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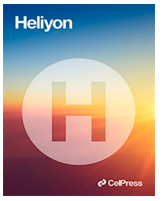

Research article

Service-oriented HRP bundles and team performance: A team-level serial mediation model

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ABSTRACT

Drawing on two theoretical frameworks–positive psychology theory and conservation of resources theory–the relationship and underlying mechanism between team-level service-oriented human resource practice (SO-HRP) bundles and team performance were explored by constructing a team-level serial mediation model. Survey data were collected from 424 employees at 80 branches of five financial holding companies in Northern Taiwan. The team-level serial-mediated model and hypotheses were examined using SPSS version 24 and the PROCESS macro for SPSS. The results indicate that team psychological capital (PsyCap) and team work engagement serially mediated the relationship between SO-HRP bundles and team performance. These results imply that managers should plan and implement SO-HRP bundles in detail, reinforce team PsyCap, and increase engagement within their financial service teams to enhance team performance.

1. Introduction

As they confront an ever-more globalized and dynamically competitive enterprise environment, organizations worldwide increasingly rely on teams and team-based structures to improve coordination and, thus, enhance individual and team performance outcomes [1,2]. As some of an organization's most important resources, team members and structures creatively contribute to organizational outcomes [3]. In particular, human resource systems, such as high-performance work systems (HPWSs), are designed and implemented to improve employee and team performance [1,4]. Additionally, there is evidence that teams typically outperform individuals when tasks require multiple skills, judgments, and experience [5]. Team flexibility and on-site responsiveness are critical in an ever-changing service environment. Teams are essential for achieving excellent customer service. They provide organizations with the flexibility and efficiency they need to adapt to changing market demands [6]. Accordingly, the present research was based on the resource-based view [7], regarded the organization's service-oriented human resource practice bundles (SO-HRP bundles) as team-level contextual resources, sought links between such resources and team performance, and identified the key intermediary factors in such linkages, as well as whether and how such factors operate serially.

Various studies of high-performance human resource practices (HP-HRPs) have explored the relationship between SO-HRP bundles and employee service performance. The mediating variables proposed in these studies have thus far include human capital [8], collective customer knowledge [9], service skills, motivations, and opportunities [10], service-focused employee competence [11], and

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work engagement [12]. However, such research has only utilized parallel or simple mediation models, rather than serial models. Therefore, the relationship between these SO-HRP bundles and employees' service performance remains something of a 'black box'. To the best of our knowledge, only one study has applied a serial mediation model to this problem, specifically to delineate the serial mediation roles of HR attribution, trust in the organization, and affective commitment [13].

Additionally, most previous studies have focused on individual employees' previous knowledge and perceptions of HRP bundles, and less on the common subjective experiences and perceptions of HRP bundles among groups of employees [14]. To help fill these gaps, the present study adopted positive psychology theory and conservation of resources theory (COR) as the theoretical basis of the analytical model and defined branch-level SO-HRP bundles as organizational contextual resources, exploring the state-like elements of two team levels – motivational-state team psychological capital (PsyCap) and emergent-state team work engagement – as potential serial mediators of the relationship between SO-HRP bundles and team achievement of organizational goals, that is, performance.

2. Literature review and hypothesis development

2.1. SO-HRP bundles

SO-HRP bundles are a set of human resource management (HRM) measures used by companies to manage their employees, with a focus on service quality [8]. Their content includes employee screening and training to improve service-related skills; performance evaluation and compensation to enhance service performance; empowering employees and involving them in service-process design; and demonstrating care, support, and understanding of employees' stress in dealing with customer complaints and service work. SO-HRP bundles differ from generic human-resource management practices in that they do not focus on specific types of skills and abilities during employee selection, employee service performance during performance appraisals, or rewards during training [15]. In the service sector, SO-HRP bundles are designed to allow employees to self-align with the organization's overall HRM policy to improve their service competence, motivation, and opportunities, thereby providing high-quality service to customers [9]. Thus, SO-HRP bundles can be defined as HRM policies, rules, and systems designed to motivate employees to provide high-quality services and meet customer needs [8].

