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A Moderated Mediation model of the Relationship between Participatory Decision-making and Team Performance in Hotel Industry

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ABSTRACT

Purpose: This study aimed to verify the impact of participatory decision-making (PDM) on team performance (TPF) in the hotel's department/team. In particular, it investigated the role of a mediator for creative self-efficacy (CSE) in the relationship between PDM and TPF. This study determined the optimal decision-making process in a service organization by verifying the controlled mediating effect of collective efficacy (CEF) in the relationship among PDM, CSE, and TPF.

Design/methodology/approach: In this study, the 242 samples comprised luxury hotel workers. The analysis verified the hypothesis set by means of causal correlations among four variables using regression analysis and the process macro developed by Hayes (2013).

Findings: The study revealed significant effects through the medium of CSE, although PDM did not have a direct impact on TPF. The moderating mediating effect of CEF on the mediating effect of CSE in the relationship between PDM and TPF was statistically significant.

Research limitations/implications: This study focused on luxury hotels. The same hierarchy and team culture were assumed without considering the specific characteristics of each hotel team or department.

Originality/value: This study proposed a suitable decision-making process model for efficient operation and employee motivation in hotel companies. The findings will contribute to a horizontal and open organizational culture, as well as the spread of PDM.

Keywords: Collective Efficacy, Creative Self-efficacy, Hotel Business, Participatory Decision-making, Team Performance

I. Introduction

Organizations require an extensive decision-making for their development and growth. The decision-making process can be repeated or changed. Arbitrary decision-making causes difficulty for leaders who must manage

conflicts within organizations, and who must share sufficient empathy and information (Black & Gregersen, 1997). In addition, organizational decision-making should support a sense of cooperation and unity within the organization, and should coordinate and resolve conflicts within the organization. The department manager of an organization must be able to functionally implement the strategic plans of the upper management group from a macro perspective and derive the interaction of members from a micro perspective (Angwin et al., 2009; Kester et al., 2011).

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Participatory decision-making (PDM) enhances the sense of duty so that individual organizations, such as teams and departments, can respond appropriately to threats and opportunities in the external environment by institutionalizing employee participation in various organizational decision-making processes (Blankenburg et al., 2018). Accordingly, universal management should be implemented so that all members can exercise their abilities, and a regular monitoring and reporting system should be maintained concerning the mutual impact process and situation variables (Villasenor et al., 2016; Verbrugge et al., 2017).

In particular, companies where the quality of services provided to customers by workforce is based on competitive advantage, such as hotel companies, need leadership to lead employees' voluntary participation in order to increase their workforce capabilities (Clark et al., 2009; Strotmann et al., 2017). Such participation also builds on the improvement of relationships between employees and customers, and becomes more proactive in the context of rapidly changing realities. Each department of a hotel business should constitute an independent financial system, and the human resources necessary for each suborganization and duties should contribute to the achievement of the overall goals of the hotel enterprise by securing autonomous productivity and competitiveness (Nwanah Chizoba et al., 2019). Participation also mutually benefits the hotel and its members by coordinating efforts among interest groups within the hotel organization. Therefore, organizations should motivate their self-efficacy by respecting the personalities of the employees who provide specific services, and implement an active and cooperative decision-making process concerning their creative capabilities and innovative thinking within the team (Ugwu et al., 2018; Wang et al., 2019).

Research concerning PDM focuses on behavior improvement and interactions of members from an organizational behavioral perspective, based on a motivational and exchange-based model (Huang et al., 2010). However, PDM is also regarded as a factor that solely drives strategic planning and organizational innovation. This has led to the absence of

competence assessments concerning members within the organization, as well as operational effectiveness assessments of the suborganization. The influence relationship between PDM and team performance (TPF) can be described in terms of self-determination theory (Bandura, 1977; 2020).

This study analyzed the impact of a hotel company leader's PDM (with its members) on creative self-efficacy (CSE) and TPF among employees, and examined whether the collective efficacy (CEF) of the members served as a moderated mediator in the causal relationships among the leader's PDM, CSE, and TPF. Ultimately, as part of their strategic human resource management plan, hotel companies should identify the influences of department heads on PDM and help to establish democratic decision-making procedures.

