



UNLEASHING EMPLOYEE CREATIVITY IN HOSPITALITY INDUSTRY: THE INFLUENCE OF WORKPLACE HAPPINESS AND LEADER HUMOR

¹Shivani Peer, ²Dr. Ujjal Mukherjee

¹Research Scholar, ² Professor

¹HRM & OB, CMS B School

¹Jain Deemed to be University, Bengaluru, India

²OB & HRM, Institute of Public Enterprise
Hyderabad, India

Abstract: From a global and historical perspective, creativity is essential for human progress and profound global change. It is increasingly emerging as a valuable quality, especially in the hospitality industry where the creativity of frontline employees is essential to maintain high-trust organizations. The purpose of this paper is to propose a conceptual model to understand the influence of happiness at workplace and leader humor on employee creativity in the hospitality context. This study employs an integrative review method to comprehensively analyse, evaluate, and synthesize existing literature on the research topic, resulting in the creation of a new theoretical framework. It also provides valuable guidance for future researchers to empirically test the model. All variables in this study are considered state-like constructs, which implies that they can be further developed and refined. Individuals can undergo training in these aspects, and practitioners have the opportunity to train employees in fostering creativity within the workplace.

Keywords: Happiness at workplace, Creativity, Leader humor, Hospitality, India.

1. INTRODUCTION

Interest in happiness and subjective well-being has surged globally, evidenced by the growing frequency of these terms in books, increasing research studies, and government initiatives (Helliwell et al., 2022). In the 21st century, companies prioritize not only the expertise of their employees but also emphasize optimizing the quality, functionality, and positive work experience for their workforce (Mauno, Kinnunen, & Ruokolainen, 2007). The work experience of employees is intricately connected to the dynamics of mental health within the workplace. Workplace happiness and work-related well-being have emerged as crucial factors influencing job performance and job satisfaction (Salas-Vallina & Alegre, 2021). Amabile's (1983) research highlights the significance of intrinsic task motivation as a powerful determinant of creativity, while positive emotions such as happiness at the workplace are known to foster intrinsic motivation. Additionally, humor in the workplace serves as an alternative form of communication that generates positive emotions, contributing to a conducive and enjoyable work environment (Romero, Cruthirds, 2006). This paper aims to investigate the impact of happiness at the workplace on employee creativity within the context of the hospitality industry. Specifically, it seeks to examine how the relationship between workplace happiness and employee creativity may be influenced by the moderating role of leader humor when used in a positive manner. By exploring these dynamics, this study aims to shed light on the intricate interplay between positive emotions, intrinsic motivation, leader behavior, and employee creativity in the hospitality setting. Several significant pieces of literature have examined the causes of employee creativity from the viewpoint of leadership and have produced some significant findings (Wang and Rode, 2010; Zhang and Bartol, 2010; Rego et al., 2012; Qu et al., 2015; Byun et al., 2016; Chen and Hou, 2016; Ma and Jiang, 2018; Cai et al., 2019; Koh et al., 2019; Younas et al. However, humour hasn't gotten enough attention despite being a crucial element of effective leadership (Yam et al., 2018) and having the power to have a variety of positive effects at work (Karakowsky et al., 2020). Recent study has showed that employees prefer humorous leaders over ethical leaders (Yam et al., 2019). Studies have been done in this field of research because it is crucial to examine the effect of leader humour on employee creativity (Lee, 2015; Li et al., 2019; Hu, 2020; Peng et al., 2020; Yang and Yang, 2021). Humorous leaders consistently inspire their staff members and leave them with positive memories (Cooper et al., 2018).

In a world driven by the pursuit of innovation, the hospitality industry stands out as a highly competitive sector where novelty holds significant value. Hospitality brands, in particular, are continuously striving to make a lasting impression on their guests and elevate the standards of

customer service. At the core of these endeavours lies the crucial role of creativity (Esling & Devis, 2020). Creativity involves the collaborative efforts of individuals or small groups working together to generate ideas that are not only original but also useful and valuable (G. Fischer, Giaccardi, Eden, Sugimoto, & Ye, 2005). The generation of creative, innovative, and useful ideas in employees' daily work is influenced by both their individual characteristics and the perceived work environment (De Jong & Den Hartog, 2007). The Componential theory highlights the significance of leader behavior in shaping subordinates' perceptions of support, which in turn affects their creativity (Do, Budhwar, & Patel, 2018). According to this theory, the support provided by leaders directly contributes to the enhancement of subordinates' creativity through various mechanisms. This includes offering direct support to projects, facilitating the development of subordinates' expertise, and increasing their motivation levels. Recognizing the importance of fostering creativity in the hospitality and tourism industry, numerous studies have been conducted to explore effective strategies for promoting creativity among employees of hospitality and tourism companies (Pang, Kucukusta, & Chan, 2015). Despite the significant efforts made to study and understand employee creativity, it remains a complex and multifaceted phenomenon that lacks a comprehensive and well-defined framework (Ouyang, Liu, Gui, 2021). Our attempt contributes to further the understanding the ways of enhancing the employee creativity in the hospitality context.

A leader can be supportive in the workplace, but his behavior can affect employee motivation. Leaders engage in workplace behaviors to influence the actions of their followers (Nielsen, Randall, Yarker, & Brenner, 2008). Humor plays a significant role in the workplace as a powerful tool for leaders to influence their subordinates (E. J. Romero & Cruthirds, 2006). Leaders can effectively utilize humor as a motivational tool to encourage employee commitment and engagement in their work (Romero & Pescosolido, 2008). Leader humor relates to leader intentional behavior that aims to entertain employees with humorous communication (Li, Dai, Chin, & Rafiq, 2019). The use of leader humor has positive implications for both employees and teams, including improvements in job satisfaction and employee engagement and increased team performance (Neves & Karagonlar, 2020). Leadership humor has attracted more and more empirical research in recent years (Dai, Li, Zheng, Zeng, & Millman, 2023), as leadership is a key component of effectiveness, organizational performance and business success.

The choice of leader humor as moderator was made for two reasons. First, the use of leader's humor helps to release and reduce stress, thereby creating a pleasant feeling for employees, thereby improving their happiness at work and increasing their creativity (Dai et al., 2023). Second, leaders self-deprecating humor (a type of humor) has been tested as a moderating variable and studies suggest that future researchers should explore other leader humor styles as a boundary condition (F. Yang & Wen, 2021). So this study considers the usage of leader positive humor as moderator.

