These results lent credence to hypothesis H2 on the link between expansive job crafting and service-oriented OCB.

4.2.3. Indirect relationships

The indirect effect of leader humility on service-oriented OCB via employees' seeking structural resources was 0.16 (SE = 0.09, p < .01). The Monte Carlo result demonstrated that the 95% confidence interval (CI) for the distribution of the product of coefficients ranged between 0.06 and 0.37, not straddling zero. These results provided support for the indirect influence of leader humility on service-oriented OCB through employees' seeking structural resources as a mediator. Leader humility demonstrated a significant indirect effect on employees' service-oriented OCB through the mediating role of employees' seeking social resources (estimate = 0.12, SE = 0.06, 95% CIs [0.05, 0.31], p < .01). The indirect effect of leader humility via seeking challenges was significant for employees' service-oriented OCB (estimate = 0.08, SE = 0.04, 95% CIs [0.01, 0.22], p < .05). These findings lent credence to hypothesis H3 on the indirect effect of leader humility on service-oriented OCB via the mediation of employees' expansive job crafting.

4.2.4. Interactional relationships

The interaction term of leader humility × SRHR practices in predicting seeking structural resources was negatively significant (β = −0.22, p < .05) (see Table 5). The plotted interaction in Fig. 2 revealed that leader humility and seeking structural resources were significantly and positively associated with each other under conditions of low SRHR practices (simple slope = .69, t = 2.81, p < .05) but not under conditions of high SRHR practices (simple slope = .17, t = 1.54, p > .10).

The interaction term of leader humility × SRHR practices in predicting employees' seeking social resources was significantly negative (β = −0.19, p < .05) (see Table 5). The slope graph (Fig. 3) demonstrated that leader humility and employees' seeking social resources were positively and significantly related to each other in cases of low SRHR practices (simple slope = .53, t = 2.31, p < .05) but not in cases of high SRHR practices (simple slope = .15, t = 1.14, p > .10).

Moreover, the interaction term of leader humility × SRHR practices in predicting employees' seeking challenges was negative and significant (β = −0.16, p < .05) (see Table 5). The slope graph in Fig. 4 indicated that leader humility and employees' seeking challenges were positively and significantly associated with each other at low levels of

Table 3

Comparison of measurement models.

Model	χ^2	df	$\Delta\chi^2$	TLI	IFI	CFI	SRMR within	SRMR between	RMSEA	RMSEA 90% confidence interval
Hypothesized six-factor model	318.42	174		.96	.95	.95	.042	.071	.046	(.041, .054)
Five-factor model: Leader humility and SRHR practices combined	395.01	179	76.59**	.92	.92	.91	.081	.109	.087	(.079, .095)
Four-factor model: Leader humility, SRHR practices, and seeking structural resources combined	426.39	183	107.97**	.88	.87	.89	.098	.127	.102	(.097, .108)
Three-factor model: Leader humility, SRHR practices, seeking structural resources, and seeking social resources combined	448.27	186	129.85**	.85	.84	.84	.111	.145	.114	(.109, .117)
Two-factor model: All antecedents combined	502.64	188	184.22**	.78	.77	.77	.122	.156	.124	(.120, .131)
One-factor model: All variables combined	562.96	189	244.54**	.69	.69	.70	.143	.174	.141	(.134, .149)

**p < .01.

Table 4

Correlation matrix and average variance extracted.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	CCR	AVE
Individual level														
1 Employee age	31.48	7.91	......											
2 Employee gender			.01	......										
3 Employee education			.06	.03	......									
4 Employees' organizational tenure	5.64	3.27	.04	.07	.05	......								
5 Service-oriented OCB	3.56	.51	.05	.04	.08	.10	(.84)						.87	.70
6 Seeking structural resources	3.54	.39	.02	.02	.07	.08	.38***	(.85)					.86	.72
7 Seeking social resources	3.47	.56	.04	.03	.02	.04	.36***	.39***	(.83)				.81	.68
8 Seeking challenges	3.42	.48	.01	.02	.06	.09	.27**	.26**	.32**	(.84)			.83	.70
Department level														
9 Leader humility	3.41	.44					.36**	.45***	.40***	.34**	(.81)		.84	.65
10 SRHR practices	3.37	.33					.13	.15	.11	.14	-.09	(.82)	.79	.67

N = 136 (department level); 894 (individual level).