II. Theoretical background and hypothesis setting

A. The influence of PDM

PDM is a theoretical concept that quantifies how much influence an organizational member allows with respect to a leader's decision-making (Kim, 2019). It is a basis for distinguishing among leadership types and can be used to explain leadership effectiveness (Lührs et al., 2018). In particular, PDM refers to efforts made by leaders to encourage and promote the involvement of their subordinates in making decisions (Thompson et al., 2017). Therefore, a leader's PDM is an analytical tool for various decision-making methods that allows members to influence the decision-making process based on leader-member exchange theory (Atitumpong & Badir, 2018). Tannenbaum and Schmidt (1973) described PDM as a spectrum that ranges from leader-oriented leadership to subordinate-oriented leadership, and presented a participatory leadership classification system that divides these aspects into seven levels. Leader-oriented leadership uses directives, does not allow members

to participate, and has many areas of authority. Subordinate-oriented leadership allows members to have many areas of discretion, such as the encouragement of group discussions or collective decision-making (Rogiest et al., 2018; Esmaili et al., 2020). PDM related to a hotel enterprise may be explained in the mindset of a member who can pursue the goals of the hotel enterprise based on his/her will and give trust to the leader. In addition, active members of PDM are characterized by their excellent insight and sociality and active participation in work-related areas (Hayat Bhatti et al., 2019).

The effects of PDM are as follows. First, when members have information and knowledge that a leader lacks, they can engage in quality decision-making where members actively cooperate in finding solutions to decision-making problems. Second, members who have had a substantial impact on decision-making experience a sense of unity and ownership with respect to decision-making. Third, members are more likely to believe that they are respected when they have the right to speak on decisions that will affect them. When participants have the right to speak, they perceive the decision-making process to be fair and are more satisfied with its results. Fourth, the experience of contributing to complex and difficult decisions can help participants to develop more skills and gain confidence (Waller et al., 1989; Van Wart, 2013; Banjarnahor et al., 2018).

In general, participatory leadership style is considered an appropriate modern management control method. It has a positive effect on organizational members by increasing their intrinsic motivation or restoring their confidence (Huang et al., 2010), because the participation of subordinates in the service organization's decision-making process can increase their job satisfaction and interpersonal relationships. It also has a positive impact on the quality of service. Tak et al. (2019) demonstrated that the leader's PDM is a predictor for members to have the agility to accept changes in their responsibilities and generate creative ideas through continuous efforts to improve their capabilities. Bowmans et al. (2017) showed that a leader's PDM factors are those that influence team

engagement, work interdependence, and team commitment through transformative leadership and interaction. These mechanisms have been suggested to help establish a team approach and guide the direction of team learning. Lim et al. (2017) described psychological factors of task and relationship conflicts that can negatively affect a pilot's flight performance, and demonstrated that PDM improves the internal motivation and self-efficacy of the members involved in their work.

Modern leadership has been treated as an important variable within the category of participatory management and democratic decision-making style. In particular, effective organizational structure and operation can be achieved only when team members are more actively involved in the team's operation. Huq (2017) emphasized that as members participate in decision-making without fear, they gain self-esteem, self-efficacy, and confidence. Thus, they ultimately accept transfer of their duties without reluctance and develop an ability to perform those duties. Hammond et al. (2011) related PDM to the autonomy and discretion of an organization's members. Atitumpong and Badir (2018) confirmed that innovative work behavior of employees is expressed through CSE based on leader-member exchange theory.

Hypothesis 1. The use of PDM by team leaders will have a positive impact on the CSE of members.

Hypothesis 2. The use of PDM by team leaders will have a positive impact on the TPF of members.

B. The role of creative self-efficacy

Creativity refers to the ability to produce new, original, appropriate, and useful products (Sternberg, 1999). The creativity of members in an organization may be utilized in various ways by integrating knowledge and creative thinking skills related to their duties (Okhuysen & Ganhardt, 2002; Shahzad et al., 2016). Unlike other intrinsic job motivation variables, creativity acts as a situational factor that leads to new innovative actions in the context of some phe-

nomena, without considering complex phenomena.