Sergey Brin, the co-founder of Google, is renowned for his utilization of humor as a leadership tool. Similarly, Tony Hsieh, the CEO of Zappos, strongly advocates for the power of humor and actively integrates it into the culture of his company. Hsieh emphasizes the importance of finding joy and humor in their daily work at Zappos, recognizing the positive impact it can have on employee satisfaction and overall workplace environment. (Hsieh, 2010). The area of leader humor in the hospitality industry is understudied (Cruz, 2022). Our study aims to investigate the relationship between happiness at work, leader humor and employee creativity by constructing an integrated model in the hospitality industry.

The study has been organized as follows. The next section describes the literature review and rationale for the hypotheses. The conceptual model hence forth is presented in Figure 1. The methodology section of the paper highlights the ways the literature on the research topic is evaluated and synthesized. This is followed by theoretical, managerial implications and limitations of the research and the directions for future research.

2. METHODOLOGY

This study adopts an integrative review methodology to conduct a thorough analysis, evaluation, and synthesis of the existing literature pertaining to the research topic. By employing this approach, we aim to not only summarize but also identify patterns, gaps, and opportunities for new theoretical frameworks to emerge. To gather relevant research articles, we extensively explored reputable sources including academic journals, magazines, books, and prominent online platforms such as Google Scholar, Scopus, EBSCO, and Springer. This comprehensive approach allows us to access a wide range of scholarly perspectives and ensure the reliability and validity of our findings. By employing a rigorous and systematic review process, we strive to provide a comprehensive understanding of the relationships between the constructs under investigation and contribute to the existing body of knowledge in the field.

3. THEORETICAL FRAMEWORK

3.1 EMPLOYEE CREATIVITY (EC)

In today's dynamic business environment, adaptability and the ability to cope with rapid change are crucial for organizational success, and these traits rely on creativity (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). At Disney, harnessing the wellspring of creativity in our employees has been a cornerstone of our enduring success. Through programs offered by the Disney Institute, we empower our employees with insights and tools to develop and nurture a creative culture. Our program inspires individuals to embrace their creativity and encourages them to "dream it and do it". Creativity, defined as the generation of new and valuable ideas (Amabile, 1996), serves as a fundamental pillar for success in highly competitive markets. Employee creativity refers to the generation of novel and useful ideas by individuals during their work (Cheung & Wong, 2011). It is an individual-level phenomenon that encompasses ideas and actions that go beyond existing standards or work processes to enhance production or service delivery. In every industry, the need for individuals who can solve problems creatively

and work proactively is paramount. Numerous books have emphasized the vital role of employee creativity in enhancing organizational innovation, efficiency, survival, and competitiveness. To cultivate employee creativity, three categories of antecedents have been identified. Ability-oriented antecedents focus on developing employees' skills, knowledge, and resources to foster creativity (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Motivation-oriented antecedents encompass factors that inspire employees to innovate in the workplace. Opportunity-oriented antecedents pertain to the contextual environment that provides a favorable climate for creativity. Previous studies have highlighted various factors that enhance employee creativity, including leadership style (Sirkwoo, 2015), personality traits (Oldham & Cummings, 1996), organizational context (Hon & Leung, 2011), and job characteristics (Cai, Lysova, Bossink, Khapova, & Wang, 2019).

Intrinsic motivation has been found to be beneficial and crucial for creativity, as previous research suggests (Amabile, 1983). Internal and external antecedents, such as personality factors and the feedback environment (Zhang, Gong, Zhang, & Zhao, 2017), supervisory style (Nguyen, Hooi, & Avvari, 2023), and rewards (Hon & Kim, 2018), influence creative performance behavior. The power of intrinsic motivation is so potent that simply contemplating it can be sufficient to enhance creativity in a specific activity (Hannam & Narayan, 2015). Highly creative individuals are often described as completely engrossed in and dedicated to their work (Guilford, 1967). Moreover, individuals who exhibit higher intrinsic motivation toward their work consistently produce work that is rated as highly creative (Fischer, Malycha, & Schafmann, 2019).

In the hospitality industry, there is a growing emphasis on encouraging employees and management to embrace creativity in their daily operations and guest services. Companies like Hyatt have established boards dedicated to brainstorming innovative changes that can enhance the guest experience. Similarly, the Lopesan hotel group organizes seminars to foster employee ideas. When employees and management are well-versed in their roles, techniques, and best practices, they have more time and freedom to explore creative ways to improve processes. The creativity of frontline hotel staff is particularly important in assessing the overall guest experience (Chien, Yang, & Huang, 2021). Frontline workers not only provide high-quality service but also contribute to service innovation through their creative decisions during interactions with guests (González-González & García-Almeida, 2021). Additionally, customers have high expectations and seek experiences that not only meet but exceed their expectations. To stay competitive, hospitality organizations encourage employees to adopt new service production strategies (Ottenbacher, 2007). Frontline workers, due to their direct contact with customers, are in a prime position to discover new ways of delivering high-quality and efficient service. The role of employees in shaping the customer service experience and service quality in hospitality companies is significant. Service delivery is experiential and interactive, and frontline workers play a crucial part in creating memorable guest experiences (Bettencourt & Gwinner, 1996). However, the creativity of frontline hotel workers has often been overlooked by researchers and practitioners, who tend to narrowly perceive their work as a series of tasks and routine operations (X. Wang, Wen, Paşamehmetoğlu, & Guchait, 2021). In reality, service encounters are dynamic interactions involving participants, processes, and physical elements, and any modification to these elements creates a new service experience (Arnould & Price, 1993). Frontline workers possess firsthand information about service conditions and often need to improvise and personalize their services to meet customer needs (Lai, Lui, & Hon, 2014). Recognizing and fostering the creativity of frontline hotel workers can lead to enhanced guest experiences and improved service quality.

3.2 HAPPINESS AT WORKPLACE (HAW)

Happiness at the workplace plays a vital role in enhancing the productivity of an organization. When employees are happy, they are more likely to be engaged and motivated in their work, leading to increased focus and attention to tasks (Raišienė, Rapuano, Varkulevičiūtė, & Stachová, 2020). In contrast, unhappy employees may lack the necessary enthusiasm and may not be fully attentive to their responsibilities. The concept of "happiness at work" encompasses an individual's overall satisfaction and well-being in both their professional and personal aspects (Fisher, 2010). It reflects employees' positive experiences, where work becomes a source of energy, enthusiasm, and meaning (Fisher, 2010). Happiness at work is described as a positive attitude, enjoyable experiences of an employee (Owler & Morrison, 2020).