2.2. The relationship between SO-HRPs and team performance

Previous research has indicated that HRPs are an effective way to improve an organization's macro-level outcomes (e.g., company performance, productivity, and turnover rate), as well as its micro-level outcomes (e.g., employee attitudes, behaviors, and performance) [16]. Studies have also identified selective staffing and extensive training as key HRP activities that enhance employee service-related competencies [9]. From this perspective, the rigorous recruitment and selection of SO-HRPs should focus on attracting and hiring employees with high service potential and service innovation consciousness to ensure that 1) they have a positive attitude when providing services and 2) a foundation is laid for subsequent training programs. Training provides employees with knowledge, skills, and competencies, actively develops their ability to come up with new and useful ideas in the service process, and equips them with the ability to share information and take practical action with teammates. These measures can help team members improve their service competence and demonstrate high-quality service behaviors, thereby improving team performance. In addition, evaluations, compensation, rewards, and promotions based on service performance can motivate team members to develop service innovations and proactively seek better ways to serve customers [9].

Earlier studies have highlighted that when evaluation, compensation, and reward systems are based on the frequency of employees' efforts to improve service quality, initiatives for driving change, interaction and communication with others, and the generation and implementation of high-quality service ideas, they will exhibit more enthusiasm for the organization's high-quality service innovation [17] and high service performance, and have stronger motivation to implement high-quality services. Accordingly, SO-HRP bundles that provide service-innovation opportunities and drivers (e.g., resources) function to stimulate team members' service competence to improve service quality, thereby achieving specific service goals and team service performance in each branch. Therefore, regulations are necessary for organizations to improve frontline employees' service efficiency and thereby improve team performance. Accordingly, we proposed the following hypothesis:

Hypothesis 1. Branch-level SO-HRP bundles positively relate to team performance.

2.3. Mediating effect of team psychological capital

To the best of our knowledge, based on a thorough literature review, there have only been fragmentary discussions on a possible mediating mechanism linking SO-HRP bundles and team members' performance outcomes [13]. Accordingly, we established a 2-2-2 structural equation model and drew upon positive psychology theory to examine whether the "state-like" positive psychological components (i.e., team PsyCap and team work engagement) of frontline employees at each branch comprise a key mediating factor of the SO-HRP bundle/team performance relationship.

PsyCap refers to a positive psychological state of development in which a person assesses whatever changes or challenges he or she faces and strives for success through his or her positive psychological capacities [18]. PsyCap, which can be enhanced through developmental activities, consists of four sub-dimensions: Self-efficacy, hope, optimism, and resilience. Self-efficacy means that employees have the self-confidence to undertake challenging tasks and make the necessary efforts to complete them. Hope means that

employees work tirelessly toward their goals and can select a new path to achieve success when necessary. Optimism means that employees attribute positive events to personal, permanent, and universal causes and negative events to external and temporary ones; in other words, they attribute present and future success to positive causes. Finally, resilience refers to employees' capacity to maintain their composure, rebound from problems and adversity, and even transcend their previous states to achieve their goals [18]. In contrast both to stable personality traits, which are difficult to develop, and to transient and volatile emotional states, PsyCap is a "state-like positive psychology" that has stability over time, is open to development, and can change as the external environment and the individual's inner self change [18]. Moreover, the four subconstructs of PsyCap mutually reinforce a positive spiral in the processes of cognition and motivation [19].

Positive organizational behavior (POB) refers to the application of positively oriented human resource strengths and psychological capacities in the workplace with positive, unique, measurable, state-like, and theory- and research-based conceptual criteria that can be developed and managed to improved performance [20]. PsyCap, a state-like psychological element involving an active attitude toward work, has emerged as a research focus in POB because of its potential for long-term development. However, explorations of PsyCap in the literature tend to focus on the individual level and neglect the macro-organizational level. Researchers have suggested that the structure of POB be developed and constructed through organizations and recommended that the structure of individual POB be extended to a higher-level perspective, such as "collective psychological capital" [21, p. 304]. According to this research, a group's members' collective PsyCap can be derived from their individual PsyCap values. It can be experienced at the team level and conceptualized as a developmental state shared by team members and characterized by efficacy, hope, optimism, and resilience [21]. Social contagion theory [22] holds that emotional and behavioral contagion occurs during interaction and synergy among team members; that is, a person affected by such a contagion exhibits convergent emotions and behaviors and simultaneously influences the propagator through interaction. In such a circuit, individual members continuously adjust to the environment, eventually achieving cognitive convergence and generating a set of psychological capacities that affect team performance. Cognitive convergence refers to the shared state of team cognition achieved via interaction, and reflects the coordination of individual cognition and team activities that affect team performance. Dawkins et al. [23] pointed out that as a team provides a social environment in which its members interact and communicate, in-depth perceptions of the four components of PsyCap can be shared via communication about the overall team (e.g., team goal planning). Additionally, interactions and synergies among team members can facilitate the development of a common psychological state [23]. At this point, a higher-order construct, team-level PsyCap, is formed.