Creative studies are therefore categorized into four perspectives (4P): processes, products, people, and press (Hemlin et al., 2004; Roh et al., 2011). The first analyzes the process of problem discovery and dispersive thinking; the second studies creative products; the third identifies the cognitive, personality, and motivational characteristics of creative people; and the fourth investigates situations or press factors that affect creativity within a creative environment. Members of hotels with high CSE may be related to customer-oriented attitudes when performing their duties (Wang et al., 2014), and can expect to influence innovative behavior that can improve their services (Teng et al., 2020).

CSE is a belief in one's ability to solve problems in creative ways in various job situations. Tierney and Parmer (2002) defined CSE as confidence in self-efficacy that can solve problems related to jobs in a new and useful way, unlike conventional methods or patterns. They suggested that CSE plays an important role in expressing creativity in organizations. Srivastava et al. (2006) indicated that organizations should strive to develop a horizontal structure and maximize their potential capabilities based on their members' participation to achieve sustainable growth and secure a competitive advantage. They also suggested that the performance of the organization can be improved by motivating members and increasing their self-efficacy. Park and Oh (2019) stressed that, for organizations to quickly apply new digital technologies, CSE based on managerial leadership must be exercised to achieve corporate innovation.

Hypothesis 3. The CSE of members will have a positive impact on TPF.

Hypothesis 4. The CSE will serve as a mediator between PDM and TPF.

C. The role of collective efficacy

Although self-efficacy plays an important role in an individual's behavior system, individuals have both CEF and self-efficacy when performing collective

tasks (Myers & Feltz, 2007). Unlike self-efficacy, CEF has a situational peculiarity in which the belief in a team's ability varies depending on the opponent and the situation in which the team functions (Yoo & Lim, 2009). Self-efficacy is defined as "the belief that one has the ability to practice a task or task given to achieve a goal," and CEF is defined as a "shared belief in the group's ability to organize and implement the actions required to accomplish a task" (Bandura, 1977, 2000).

CEF is considered variables that most clearly predict motivation for achievement, performance of group tasks, and performance at the group level because it determines what they will choose and how much effort they will make in a group (Little & Madigan, 1997; Lent et al., 2006). CEF is explained based on the social cognitive theory of Bandura, since TPF would be achieved through team learning that acquires and creates knowledge while performing collaborative work through interaction among members (Salanova et al., 2014). CEF is a result of collective consciousness in a specific organizational environment, it can cause intrinsic motivation such as passion, self-confidence, self-efficacy, and flow (Walumbwa et al., 2004). The role of CEF is relatively more important in service organizations such as hotels, which have a strong nature of mutual organic relationship or joint performance and based on teamwork, rather than individual performance alone (Liu et al., 2015; Wu & Chen, 2019).

In addition, when an organization seeks to change, CEF instills a sense of purpose in its subordinates through a shared vision and motivates them by bringing in creative and innovative ideas (Kim & Shin, 2015). Tasa et al. (2011) proved that CEF has a moderating role in the important relationship between individual agreeableness and interpersonal cooperative behavior, such that it can create a team atmosphere in the organization and encourage colleagues. Lev & Koslowsky (2009) revealed that the teacher's CEF is positively related to self-efficacy, confirming that CEF affects the organization's role performance by moderating the teacher's self-efficacy in terms of social and management. Walumbwa et al. (2005)

confirmed that the transformational leadership of a leader who interacts with a member's job satisfaction is moderated by CEF. Thus, they proposed education and training programs such as mentoring to improve both self-efficacy and collective effectiveness.

Hypothesis 5. The CEF will control the effect of PDM on CSE.

Hypothesis 6. The CEF will moderate the mediating effect of CSE in the relationship between PDM and TPF.

III. Research method

A. Research model

This study was organized using an empirical analysis of its purpose and interaction mechanisms among the variables, based on previous research (Srivastava et al., 2006; Huq, 2017; Atitumpong & Badir, 2018) that a leader's PDM affects self-efficacy, job performance, and organizational performance. The research model was developed to empirically analyze whether PDM in a hotel department affects CSE and TPF, and whether CEF acts as a moderating parameter in the relationship between PDM and CSE (Figure 1).