According to Fisher (2010), happiness in the workplace encompasses three key aspects: work engagement, job satisfaction, and affective organizational commitment. Work engagement refers to individuals' perception of their work and its various aspects. Job satisfaction and positive feelings towards one's job are described through three components: vitality, dedication, and absorption (Bakker & Demerouti, 2008). The third aspect is affective organizational commitment, which involves employees' strong identification with and commitment to the organization and its goals, leading to a desire to remain with the organization for a longer duration (Levin, Schneider, & Gaeth, 1998). Previous studies have consistently demonstrated that happy employees are more productive (Proto, 2016), and innovative (Amabile, 2013), behavior, and are more likely to contribute to achieving organizational goals (Friedman & Lobel, 2003). Happiness at work has a positive impact on business prosperity, as healthy and happy employees tend to be more productive in the long run. They are capable of delivering better products and serving more satisfied customers (Torres & Kline, 2006). Several factors have been identified as influencing happiness at work. These include job characteristics such as salary, promotion opportunities, level of danger, and work schedule, as well as organizational factors such as company environment and size. Employee characteristics, including gender, age, relationship status, and educational level, also play a role in happiness at work (Parker & Hyett, 2011).

The COVID-19 pandemic has brought global attention to the importance of caring for the mental health of frontline workers who face stressful and risky situations while serving customers (Søvold et al., 2021). Even prior to the pandemic, the hospitality industry was known for its inherent stress (Chiang, Birtch, & Kwan, 2010). In hospitality companies, employees have a significant impact on the customer service experience and overall service quality due to the interactive and experiential nature of the service (Teeroovengadam, Nunkoo, Gronroos, Kamalanabhan, & Seebaluck, 2019). Therefore, ensuring that employees are motivated and happy becomes a critical issue in delivering excellent service. Creating positive emotions and moods among employees is essential for the success of hotel businesses as it improves team cohesion, facilitates communication, and reduces workplace stress (Choi, Kwon, & Kim, 2013). The positive state of hotel staff directly influences the guest experience (Karatepe, 2013). From service delivery to service withdrawal, the ultimate goal of any hospitality organization

is to meet or exceed customer expectations and satisfy guests (Mohsin & Lockyer, 2010). Satisfied customers provide long-term benefits to an organization, such as positive word-of-mouth recommendations, reduced marketing costs, customer loyalty, and increased employee job satisfaction (Kim, Han, & Lee, 2001).

3.3 LEADER HUMOR (LH)

Often seen as a positive interaction, humor can help people develop interpersonal relationships (Booth-Butterfield & Wanzer, 2018) and shared laughter can help establish similarity and familiarity and belonging to others. Humor is found to be beneficial in alleviating emotional events (Abel & Maxwell, 2005). A positive mood in the workplace has been shown to improve co-worker relationships and even potentially reduce the negative effects of work stress if used as a coping method (Hadley, 2014). It has also been suggested that positive workplace humor can, to some extent, reduce stress in social interactions (Mesmer-Magnus, Glew, & Viswesvaran, 2012).

Humor as a broader concept is defined as an individual's ability to entertain others (Ruch, 1998). In the workplace, humor is seen as an essential method for leaders to influence on subordinates, as the leader has more power and can control the level of humor in the workplace (Goswami, Nair, Beehr, & Grossenbacher, 2016). Leader humor has attracted more and more empirical research in recent years (Li et al., 2019) as leadership is a key component of organizational performance and business success.

Leader humor is defined as “a behavior exhibited by a leader and directed at a follower for the purpose of amusing followers, and followers consider it a purposeful action” (Tan, Wang, & Lu, 2020). Leader humor is a management method that is highly appreciated and widely adopted by organizational leaders (Avolio, Howell, & Sosik, 2017). In this context, many researchers have contributed to the topic of leader humor in recent years. Studies suggest that humor is a valuable leadership trait (Priest & Swain, 2002). In addition, leader humor (LH) predicts job engagement and subordinate deviance, employees' intention to stay, and job performance (Cooper, Kong, & Crossley, 2018) etc. Frontline hospitality employees are required to always meet customers with positive emotions such as courtesy, friendliness, and a smile in order to satisfy guests, even when these feelings conflict with their feelings. The COVID-19 pandemic has brought global attention to care for the mental health of frontline workers who work under stressful and risky situations to serve customers (Moreno et al., 2020). Early hospitality literature has long focused on a range of negative aspects of employee emotions, such as burnout and stress (Jung & Yoon, 2015), showed a need for significant improvement. Psychological working environment for employees. Because happy employees create happy customers in the service-profit chain (Myrden & Kelloway, 2015).

As an act intended to amuse subordinates, a leader's humor brings joy to employees and helps to release negative emotions (Wu, Ye, Cheng, Kwan, & Lyu, 2020). Thus, when led by humorous leaders, frontline hotel staff may be more willing and able to engage in customer service, leading to better service outcomes (Pimpakorn & Patterson, 2010). Hospitality leaders can use humor to get a positive effect (Cheng, Dong, Kong, Shaalan, & Tourky, 2023).

3.4 HAPPINESS AT WORKPLACE AND EMPLOYEE CREATIVITY

According to the broaden and build theory, positive emotions such as joy and enthusiasm can expand people's temporary stores of thoughts and actions and strengthen their long-term personal resources (Fredrickson, 2004). Studies show that feeling positive at work helps employees reduce stress in the workplace and helps them think more creatively. Positive emotions increase the desire to explore and absorb new ideas, seek out new information and develop their own potential, and promote personal creativity (Wright & Cropanzano, 2004). Happiness at work stimulates employees to maximize their performance and makes them realize their potential, which in turn creates organizational well-being (Huhtala & Parzefall, 2007). In-depth interviews with eighteen world-renowned chefs reveal that a state of happiness and even an obsession with fine dining is crucial for chefs to be creative at work (Stierand, Dörfler, & Macbryde, 2014). For these reasons, we thus hypothesize:

H1: Happiness at work place (job satisfaction, organisational commitment, employee engagement) will influence the creativity among employees.

3.5 LEADER HUMOR AND HAPPINESS AT WORKPLACE

Another study also extended the literature by emphasizing that leader humor significantly predicts retention intention, job satisfaction, affective organizational commitment, and job performance through LMX and positive emotions (Robert, Dunne, & Iun, 2015). Leaders positive humor can effectively reduce the psychological distance between superiors and subordinates, helping to create a good communication atmosphere between leaders and subordinates (Romero & Pescosolido, 2008). Management scholars propose the “leader humor strategy” (Wang, 2022), which is used to guide business leaders to rationally implement humorous behaviors in the workplace, stimulate the feelings, attitudes and positive working behavior of subordinates.