CCR = Composite construct reliability, AVE = Average variance extracted.

Values in parentheses demonstrate the square root of the average variance extracted.

Standardized correlations reported * p < .05; **p < .01; ***p < .001.

SRHR practices (simple slope = .46, t = 2.59, p < .05) but not at high levels of SRHR practices (simple slope = .12, t = 1.04, p > .10). These findings lent credence to hypothesis H4 on the moderating role of SRHR practices for the influence of leader humility on employees' expansive job crafting.

4.2.5. Conditional indirect relationships

The results regarding conditional indirect effect unveiled that under conditions of low SRHR practices, leader humility demonstrated a significant indirect effect on employees' service-oriented OCB (estimate = 0.17, SE = 0.08, 95% CIs [0.03, 0.24], p < .01), whereas under conditions of high SRHR practices, the indirect effect of leader humility via seeking structural resources was not significant for employees' service-oriented OCB (estimate = 0.02, SE = 0.02, 95% CIs [-0.03, 0.06], p > .10).

At low levels of SRHR practices, the indirect effect of leader humility via seeking social resources was significant for employees' service-oriented OCB (estimate = 0.13, SE = 0.05, 95% CIs [0.02, 0.19], p < .01), while leader humility demonstrated a non-significant indirect effect on employees' service-oriented OCB (estimate = 0.01, SE = 0.01, 95% CIs [-0.02, 0.05], p > .10).

At low levels of SRHR practices, the indirect impact of leader humility via seeking challenges was significant for employees' service-oriented OCB (estimate = 0.09, SE = 0.05, 95% CIs [0.03, 0.17], p < .05), whereas under conditions of high SRHR practices, the indirect impact of leader humility via seeking challenges was not significant for

employees' service-oriented OCB (estimate = 0.03, SE = 0.02, 95% CIs [-0.01, 0.09], p > .10). The above findings provided endorsement for hypotheses H5 on the role of SRHR practices in moderating the mediated relationship between leader humility and employees' service-oriented OCB.

5. Discussion

5.1. Summary of findings

This study examines how and when leader humility shapes tourism employees' service-oriented OCB. First, the results lend credence to hypothesis H1 that posits the positive linkages between leader humility and tourism employees' expansive job crafting behaviors including increasing structural job resources, social job resources, and challenges. These findings are in concord with Ding et al.'s (2020) work on the influence of humble leadership on job crafting. However, while our study investigated expansive job crafting behaviors, Ding et al. (2020) focused on task, relational, and cognitive job crafting components.

Second, the results provide support for hypothesis H2 vis-à-vis the links between expansive job crafting behaviors and service-oriented OCB, as well as for hypothesis H3 on the mediating role of expansive job crafting behaviors for the nexus between leader humility and service-oriented OCB. Our findings for hypothesis H2 are partially consistent with previous works such as Bavik et al. (2017), Boehnlein and Baum (2020), and Shin and Hur (2019), which reported the impact

Table 5

Multilevel results.