B. Deriving measurement items

The operational definitions of variables applied to the data collected for empirical analysis, and the compositions of measurement items, were as follows. The leader's PDM was defined as “the leader's efforts to allow members to freely propose ideas and opinions and reflect them in their decisions,” and consisted of four metrics, including the following example: “My boss listens carefully to the members' ideas and views”, referring to the scale (Lee & Ji, 2020; Arnold et al., 2000) used in the preceding research. CSE was defined as “the belief that an individual will successfully perform a specific task through creative thinking and methods,” and consisted of four measures, including the following example: “I can complete my work creatively when I encounter a difficult task”, referring to the scale (Han & Ji, 2018; Tierney & Farmer, 2002) used in the preceding research. CEF was defined as “the belief that members of our team will successfully perform related tasks with the team's effective skills and capabilities,” and consisted of four measures, including the following example: “Our team members are confident that the team's skills and capabilities outperform those of other teams”, referring to the scale (Tasa et al., 2007; Ma et al., 2017) used in the preceding research. Finally, TPF was defined as “our team's efficient and innovative work performance and outstanding performance overall,” and consisted of five metrics, including the following

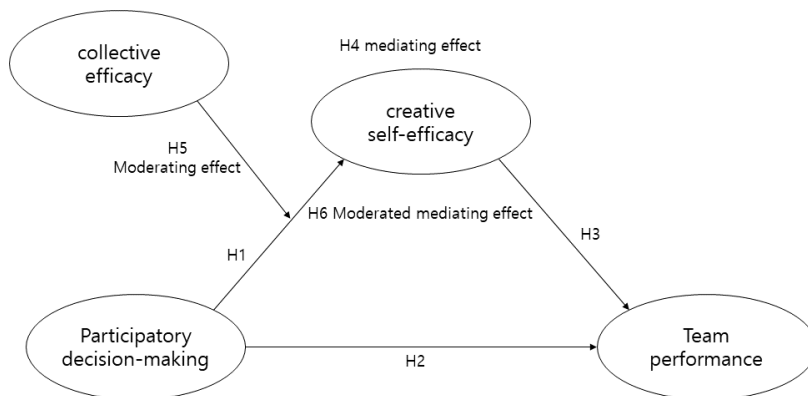


Figure 1. Research model

example: “Our team is more innovative than other teams”, referring to the scale (Man & Lam, 2003; Han et al., 2016) used in the preceding research.

C. Method of data collection and analysis

In order to achieve the purpose of this study, a survey was conducted between July and September 2019 at eight luxury hotels including the Grand Hyatt Seoul in Seoul, South Korea. The survey was conducted on employees who have worked at least one year at their current hotel. The reason is that it takes a period of organizational adaptation to understand organizational culture and harmonize with team members. Specifically, after consulting with the human resources manager or department leader of the target hotel, it was chosen to visit the site to receive the survey directly, or to collect the completed questionnaire with the help of the manager of the department. In total, 256 surveys were collected, of which 224 were used for the empirical analysis. Thirty-two surveys with insincere answers or missing values were excluded. Frequency analysis, reliability analysis, and correlation analysis were applied to the collected survey data using SPSS software version 23, and a verification factor analysis was conducted using AMOS software version 23. Finally, the controlled mediating effect was verified by applying SPSS Process Macro Model 7 devised by Hayes (2013) to test the hypotheses of this study.

IV. Empirical analysis

A. Demographic characteristics of samples

The gender distribution was 99 men (44.2%) and 125 women (55.8%). The age distribution was 97 employees (43.3%) in their 20s, 121 employees (54.0%) in their 30s and 40s, and 6 employees (2.7%) in their 50s or older. The employees surveyed were 35 people (15.6%) in the guest room department, 98 people (43.8%) in the food and beverage department, 53 people (23.7%) in the management support department, and 38 people (17.0%) in other departments. The distribution of positions was as follows: 161 employees (71.9%), 39 supervisors (17.4%), and 24 managers and above (10.7%). The durations of work were 134 employees (59.8%) for 1 to 5 years, 82 employees (36.6%) for 5 to 10 years, and 24 employees (10.7%) for more than 10 years.