Leader humor was found to be more strongly associated with followers' outcomes than leader humor (Wisse & Rietzschel, 2014). A previous meta-analysis of positive workplace humor Mesmer-Magnus et al. (2012) was also identified. The authors reviewed 49 studies on the use of positive humor in the workplace and found that a positive sense of humor was associated with good physical and mental health and reduced workplace stress and promote effective performance in the workplace. For these reasons, we posit as:

H2: Leader humor when used positively influences the employee happiness a workplace.

3.6 LEADER HUMOR AND EMPLOYEE CREATIVITY

Leader humor is social behavior performed by leaders to delight employees (Cooper et al., 2018). Substantial studies have found that leaders with a sense of humor produce a series of positive results on employees' attitudes and behaviors, such as obtaining greater support from them (Mao et al., 2017), minimizing their withdrawal behaviors (Mesmer-magnus et al., 2012), promoting their organizational citizenship behaviors (Cooper et al., 2018), and enhancing their perceived wellbeing, work commitment, and innovation (Arendt, 2006; Ünal, 2014). In light of previous research, the current study proposes that leader humor promotes employee creativity. First, according to the broaden-and-build theory, compared to negative affect, positive affect broadens the momentary thought action repertoire and builds lasting personal resources, which prompts individuals to discard time-tested or automatic behavioral scripts and to pursue novel, creative, and often unscripted paths of thought and action (Fredrickson, 1998). In this respect, the expression of positive change through leader humor may stimulate creativity. Second, humorous leaders have the ability to foster a sense of closeness among employees, eliminating hierarchical differences between them (Romero and Cruthirds, 2006; Kim et al., 2016) and creating a more open communication environment (Mao et al., 2017). After the experimental work by Cooper et al. (2018), a leader's sense of humor can be a unique interpersonal resource that a leader can use to influence behavior beyond an employee's role for direct benefit for the organization. Indeed, creativity is considered an important aspect of extra-role behavior (Islam & Tariq, 2018). First, when a leader displays humor verbally or nonverbally, employees are happier and more engaged (Bakker, 2022). Second, because of humorous behavioral norms, humor leaders can not only reduce formal hierarchical differences and promote informal communication (Lunenborg, 2010), but also creates an environment of open communication. Organizations should encourage managers to use positive humor to improve employee engagement in the workplace, which in turn will lead to creative results (G. Yang, 2021). Li et al. (2019) reported a significant and positive correlation between a leader's sense of humor and employee creativity. Firstly, leaders should view humor as a kind of personal resource to enhance employee creativity. Secondly, leaders and employees should be interested in socializing. Employees who face a leader's positive humor feel liberated from workplace pressures. It thus provides the foundation for employees to express their creative ideas freely. Third, leader humor conveys the leader's trust and support for employees, which helps form a high-quality leader-subordinate relationship. Based on the principle of reciprocity, to maintain this relationship, employees are more likely to work hard to improve or change their workflow in innovative ways (Zhang and Su, 2020). For these reasons, we predict:

H3: Leader humor is positively associated with employee creativity.

4. CONCEPTUAL FRAMEWORK

Based on the theoretical framework we propose the conceptual model to be tested in Fig 1.

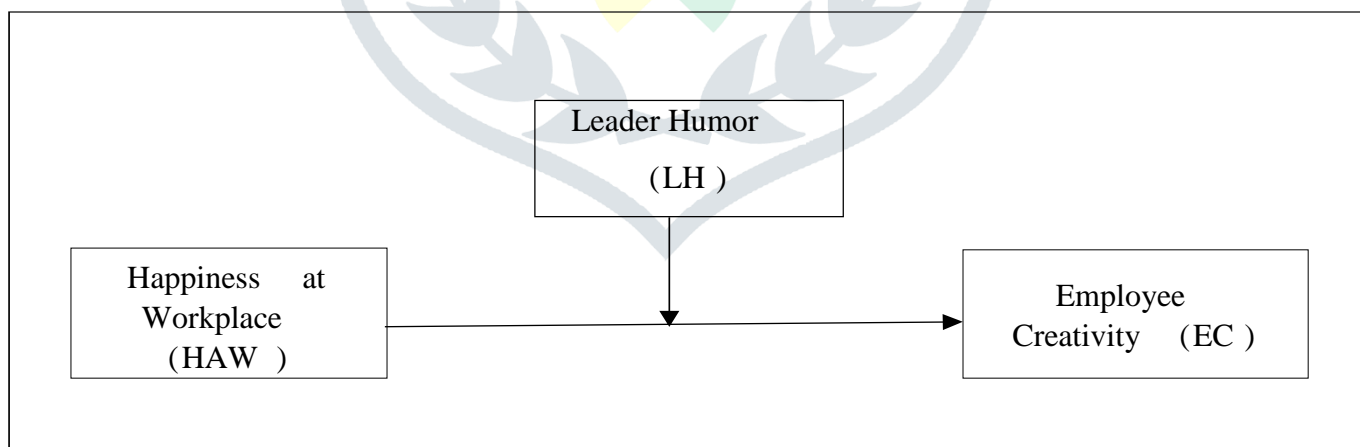


Fig 1. Conceptual model

5. IMPLICATIONS

5.1 THEORETICAL IMPLICATIONS

The conceptual paper on the moderating influence of leader humor enhances our understanding of happiness at work by emphasizing its importance and its impact on creative performance behavior. It provides a theoretical framework that suggests a positive relationship between happiness at work and employees' creative performance behavior. This underscores the significance of fostering positive work environments that prioritize employee well-being and creativity. Additionally, the paper recognizes leader humor as a key moderator in this relationship. It introduces leader humor as a potential mechanism through which leaders can amplify the positive effects of happiness at work on creative performance behavior. By highlighting leader humor as a moderator, the paper delves into the complex dynamics between happiness, leader behavior, and employee creativity, providing valuable insights into the underlying processes at play. It highlights that leader humor can either strengthen or weaken the positive influence of happiness at work on creative performance behavior, depending on how it is employed by leaders. These findings contribute to a more nuanced understanding of the interplay between individual and contextual factors in shaping employee creativity and emphasize the role of leaders in creating a conducive work environment for fostering creative outcomes.