Outcomes	Seeking structural resources			Seeking social resources			Seeking challenges			Service-oriented OCB	
Predictors	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Employee-level main effects											
Employee age	.03 (.02)	.02 (.03)	.02 (.02)	.05 (.06)	.03 (.01)	.02 (.02)	.02 (.02)	.00 (.00)	.01 (.02)	.06 (.04)	.04 (.02)
Employee gender	.01 (.00)	.00 (.00)	.01 (.00)	.04 (.02)	.04 (.03)	.01 (.01)	.03 (.01)	.02 (.03)	.02 (.01)	.04 (.03)	.02 (.01)
Employee education	.08 (.07)	.06 (.05)	.03 (.02)	.03 (.03)	.02 (.01)	.02 (.02)	.07 (.06)	.04 (.02)	.05 (.03)	.09 (.07)	.07 (.03)
Employees' organizational tenure	.07 (.05)	.05 (.06)	.06 (.04)	.03 (.01)	.01 (.02)	.00 (.00)	.08 (.06)	.07 (.05)	.03 (.01)	.11 (.06)	.06 (.03)
Seeking structural resources											.37*** (.08)
Seeking social resources											.34** (.12)
Seeking challenges											.26** (.09)
Employee-level cross-level effects											
Leader humility x SRHR practices			-.22* (.06)			-.19* (.08)			-.16* (.04)		
Variance	.24**	.24**	.27**	.13**	.15**	.18**	.19**	.19**	.23**	.29**	.34**
Pseudo R^2	.08	.11	.14	.09	.12	.16	.06	.08	.11	.04	.09
Department-level main effects											
Leader humility		.46*** (.14)	.44*** (.12)		.41*** (.11)	.38*** (.08)		.33** (.12)	.32** (.09)		.33** (.14)
SRHR practices		.14 (.08)	.13 (.10)		.11 (.06)	.10 (.07)		.12 (.09)	.13 (.06)		.14 (.09)
Variance	.09**	.10**	.13**	.06**	.07**	.11**	.09**	.09**	.12**	.14**	.17**
Pseudo R^2	.05	.07	.10	.05	.06	.09	.04	.04	.07	.06	.10

N = 136 (department level); 894 (individual level).

*p < .05; **p < .01; ***p < .001. Standard errors are presented in parentheses.
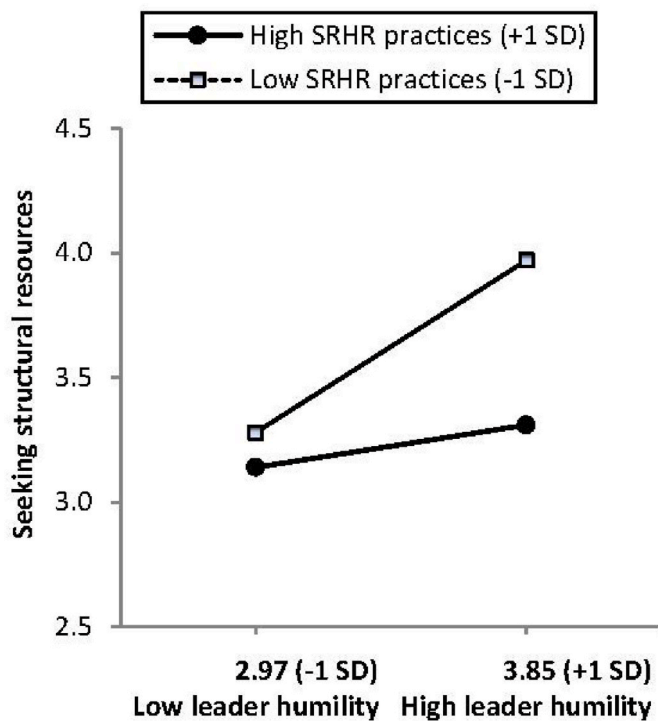
Fig. 2. Moderating effect of SRHR practices on the relationship between leader humility and employees' seeking structural resources.

Fig. 3. Moderating effect of SRHR practices on the relationship between leader humility and employees' seeking social resources.