B. Correlation analysis

Pearson's correlation analysis was conducted to identify correlations among PDM, CEF, CSE, and TPF, which were the main variables in this study. PDM showed significant positive correlations with CEF ($r = 0.088$, $p = 0.259$), CSE ($r = 0.185$, $p < 0.05$), and TPF ($r = 0.053$, $p = 0.493$). CEF showed significant positive correlations with CSE ($r = 0.158$, $p < 0.05$) and TPF ($r = 0.132$, $p = 0.088$). CSE showed a

Table 1. Demographic characteristics of respondents(n=224)

| Classification | | n | % | Classification | | n | % |
|----------------|-----------------|-----|------|----------------|--------------------|-----|------|
| Gender | Male | 99 | 44.2 | Position | Rank-in-file | 161 | 71.9 |
| | Female | 125 | 55.8 | | Supervisor | 39 | 17.4 |
| Age | Younger than 30 | 97 | 43.3 | | Manager | 18 | 8.0 |
| | 30~49 | 121 | 54.0 | | Director or above | 6 | 2.7 |
| | older than 50 | 6 | 2.7 | Working Period | 1~5 years | 134 | 59.8 |
| Working part | Rooms | 35 | 15.6 | | 5~10 years | 66 | 29.5 |
| | F&B Kitchen | 98 | 43.8 | | 10~15 years | 16 | 7.1 |
| | Back Office | 53 | 23.7 | | Over than 15 years | 8 | 3.6 |
| | Others | 38 | 17.0 | Total | | 224 | 100 |

significant positive correlation with TPF ($r = 0.008$, $p = 0.914$). The correlation analysis results are presented in Table 2.

C. Analysis of positive factors and verification of reliability

Before verifying the research hypothesis, a verification factor analysis was conducted to verify the suitability

of the data concerning composition. The model suitability based on the verification factor analysis was judged using a significance probability of ± 2 , normed fit index, Tucker-Lewis index, confirmatory factor index, and root mean square error of approximation. The concept of the composition of the study was presumed to have convergent validity because the standard value (≥ 0.5), conceptual reliability (≥ 0.7), and average variance extracted (≥ 0.5) exceeded the standard values. The suitability index for the

Table 2. Correlation analysis.

| | M | SD | PDM | CEF | CSE | TPF |
|-----|-------|-------|--------|--------|-------|-----|
| PDM | 3.820 | 0.790 | 1 | | | |
| CEF | 3.407 | 0.907 | 0.088 | 1 | | |
| CSE | 3.544 | 0.719 | 0.185* | 0.158* | 1 | |
| TPF | 3.664 | 0.712 | 0.053 | 0.132 | 0.008 | 1 |

* $p < 0.05$

M: mean, SD: standard deviation, PDM: participatory decision-making, CEF: collective efficacy, CSE: creative self-efficacy, TPF: team performance.

Table 3. Confirmatory factor analysis and reliability analysis of the entire composition concept.

| Latent variable (Cronbach's α) | Factor | B | SE | CR | AVE |
|---|--|-------|-------|--------|-------|
| PDM ($\alpha = 0.816$) | Encourage members to suggest ideas or opinions. | 0.762 | | | 0.541 |
| | Listen to members' ideas and opinions well. | 0.725 | 0.097 | 9.765 | |
| | Give members an opportunity to offer an opinion. | 0.754 | 0.092 | 10.071 | |
| | Reflect members' opinions when making decisions. | 0.672 | 0.102 | 9.13 | |
| CEF ($\alpha = 0.855$) | The team carries out the work effectively. | 0.681 | | | 0.751 |
| | Confident skills & abilities outweigh other teams. | 0.803 | 0.132 | 10.189 | |
| | Confident carrying out the task successfully. | 0.801 | 0.131 | 10.167 | |
| | Able to do much more difficult tasks. | 0.803 | 0.134 | 10.183 | |
| CSE ($\alpha = 0.859$) | Achieve the new goal creatively by myself. | 0.708 | | | 0.807 |
| | Accomplish the task creatively. | 0.725 | 0.096 | 9.897 | |
| | Get important results by using creative methods. | 0.818 | 0.107 | 11.008 | |
| | Believe I will succeed in any situation. | 0.860 | 0.110 | 11.373 | |
| TPF ($\alpha = 0.873$) | Our team is much more efficient. | 0.732 | | | 0.724 |
| | The quality/level of work of our team is high. | 0.713 | 0.108 | 10.077 | |
| | Our team is more innovative than other teams. | 0.791 | 0.121 | 11.146 | |
| | Our team complies with the plan and budget. | 0.800 | 0.116 | 11.268 | |
| | Our team's overall performance is outstanding. | 0.772 | 0.115 | 10.894 | |

*** $p < 0.001$, chi-squared (χ^2) = 146.091, normed fit index = 0.919, Tucker-Lewis index = 0.976, confirmatory factory index = 0.980, root mean square error of approximation = 0.036.