5.2 MANAGERIAL IMPLICATIONS

This study elucidates the importance of happiness at workplace and its role as a key variable that enhances the creativity among the employees. A positive work experience helps employees reduce work stress and think more creatively. Employee creativity is critical to a company's competitiveness, so it is important for managers to be aware of ways to increase employee creativity. As an effective form of interaction within an organization, managerial humor has been proven to correlate with good employee performance. The study identifies the moderating role leader humor as how leader humor when used in positive ways influence the happiness at workplace and employee creativity relationship. Employee creativity is essential to an organization's competitiveness, so it is very important for managers and organizations to understand how to increase employee creativity. First, as leader humor can improve employee creativity, we suggested that companies with high requirements for creativity should emphasize on leader humor. Second, in hiring process the HR department can place lot of value on the humor abilities of the candidates being hired especially for the role of a leader. In addition, leadership training programs such as the Humor Module (Goswami et al., 2016) help existing frontline and middle-level managers understand the importance of leader humor and acquire themselves with relevant skills to exhibit such behaviours in their daily interactions with employee.

6. LIMITATIONS AND FUTURE DIRECTIONS

All possible efforts have been done to collect relevant reviews to put forward the proposed model, however there's always a chance of subjectivity in the conceptual setting. The future studies should conduct empirical investigations of the proposed model to establish its validity in a given context. Moreover, this model can be tested for culture differences to enhance its generalizability. Future studies may always reconsider the study from a different perspective and propose a different and enriching model.

In order to advance our understanding of the relationship between employee creativity, workplace happiness, and leader humor in the context of the hospitality industry, several avenues for future research can be explored. Firstly, investigating the mediating mechanisms can provide valuable insights into the underlying processes that connect these variables. For example, exploring the mediating role of intrinsic motivation can help elucidate how workplace happiness influences employee creativity. Similarly, examining the mediating role of psychological empowerment can shed light on the impact of leader humor on employee creativity. Additionally, studying the mediating role of perceived organizational support can offer insights into how these factors collectively contribute to employee creativity.

Understanding the boundary conditions of the relationship between workplace happiness, leader humor, and employee creativity is another important research direction. Exploring the moderating effect of individual characteristics, such as personality traits and cultural background, can help identify the conditions under which workplace happiness and leader humor have the strongest influence on employee creativity. Similarly, investigating the impact of organizational factors, such as organizational culture and leadership style, can provide insights into the contextual factors that shape the relationship between these variables.

The role of organizational support in fostering employee creativity deserves further investigation. Research could explore the impact of organizational support systems, such as training programs and resource allocation, on enhancing employee creativity in the hospitality industry. Additionally, understanding the influence of supervisor support and peer support on the relationship between workplace happiness, leader humor, and employee creativity can provide valuable insights for organizations seeking to create a supportive and creative work environment. Cross-cultural studies can contribute to our knowledge by examining the relationship between workplace happiness, leader humor, and employee creativity in different cultural contexts within the hospitality industry. Comparing the influence of these factors between Eastern and Western hospitality organizations can help identify cultural variations and inform the development of culturally sensitive strategies to foster employee creativity.

Longitudinal studies can provide insights into the long-term effects of workplace happiness, leader humor, and employee creativity on organizational performance and innovation in the hospitality industry. By examining the dynamic nature of these relationships over time, researchers can gain a deeper understanding of the processes and factors that sustain and enhance employee creativity.

Intervention studies aimed at increasing workplace happiness and leader humor can offer practical implications for organizations. By designing and implementing interventions, researchers can evaluate their effectiveness in fostering employee creativity in the hospitality industry. This knowledge can inform the development of best practices for organizations seeking to cultivate a creative and positive work environment. Finally, multi-level analysis can help uncover the impact of organizational-level factors, such as organizational climate and strategic orientation, on the relationship between workplace happiness, leader humor, and employee creativity. Additionally, investigating

team-level factors, such as team cohesion and diversity, can shed light on how these variables interact within teams to influence employee creativity.