of job crafting on generic OCB or extra-role performance. Nonetheless, our research distinguishes itself from such studies by focusing on the relationship between expansive job crafting and service-oriented OCB among tourism employees as well as the role of expansive job crafting behaviors in mediating the effect of leader humility on service-oriented
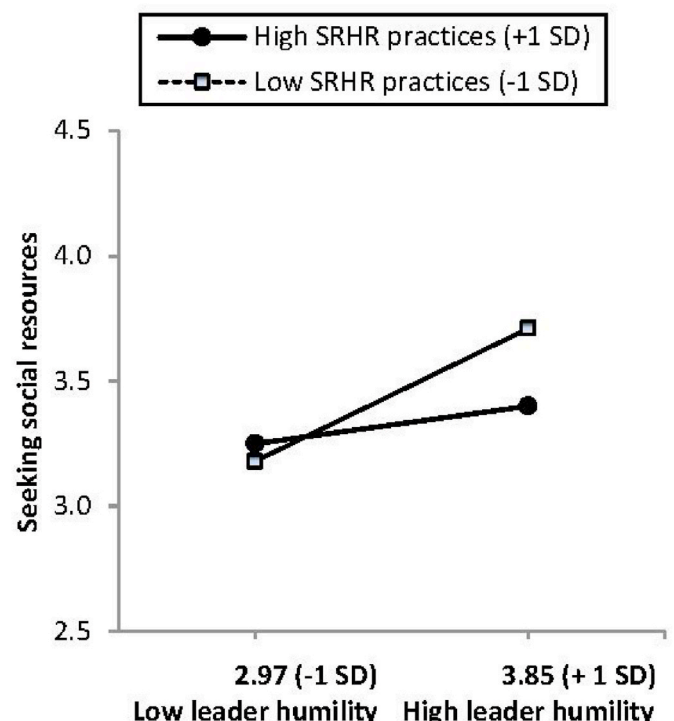
OCB.

Third, this research provides evidence for hypothesis H4 on SRHR practices as a moderator for the impacts of leader humility on expansive job crafting behaviors as well as for hypothesis H5 regarding SRHR
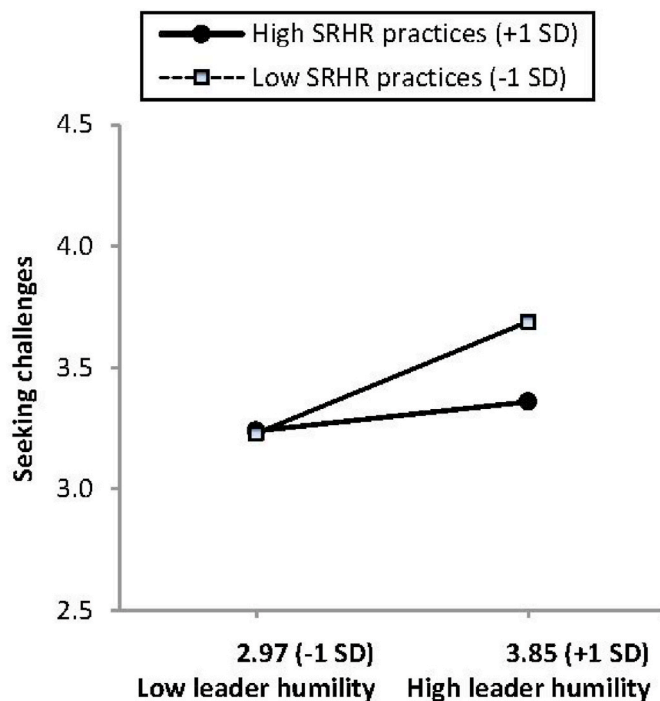
Fig. 4. Moderating effect of SRHR practices on the relationship between leader humility and employees' seeking challenges.

practices as a moderator for the indirect effects of leader humility via expansive job crafting behaviors. These results resonate with prior reports on the attenuating effects of leadership and HRM such as Chuang et al. (2016), Jiang et al. (2015) and Kalshoven and Boon (2012).

From our findings, future research can expand our research model by investigating daily expansive crafting behaviors or mediators other than expansive job crafting behaviors, as well as unpacking the interactional effects of leader humility and individual factors (e.g., proactive personality) or contextual factors (e.g., co-worker factors, customer factors) other than SRHR practices.

5.2. Research implications

Our study contributes to the literature in various ways. First, this study extends the leadership-employee performance literature as well as the leader humility research stream by delving into service-oriented OCB, particularly among tourism employees, as a fine-grained service behavior outcome of leader humility. Our study further contributes to the literature a bottom-up leadership approach (i.e., humble leadership) to employee service performance, complementary to the extensively studied top-down transformational leadership approach (Khoshlahn & Ardabili, 2016). While transformational leaders may promote employees' service performance by inspiring them to become change agents and intellectually stimulating them to generate initiatives and challenge the status quo of the services (Banks et al., 2016), leader humility represents a resource, on which followers draw to develop their resource pool and serve customers to their utmost satisfaction.