B: standardized coefficient, SE: standard error, CR: conceptual reliability, AVE: average variance extracted, PDM: participatory decision-making, CEF: collective efficacy, CSE: creative self-efficacy, TPF: team performance.

measurement model is $\pm 2 = 146.091$ (p and lt : 0.001), normed fit index = 0.919, Tucker-Lewis index = 0.976, confirmatory factor index = 0.980, and root mean square error of approximation = 0.036. The measurement model of this study was thus considered appropriate. Cronbach's alpha values to determine the internal consistency of the measuring factor were > 0.6 for all factors, indicating reliability.

D. Hypothesis verification

SPSS Process Macro was used to verify the mediating effect of CSE on the impact of PDM on TPF. The analysis indicated that PDM had a positive effect on CSE ($\beta = 0.297$, $p < 0.001$), so Hypothesis 1 was not rejected. Following analysis of the impact of PDM on TPF, Hypothesis 2 was rejected because PDM did not show a significant impact on TPF ($\beta = 0.052$, $p = 0.524$). Hypothesis 3 was not rejected because the CSE of a team member had a positive

effect on TPF ($\beta = 0.213$, $p < 0.01$). Hypothesis 5 verifying the moderating effects of CEF was not rejected because the interaction between PDM and CEF had a positive impact on CSE ($\beta = -0.242$, $p < 0.01$). The results of the analysis of causal relationships among the concepts of composition are presented in Table 4.

The conditional effect of PDM based on CEF was statistically significant from $M - 1SD$ (-0.909) to M (0.000), but not from M to $M + 1SD$ (0.909), where M and SD correspond to the mean and standard deviation values, respectively. Thus, if CEF was high, the impact of PDM on CSE was not statistically significant.

The conditional indirect effect of CSE (PDM \rightarrow CSE \rightarrow TPF) on the relationship between PDM and TPF was statistically significant from $M - 1SD$ (-0.909) to M (0.000), but not from M to $M + 1SD$ (0.909). Accordingly, there was a moderated mediating effect of CEF on the impact of PDM on TPF through CSE when CEF was low or average.

Table 4. The moderating effect of CEF in the relationship between PDM and TPF.

| Predictors | B | SE | t | p |
|--|--------|-------|--------|-------|
| Mediator model (outcome variable: CSE) | | | | |
| Constant | 3.519 | 0.048 | 73.975 | 0.000 |
| PDM \rightarrow CSE | 0.325 | 0.061 | 5.296 | 0.000 |
| CEF \rightarrow CSE | 0.154 | 0.053 | 2.909 | 0.004 |
| PDM \times CEF \rightarrow CSE | -0.242 | 0.069 | -3.527 | 0.001 |
| Dependent variable model (outcome variable: TPF) | | | | |
| Constant | 2.601 | 0.297 | 8.771 | 0.000 |
| PDM \rightarrow TPF | 0.052 | 0.081 | 0.639 | 0.524 |
| CSE \rightarrow TPF | 0.213 | 0.083 | 2.579 | 0.011 |

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

B: standardized coefficient, SE: standard error, PDM: participatory decision-making, CEF: collective efficacy, CSE: creative self-efficacy, TPF: team performance

Table 5. Conditional effect of PDM according to CEF.

| CEF | B | SE | t | p | LLCI | ULCI |
|----------------------|-------|-------|-------|-------|--------|-------|
| -0.909 ($M - 1SD$) | 0.545 | 0.094 | 5.803 | 0.000 | 0.360 | 0.730 |
| 0.000 (M) | 0.325 | 0.061 | 5.296 | 0.000 | 0.204 | 0.445 |
| 0.909 ($M + 1SD$) | 0.104 | 0.081 | 1.296 | 0.196 | -0.054 | 0.263 |

B: standardized coefficient, SE: standard error, LLCI, ULCI: bias-corrected 95% confidence interval (lower limit, upper limit), M: mean, SD: standard deviation.