7. REFERENCES

- [1] Abel, M. H., & Maxwell, D. (2005). Humor and Affective Consequences of a Stressful Task. <https://doi.org/10.1521/Jscp.21.2.165.22516>, 21(2), 165–190. <https://doi.org/10.1521/Jscp.21.2.165.22516>
- [2] Amabile, T. M. (1996). Creativity in Context. Retrieved January 26, 2022, from <https://www.hbs.edu/faculty/Pages/item.aspx?num=268>
- [3] Amabile, T. M. (2013). Componential Theory of Creativity. *Encyclopedia of Management Theory*. <https://doi.org/10.4135/9781452276090.n50>
- [4] Amabile, Teresa M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology*, 45(2), 357–376. <https://doi.org/10.1037/0022-3514.45.2.357>
- [5] Amabile, Teresa M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154–1184. <https://doi.org/10.2307/256995>
- [6] Arnould, E. J., & Price, L. L. (1993). River Magic: Extraordinary Experience and the Extended Service Encounter. *Journal of Consumer Research*, 20(1), 24–45. <https://doi.org/10.1086/209331>
- [7] Arendt, L. A. (2006). Leaders' Use of Positive Humor: Effects on Followers' Self-Efficacy and Creative Performance. Wisconsin: The University of Wisconsin- Milwaukee.
- [8] Avolio, B. J., Howell, J. M., & Sosik, J. J. (2017). A Funny Thing Happened on the Way to the Bottom Line: Humor as a Moderator of Leadership Style Effects. <https://doi.org/10.5465/257094>, 42(2), 219–227. <https://doi.org/10.5465/257094>
- [9] Bakker, A. B. (2022). The social psychology of work engagement: state of the field. *Career Development International*, 27(1), 36–53. <https://doi.org/10.1108/CDI-08-20210213/FULL/PDF>
- [10] Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476/FULL/PDF>
- [11] Bettencourt, L. A., & Gwinner, K. (1996). Customization of the service experience: The role of the frontline employee. *International Journal of Service Industry Management*, 7(2), 3–20. <https://doi.org/10.1108/09564239610113442/FULL/PDF>
- [12] Booth-Butterfield, M., & Wanzer, M. (2018). Humor in Interpersonal Communication. *Oxford Research Encyclopedia of Communication*. <https://doi.org/10.1093/ACREFORE/9780190228613.013.660>
- [13] Cao Y, Zhou K, Wang Y, Hou Y and Miao R (2023) The influence of leader humor on employee creativity: from the perspective of employee voice. *Front. Psychol.* 14:1162790. doi: 10.3389/fpsyg.2023.1162790
- [14] Cheng, B., Dong, Y., Kong, Y., Shaalan, A., & Tourky, M. (2023). When and how does leader humor promote customer-oriented organizational citizenship behavior in hotel employees? *Tourism Management*, 96, 104693. <https://doi.org/10.1016/J.TOURMAN.2022.104693>
- [15] Cheung, M. F. Y., & Wong, C. S. (2011). Transformational leadership, leader support, and employee creativity. *Leadership & Organization Development Journal*, 32(7), 656–672. <https://doi.org/10.1108/01437731111169988/FULL/PDF>
- [16] Chiang, F. F. T., Birch, T. A., & Kwan, H. K. (2010). The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29(1), 25–32. <https://doi.org/10.1016/J.IJHM.2009.04.005>
- [17] Chien, S. Y., Yang, A. J. F., & Huang, Y. C. (2021). Hotel frontline service employees' creativity and customer-oriented boundary-spanning behaviors: The effects of role stress and proactive personality. *Journal of Hospitality and Tourism Management*, 47, 422–430. <https://doi.org/10.1016/J.JHTM.2021.04.015>
- [18] Choi, Y. G., Kwon, J., & Kim, W. (2013). Effects of attitudes vs experience of workplace fun on employee behaviors: Focused on Generation Y in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 25(3), 410–427. <https://doi.org/10.1108/09596111311311044/FULL/PDF>
- [19] Cooper, C. D., Kong, D. T., & Crossley, C. D. (2018). Leader Humor as an Interpersonal Resource: Integrating Three Theoretical Perspectives. <https://doi.org/10.5465/Amj.2014.0358>, 61(2), 769–796. <https://doi.org/10.5465/AMJ.2014.0358>
- [20] Cruz, M. P. (2022). Dialogical humour in evening service encounters in the hospitality industry in Seville, Spain. *International Review of Pragmatics*, 14(2), 169–197. <https://doi.org/10.1163/18773109-01402002>
- [21] Dai, L., Li, Z., Zheng, Y., Zeng, K., & Millman, C. (2023). Linking Leader's Positive Humor and Employee Bootlegging: Empirical Evidence from China. *Psychology Research and Behavior Management*, 16, 1283–1297. <https://doi.org/10.2147/PRBM.S405167>
- [22] De Jong, J. P. J., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of Innovation Management*, 10(1), 41–64. <https://doi.org/10.1108/14601060710720546/FULL/PDF>
- [23] Do, H., Budhwar, P. S., & Patel, C. (2018). Relationship between innovation-led HR policy, strategy, and firm performance: A serial mediation investigation. *Human Resource Management*, 57(5), 1271–1284. <https://doi.org/10.1002/HRM.21903>
- [24] Esling, P., & Devis, N. (2020). Creativity in the era of artificial intelligence. Retrieved from <https://arxiv.org/abs/2008.05959v1>
- [25] Fischer, C., Malycha, C. P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in Psychology*, 10(FEB), 137. <https://doi.org/10.3389/FPSYG.2019.00137/BIBTEX>
- [26] Fischer, G., Giaccardi, E., Eden, H., Sugimoto, M., & Ye, Y. (2005). Beyond binary choices: Integrating individual and social creativity. *International Journal of Human-Computer Studies*, 63(4–5), 482–512. <https://doi.org/10.1016/J.IJHCS.2005.04.014>
- [27] Fisher, C. D. (2010). Happiness at Work. *International Journal of Management Reviews*, 12(4), 384–412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>