Second, our research provides insights into the mediation mechanism of the three proactive components of expansive job crafting, namely employees' seeking structural resources, social resources, and challenges for the effect of leader humility on service-oriented OCB. With this novel mediation mechanism, our study addresses the inadequate scholarly attention drawn to the explanatory mechanisms bridging humble leader behavior to employee outcomes (Wang et al., 2018). It distinguishes itself from prior research that has surrounded psychological or motivational mediators such as feeling trusted, harmonious passion, core self-evaluation, psychological empowerment,

psychological safety, and perceived organizational support (Bhar-anitharan et al., 2018; Chen et al., 2018; Diao et al., 2019; Walters & Diab, 2016; Yuan et al., 2018; Zhou & Wu, 2018). Furthermore, via the impacts of leader humility on expansive job crafting behaviors, our analysis extends the growing body of the contextual antecedents of job crafting in the tourism discipline that has primarily included perceived organizational support (Kim et al., 2018), servant leadership (Bavik et al., 2017), and ambidextrous leadership (Ma et al., 2019).

The third contribution of our study is to extend the applicability of the COR theory by using it to elucidate the relationship between leader humility and employees' service-oriented OCB via the mediation mechanism of expansive job crafting. Humble leaders can function as a source of resources (Vera & Rodriguez-Lopez, 2004; Wang et al., 2016) upon which employees can draw to engage in expansive job crafting as a proactive resource gain strategy so as to accrue further resources and invest their resources in behaviors above the minimum expectations (Halbesleben et al., 2014) such as service-oriented OCB. The use of the COR theory in the current study is in line with the few recent works that have adopted this theory to cast light on the effect of leader humility on employee performance (e.g., Bin et al., 2020; Wang et al., 2016). Nonetheless, our inquiry takes a step further to advance this theory to the service domain and apply it to integrate leader humility, job crafting, and service performance realms.

Last but not least, both leader humility and SRHR practices are contextual sources of resources with other-oriented value (Owens et al., 2013; Shen & Benson, 2016). However, the two scholarship streams – leadership and HRM in general or leader humility and SRHR practices in particular – have grown to their current states by virtually travelling parallel paths, with the modest acknowledgement of each other's works (e.g., Jiang et al., 2015; Kalshoven & Boon, 2012). Our study lends credence to the positive relationships between leader humility and the three components of expansive job crafting under conditions of low SRHR practices but not under conditions of high SRHR practices. This interactional effect of leader humility and SRHR practices demonstrates that building a conceptual bridge for the leadership and HRM streams can augment progress in both realms. Moreover, this inquiry advances the job crafting literature by examining job crafting as the function of the interactive effect of leader humility and SRHR practices, whereas most job crafting studies have tended to separately explore how leadership or HRM practices can shape employees' act of crafting their jobs (e.g., Bavik et al., 2017; Meijerink et al., 2018).

The finding on this interactional effect also provides support for a COR tenet in terms of the role of an alternative resource of equivalent value for the lack of one resource (Hobfoll, 2001). Followers may rely on humble leadership as a resource upon perceiving low levels of SRHR practices. Furthermore, the finding unveils that job crafting behaviors were low when leader humility was low irrespective of the level of SRHR practices, which indicates the salience of leader humility as a proximal, direct, and daily source of resources for employee job crafting. Though SRHR practices are in place, if humble leadership is missing in a work group, members are less likely to respond to SRHR practices. A potential explanation for this is that employees' perceptions may be more dependent on their day-to-day interactions and experience with their leaders and the climate that the leaders cultivate than on HR practices (Jiang et al., 2015).

5.3. Practical implications

Since service-oriented OCB contributes not only to organizational performance but also to employees' intention to stay and satisfaction (Sharma et al., 2011; Sun et al., 2007), our research highlights the magnitude of service-oriented OCB to tour companies as well as offers them practical guidelines for how to promote it. First, since leader humility can shape service-oriented OCB, if tour companies aim to enhance service quality through service-oriented OCB, they should realize the role of humble leadership and build it among managers through the

selection process, leadership training programs, and succession planning. Managers should be trained and encouraged to acknowledge their own limitations, empathize with their followers' limitations in service delivery, express openness to their inputs, and recognize their service contributions.