Table 6. Verification of the moderated mediating effect of CEF on the mediating effect of CES in the relationship between PDM and TPF.

| Collective efficacy | B | SE | LLCI | ULCI |
|---------------------|-------|-------|--------|-------|
| -0.909 (M - 1SD) | 0.116 | 0.052 | 0.02 | 0.221 |
| 0.000 (M) | 0.069 | 0.03 | 0.012 | 0.132 |
| 0.909 (M + 1SD) | 0.022 | 0.021 | -0.017 | 0.067 |

B: standardized coefficient, SE: standard error, LLCI, ULCI: bias-corrected 95% confidence interval (lower limit, upper limit), M: mean, SD: standard deviation.

Table 7. Moderated mediating effect of CSE due to CEF

| Mediating variable | Moderated mediation index | SE | LLCI | ULCI |
|------------------------|---------------------------|-------|--------|--------|
| Creative self-efficacy | -0.052 | 0.028 | -0.115 | -0.007 |

SE: standard error, LLCI, ULCI: bias-corrected 95% confidence interval (lower limit, upper limit).

In addition, the moderated mediation index of CEF was -0.052 and the moderated mediation effect was confirmed because the lower limit and upper limit (-0.115 and -0.007, respectively) did not contain zero in the 95% confidence interval.

V. Conclusion

The environment surrounding companies today is no longer routine. Rather, complex and extreme crises have various political, economic, and social uncertainties. In this environment, enterprise-wide innovation and creativity are necessary to enhance viability and discover new growth engines. From a cognitive perspective, therefore, the organization must operate more efficiently and be firmly structured into a cooperative and autonomous relationship. In this context, this study sought to demonstrate the motivation mechanism whereby the relationship between PDM and TPF is mediated by CSE in the team operation environment of hotel companies. This study has the following theoretical and practical implications.

First, PDM did not have a direct impact on TPF, but had a substantial impact through the mediating effect of CSE. The members of a team with a high

level of PDM are presumably highly aware of their CSE, and have a higher belief and psychological ability to perform their work creatively. Compared with other manufacturing or self-employed businesses, the hotel's services and products are based on intensive labor, which requires active exchanges between leader and members for more efficient organizational operation and management. Therefore, leaders should improve their systems and lead organizational culture autonomously and openly, to ensure that they work in horizontal relationships, rather than vertical relationships. A team leader should understand the value of his or her work more creatively and prioritize the member's right to speak in various decision-making processes within the team. In addition, awareness of self-determination should be encouraged so that members can determine their own goals and devise creative ways to perform their own duties.

Second, the moderated mediating effect of CEF on the mediating effect of CSE in the relationship between PDM and TPF was statistically significant. In particular, a lower CEF was associated with a higher moderated mediation index of CEF. Therefore, a lower CEF implies a greater role for CSE. In many preceding studies, CEF was recognized as an extended variable on the positive side of self-efficacy (Bandura, 1997; Myers & Feltz, 2007). However, the present study showed that CEF had the opposite interaction with an individual's CSE, because CSE begins with

an individual's inherent psychological state before interacting or sharing his or her skills or knowledge with others. Individuals are creative on their own, but this creativity takes time to share with others or formalize within the organization. Therefore, each team should have a system and atmosphere that can be verified in an open manner, which can spread the creativity of its members to official organizational interpretation. A human resource development strategy is needed to cope with the recent slowdown in consumption and business maturity, and it is necessary to differentiate itself and become a brand asset with creative services suitable for luxury hotels.

In addition, organizations should provide support in terms of informal time and space, such as supporting club activities and providing a rest-recovery space, to ensure that an individual's CSE can be easily motivated. Due to the job characteristics of service providers working at a hotel, it is important to provide an internal recovery system that can help support the employees' emotional and physical labor. Following the prolonged COVID-19 outbreak, hotel staff's creative attitudes and behaviors should be further emphasized in order to prepare for the "New Normal" in the Post-Covid-19 era.

This study had the following limitations. First, the findings may not be generalizable because the study focused on a single luxury hotel. Second, PDM within the team was inferred in the same hierarchy and team culture without considering the characteristics of each team/department of the hotel.

Future research should examine decision-making systems and further specify leadership types with respect to departmental characteristics. Self-efficacy should also be measured by considering variables related to individual motivation.

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