- [28] Fredrickson, B. L. (2004). The broaden-and-build theory of positive emotions. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 359(1449), 1367–1377. <https://doi.org/10.1098/rstb.2004.1512>
- [29] D., & Lobel, S. (2003). The Happy Workaholic: A role model for employees. <https://doi.org/10.5465/Ame.2003.10954764>, 17(3), 87–98. <https://doi.org/10.5465/AME.2003.10954764>
- [30] & García-Almeida, D. J. (2021). Frontline employee-driven innovation through suggestions in hospitality firms: The role of the employee's creativity, knowledge, and motivation. *International Journal of Hospitality Management*, 94, 102877. <https://doi.org/10.1016/J.IJHM.2021.102877>
- [31] Goswami, A., Nair, P., Beehr, T., & Grossenbacher, M. (2016). The relationship of leaders' humor and employees' work engagement mediated by positive emotions: Moderating effect of leaders' transformational leadership style. *Leadership and Organization Development Journal*, 37(8), 1083–1099. <https://doi.org/10.1108/LODJ-01-20150001/FULL/PDF>
- [32] GUILFORD, J. P. (1967). Creativity: Yesterday, Today and Tomorrow. *The Journal of Creative Behavior*, 1(1), 3–14. <https://doi.org/10.1002/J.2162-6057.1967.TB00002.X>
- [33] Hadley, C. N. (2014). Emotional roulette? Symmetrical and asymmetrical emotion regulation outcomes from coworker interactions about positive and negative work events. <https://doi.org/10.1177/0018726714529316>, 67(9), 1073–1094. <https://doi.org/10.1177/0018726714529316>
- [34] Hannam, K., & Narayan, A. (2015). Intrinsic Motivation, Organizational Justice, and Creativity. <http://dx.doi.org/10.1080/10400419.2015.1030307>, 27(2), 214–224. <https://doi.org/10.1080/10400419.2015.1030307>
- [35] Helliwell, J. F., Layard, R., Sachs, J. D., Neve, J.-E. De, Aknin, L. B., & Wang, S. (2022). World Happiness Report 2022. Retrieved from <https://worldhappiness.report/ed/2022/>
- [36] Hon, A. H. Y., & Kim, T.-Y. (2018). Work Overload and Employee Creativity: The Roles of Goal Commitment, Task Feedback from Supervisor, and Reward for Competence. *Current Topics in Management*, 193–211. <https://doi.org/10.4324/9780203794012-11>
- [37] Hon, A. H. Y., & Leung, A. S. M. (2011). Employee Creativity and Motivation in the Chinese Context: The Moderating Role of Organizational Culture. <http://dx.doi.org/10.1177/1938965511403921>, 52(2), 125–134. <https://doi.org/10.1177/1938965511403921>
- [38] Huhtala, H., & Parzefall, M. R. (2007). A Review of Employee Well-Being and Innovativeness: An Opportunity for a Mutual Benefit. *Creativity and Innovation Management*, 16(3), 299–306. <https://doi.org/10.1111/J.1467-8691.2007.00442.X>
- [39] Islam, T., & Tariq, J. (2018). Learning organizational environment and extra-role behaviors: The mediating role of employee engagement. *Journal of Management Development*, 37(3), 258–270. <https://doi.org/10.1108/JMD-01-2017-0039/FULL/PDF>
- [40] Jung, H. S., & Yoon, H. H. (2015). Understanding regulatory focuses the role of employees' regulatory focus in stress coping styles, and turnover intent to a five-star hotel. *International Journal of Contemporary Hospitality Management*, 27(2), 283–307. <https://doi.org/10.1108/IJCHM-07-2013-0288/FULL/PDF>
- [41] Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32(1), 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
- [42] G., Han, J. S., & Lee, E. (2001). Effects of Relationship Marketing on Repeat Purchase and Word of Mouth. <http://dx.doi.org/10.1177/109634800102500303>, 25(3), 272–288. <https://doi.org/10.1177/109634800102500303>
- [43] Lai, J., Lui, S. S., & Hon, A. H. Y. (2014). Does standardized service fit all?: Novel service encounter in frontline employee-customer interface. *International Journal of Contemporary Hospitality Management*, 26(8), 1341–1363. <https://doi.org/10.1108/IJCHM-08-2013-0338/FULL/PDF>
- [44] Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243–255. <https://doi.org/10.1016/J.HRMR.2010.07.001>
- [45] Levin, I. P., Schneider, S. L., & Gaeth, G. J. (1998). All Frames Are Not Created Equal: A Typology and Critical Analysis of Framing Effects. *Organizational Behavior and Human Decision Processes*, 76(2), 149–188. <https://doi.org/10.1006/OBHD.1998.2804>
- [46] Li, Z., Dai, L., Chin, T., & Rafiq, M. (2019). Understanding the role of psychological capital in humorous leadership-employee creativity relations. *Frontiers in Psychology*, 10(JULY), 1636. <https://doi.org/10.3389/FPSYG.2019.01636/BIBTEX>
- [47] Lunenburg, F. C. (2010). Formal Communication Channels: Upward, Downward, Horizontal, and External. *FOCUS ON COLLEGES, UNIVERSITIES, AND SCHOOLS*, 4.
- [48] Lysova, E. I., Bossink, B. A. G., Khapova, S. N., & Wang, W. (2019). Psychological capital and self-reported employee creativity: The moderating role of supervisor support and job characteristics. *Creativity and Innovation Management*, 28(1), 30–41. <https://doi.org/10.1111/CAIM.12277>
- [49] Mauno, S., Kinnunen, U., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior*, 70(1), 149–171. <https://doi.org/10.1016/J.JVB.2006.09.002>
- [50] Mesmer-Magnus, J., Glew, D. J., & Viswesvaran, C. (2012). A meta-analysis of positive humor in the workplace. *Journal of Managerial Psychology* (Vol. 27). <https://doi.org/10.1108/02683941211199554>
- [51] Mohsin, A., & Lockyer, T. (2010). Customer perceptions of service quality in luxury hotels in New Delhi, India: An exploratory study. *International Journal of Contemporary Hospitality Management*, 22(2), 160–173. <https://doi.org/10.1108/0959611011018160/FULL/PDF>
- [52] Moreno, C., Wykes, T., Galderisi, S., Nordentoft, M., Crossley, N., Jones, N., ... Arango, C. (2020). How mental health care should