Second, the finding reveals job crafting as a channel through which leader humility can nurture service-oriented OCB among tourism employees. Influenced by humble leadership, employees may proactively seek structural resources (e.g., service knowledge and skills), social resources (e.g., autonomy, support, feedback), and challenging opportunities to craft their service tasks for service improvement. Furthermore, due to its role in facilitating job crafting (Rudolph et al., 2017), autonomy should be granted to employees. Tourism companies should communicate to employees that they are encouraged to bring about meaningful changes in their job designs and seek resources and challenging opportunities for their job crafting process (Bakker et al., 2012). Companies should also provide training on communication skills, with which employees can effectively seek knowledge, feedback, and opportunities from within and beyond their departments.

Third, in light of our findings, organizations should realize that SRHR practices can serve as an alternative source of resources for humble leadership. Organizations can build SRHR practices through complying with requirements in the labor law, implementing employee-oriented activities such as work-life balance programs, employee participation, and employee training, as well as involving employees in CSR initiatives especially related to customers. Nonetheless, organizations do not necessarily invest heavily in both humble leadership and SRHR practices. Humble leadership will be most needed when employees experience low levels of SRHR practices. Therefore, for instance, when SRHR practices take time to be established or are not consistently implemented, it may be more crucial, efficient, and economical to recruit and/or build humble leaders.

5.4. Limitations and directions for future research

Some limitations are noted in the current inquiry. Its time-lagged research design is a limitation, which rendered it incapable of deriving causal conclusions (Kasl & Jones, 2003). Moreover, the self-report data may induce the vulnerability of the results to CMV risk (Podsakoff et al., 2012). However, CMV risk proved to be not a grave issue in this research via the multi-wave data collection process, the multisource responses (Podsakoff et al., 2012), the interactional effect tests (Siemsen et al., 2010), and the marker variable test (Lindell & Whitney, 2001).

To enhance its generalizability, the current research model should be retested in other service industries. Moreover, since humility in leaders may vary across cultures (Oc et al., 2015; Rego et al., 2019), our research model should undergo comparative analyses of the effect of leader humility on employee service-oriented OCB in collectivistic versus individualistic cultures.

Our understanding of the humble leadership effects on job crafting behaviors can be further enhanced if future research compares such effects with those of other leadership styles such as transformational leadership. Scholars found that job crafting can be triggered by other leadership styles especially transformational leadership (e.g., Hetland et al., 2018; Wang, Demerouti, & Le Blanc, 2017). However, humble leadership represents a bottom-up approach to serve as a source of personal resources and social support resource to foster humility values among subordinates (Carnevale et al., 2019; Owens & Hekman, 2012, 2016), which drive them to proactively seek resources and challenges in the job crafting process. Contrarily, taking a top-down approach (Bakker, 2017; Khoshlahn & Ardabili, 2016), transformational leaders communicate a compelling vision, anticipate high performance, and challenge the status quo, thereby activating followers' adaptability and proactivity in seeking resources and challenges (Wang, Demerouti, & Le Blanc, 2017). Therefore, an interesting insight can be garnered from a comparative analysis of the extent to which job crafting is catalyzed by

leader humility versus transformational leadership as well as its role as an influence channel for these leadership styles. Furthermore, since humility buffers the potential drawbacks of competitive traits by promoting an optimal balance of competition and cooperation (Owens et al., 2015), an interesting extension to our model should be to test the interactional effect of leaders' transformational behavior and humility on job crafting and service behaviors.

Future research should take into account other mediation and moderation mechanisms for the current model. An extension should be to consider other mediators such as employee engagement and well-being. While our study focuses on a contextual moderator (i.e., SRHR practices), further research should delve into individual moderators such as prosocial motivation or emotional intelligence, which can serve as an alternative resource for leader humility.

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Declaration of competing interest

Authors declare that they have no conflict of interest.

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