- change as a consequence of the COVID-19 pandemic. *The Lancet Psychiatry*, 7(9), 813–824. [https://doi.org/10.1016/S22150366\(20\)30307-2](https://doi.org/10.1016/S22150366(20)30307-2)
- [53] Myrden, S. E., & Kelloway, E. K. (2015). Leading to customer loyalty: a daily test of the service-profit chain. *Journal of Services Marketing*, 29(6–7), 585–598. <https://doi.org/10.1108/JSM-01-2015-0058/FULL/PDF>
- [54] & Karagonlar, G. (2020). Does leader humor style matter and to whom? *Journal of Managerial Psychology*, 35(2), 115–128. <https://doi.org/10.1108/JMP-12-20180552/FULL/PDF>
- [55] T., Hooi, L. W., & Avvari, M. V. (2023). Leadership styles and organisational innovation in Vietnam: does employee creativity matter? *International Journal of Productivity and Performance Management*, 72(2), 331–360. <https://doi.org/10.1108/IJPPM-10-2020-0563/FULL/PDF>
- [56] Nielsen, K., Randall, R., Yarker, J., & Brenner, S. O. (2008). The effects of transformational leadership on followers' perceived work characteristics and psychological well-being: A longitudinal study. <https://doi.org/10.1080/02678370801979430>, 22(1), 16–32. <https://doi.org/10.1080/02678370801979430>
- [57] Oldham, G. R., & Cummings, A. (1996). EMPLOYEE CREATIVITY: PERSONAL AND CONTEXTUAL FACTORS AT WORK. *Academy of Management Journal*, 39(3), 607–634. <https://doi.org/10.2307/256657>
- [58] Ottenbacher, M. C. (2007). Innovation Management in the Hospitality Industry: Different Strategies for Achieving Success. <http://dx.doi.org/10.1177/1096348007302352>, 31(4), 431–454. <https://doi.org/10.1177/1096348007302352>
- [59] & Morrison, R. L. (2020). 'I always have fun at work': How 'remarkable workers' employ agency and control in order to enjoy themselves. *Journal of Management & Organization*, 26(2), 135–151. <https://doi.org/10.1017/JMO.2019.90>
- [60] Pang, L., Kucukusta, D., & Chan, X. (2015). Employee Turnover Intention in Travel Agencies: Analysis of Controllable and Uncontrollable Factors. *International Journal of Tourism Research*, 17(6), 577–590. <https://doi.org/10.1002/JTR.2025>
- [61] B., & Hyett, M. P. (2011). Measurement of well-being in the workplace: The development of the work well-being questionnaire. *Journal of Nervous and Mental Disease*, 199(6), 394–397. <https://doi.org/10.1097/NMD.0B013E31821CD3B9>
- [62] Pimpakorn, N., & Patterson, P. G. (2010). Customer-Oriented Behaviour of Front-Line Service Employees: The Need to be Both Willing and Able. <https://doi.org/10.1016/j.ausmj.2010.02.004>, 18(2), 57–65. <https://doi.org/10.1016/j.ausmj.2010.02.004>
- [63] Priest, R. F., & Swain, J. E. (2002). Humor and its implications for leadership effectiveness. *Humor*, 15(2), 169–189. <https://doi.org/10.1515/HUMR.2002.010/MACHINEREADABLECITATION/RIS>
- Proto, E. (2016). Are happy workers more productive? *IZA World of Labor*. <https://doi.org/10.15185/IZAWOL.315>
- [64] Raišienė, A. G., Rapuano, V., Varkulevičiūtė, K., & Stachová, K. (2020). Working from Home—Who Is Happy? A Survey of Lithuania's Employees during the COVID-19 Quarantine Period. *Sustainability* 2020, Vol. 12, Page 5332, 12(13), 5332. <https://doi.org/10.3390/SU12135332>
- [65] Robert, C., Dunne, T. C., & Iun, J. (2015). The Impact of Leader Humor on Subordinate Job Satisfaction. <https://doi.org/10.1177/1059601115598719>, 41(3), 375–406. <https://doi.org/10.1177/1059601115598719>
- [66] Romero, E. J., & Cruthirds, K. W. (2006). The Use of Humor in the Workplace. <https://doi.org/10.5465/AMP.2006.20591005>, 20(2), 58–69. <https://doi.org/10.5465/AMP.2006.20591005>
- [67] Romero, E., & Pescosolido, A. (2008). Humor and group effectiveness. <https://doi.org/10.1177/0018726708088999>, 61(3), 395–417. <https://doi.org/10.1177/0018726708088999>
- [68] Ruch, W. (Willibald). (1998). The sense of humor : explorations of a personality characteristic, 498.
- [69] Salas-Vallina, A., & Alegre, J. (2021). Happiness at work: Developing a shorter measure. *Journal of Management and Organization*, 27(3), 460–480. <https://doi.org/10.1017/jmo.2018.24>
- [70] Sirkwoo, J. (2015). LEADING EMPLOYEE CREATIVITY: THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND EMPLOYEE CREATIVITY. *Review of General Management*, 21(1), 17.
- [71] Søvold, L. E., Naslund, J. A., Kousoulis, A. A., Saxena, S., Qoronfle, M. W., Grobler, C., & Münter, L. (2021). Prioritizing the Mental Health and Well-Being of Healthcare Workers: An Urgent Global Public Health Priority. *Frontiers in Public Health*, 9, 514. <https://doi.org/10.3389/FPUBH.2021.679397/BIBTEX>
- [72] Stierand, M., Dörfler, V., & Macbryde, J. (2014). Creativity and Innovation in Haute Cuisine: Towards a Systemic Model. *Creativity and Innovation Management*, 23(1), 15–28. <https://doi.org/10.1111/CAIM.12050>
- [73] Wang, Y., & Lu, H. (2020). Leader Humor and Employee Upward Voice: The Role of Employee Relationship Quality and Traditionality. <https://doi.org/10.1177/1548051820970877>, 28(2), 221–236. <https://doi.org/10.1177/1548051820970877>
- [74] Teeroovengadum, V., Nunkoo, R., Gronroos, C., Kamalanabhan, T. J., & Seebaluck, A. K. (2019). Higher education service quality, student satisfaction and loyalty: Validating the HESQUAL scale and testing an improved structural model. *Quality Assurance in Education*, 27(4), 427–445. <https://doi.org/10.1108/QAE-01-2019-0003/FULL/XML>
- [75] Torres, E. N., & Kline, S. (2006). From satisfaction to delight: A model for the hotel industry. *International Journal of Contemporary Hospitality Management*, 18(4), 290–301. <https://doi.org/10.1108/09596110610665302/FULL/PDF>

- [76] Wang, X., Wen, X., Paşamehmetoğlu, A., & Guchait, P. (2021). Hospitality employee's mindfulness and its impact on creativity and customer satisfaction: The moderating role of organizational error tolerance. *International Journal of Hospitality Management*, 94, 102846. <https://doi.org/10.1016/J.IJHM.2020.102846>
- [77] Wang, Y. (2022). The Effect of Leader Humor on Subordinates' Working Status: A Meta-Analysis. *Asian Business Research*, 7(2), 61. <https://doi.org/10.20849/ABR.V7I2.1064>
- [78] Wisse, B., & Rietzschel, E. (2014). Humor in leader-follower relationships: Humor styles, similarity and relationship quality. *Humor*, 27(2), 249–269. <https://doi.org/10.1515/HUMOR-2014-0017/MACHINEREADABLECITATION/RIS>
- [79] Wright, T. A., & Cropanzano, R. (2004). The role of psychological well-being in job performance: A fresh look at an age-old quest. *Organizational Dynamics*, 33(4 SPEC.ISS.), 338–351. <https://doi.org/10.1016/J.ORGDM.2004.09.002>
- [80] Z., Ye, Y., Cheng, X. M., Kwan, H. K., & Lyu, Y. (2020). Fuel the service fire: The effect of leader humor on frontline hospitality employees' service performance and proactive customer service performance. *International Journal of Contemporary Hospitality Management*, 32(5), 1755–1773. <https://doi.org/10.1108/IJCHM-06-20190534/FULL/PDF>
- [81] Yang, F., & Wen, D. (2021). Combating workplace loneliness climate and enhancing team performance: The roles of leader humor and team bureaucratic practices. *Journal of Business Research*, 136, 305–315. <https://doi.org/10.1016/J.JBUSRES.2021.07.053>
- [82] Yang, G. (2021). Leader positive humor and employee creativity: The mediating role of work engagement. *Social Behavior and Personality*, 49(7). <https://doi.org/10.2224/SBP.10215>
- [83] Yam, K. C., Christian, M. S., Wei, W., Liao, Z., and Nai, J. (2018). The mixed blessing of leader sense of humor: Examining costs and benefits. *Acad. Manage. J.* 61, 348–369. doi: 10.5465/amj.2015.1088
- [84] Yang, C., and Yang, F. (2021). Linking leader humor to employee creativity: the roles of relational energy and traditionality. *J. Manage. Psychol.* 36, 548–561. doi: 10.1108/JMP-06-2020-0300
- [85] Zhang, J., Gong, Z., Zhang, S., & Zhao, Y. (2017). Impact of the supervisor feedback environment on creative performance: A moderated mediation model. *Frontiers in Psychology*, 8(FEB), 256. <https://doi.org/10.3389/FPSYG.2017.00256/BIBTEX>