Previous research has indicated that employees' positive PsyCap increases if they perceive greater organizational support [24]. This is because they are bolder in finding new ways to achieve their tasks, have more resources to recover quickly from setbacks, and expect positive outcomes if they perceive that they have the skills and competencies to help them succeed. This supportive climate can be shaped by an organization's human resource system [24]. This process makes employees feel that they are receiving their organization's support and assistance; thus, their PsyCap is stimulated and increases considerably. Moreover, because team PsyCap does not have long-term stability, organizations can use various support strategies (e.g., human resource systems) to intensify and enhance it. Thus, SO-HRP bundles can be integral to team PsyCap development. To elaborate, a rigorous recruitment and selection process could lead team members to believe that their organization values them highly and recognizes their future potential, which, in turn, will promote their self-confidence and lead to higher psychological self-awareness. The use of performance-based evaluations that include opportunities for future advancement means that individuals can pursue future goals or hopes within the organization, which creates a stronger willingness among team members to pursue attractive goals, thereby leading to higher psychological expectations. Providing extensive training and development indicates that the organization is willing to invest in its employees and is committed to having them acquire more knowledge, skills, and competencies, which will lead to higher psychological resilience and better capability to solve problems, difficulties, and challenges. Finally, offering competitive compensation and high salaries encourages employees to pursue goals and believe that they will receive good feedback if they perform well, leading to higher levels of optimism.

Importantly, HRP components operate synergistically [25]. Thus, the influence of branch-level SO-HRP on PsyCap is cumulative and efficient. Cumulativeness means that one component of team PsyCap may be nourished by various components of SO-HRP, augmenting the effect of the former. For example, we expect that broad skills training will boost team members' resilience, which should be strengthened by open communication and employee participation in decision-making, and this phenomenon will have a stronger effect on team PsyCap because of the cumulative effects (i.e., synergy) of the various SO-HRP components. Efficiency signifies greater certainty in the realization of the hypothesized effect (i.e., an increase in PsyCap); if a SO-HRP component does not operate optimally, another component will be introduced to achieve the same desired outcome. For example, an organization's performance appraisals (a motivation-enhancing component) may fail to develop a clear view of alternative ways to achieve set goals and, hence, will not be effective in cultivating hope. However, this deficiency can be compensated for by using flexible performance appraisals or promoting autonomy and choice in the utilization of one's talents.

Regarding the association between team PsyCap and team performance, we expected the hope component of team PsyCap to involve the process of strategic planning to achieve goals; that is, setting a goal, delineating a path to achieving it, and dealing with obstacles on that path. When team members actively participate in discussions about team goals, they are more willing to share their opinions, perspectives, and beliefs about such goals and, thus, share solutions and other ideas that will ultimately result in multiple paths to success. Team members with this state of mind are more likely to be motivated by service enthusiasm and actions, thereby boosting team performance.

Having positive expectations, also known as optimism, means that, when seeking new knowledge opportunities, team members who have a state-like openness to experience are in a more positive psychological state and more willing to consider all perspectives and opinions than those who do not [26]. They will also be more willing to interact with other members to exchange knowledge or information, share their cognition and ideas about goals, and pursue new service knowledge and innovation through these

interactions.

Team resilience refers to a group's capacity to recover quickly from adversity. When team members can honestly and directly resist setbacks, are willing to face their failures, and even see them as the basis for the next success, they can be open to learning from their failures and those of their peers, gain new knowledge from the process [27], and resume active participation in achieving goals. Thus, they can objectively improve their service knowledge and skills.

Team efficacy is a core cognitive factor of motivation that describes members' shared sense of their team's ability to achieve goals. It originates from individual team members and, through team processes of social interaction and mutual task experience, their separate sense of self-efficacy converges into a team-level factor [28]. The main benefits of team efficacy are its influence on what team members choose to do, how much effort they invest to reach the team's objectives, and their persistence if their team's efforts initially fail to yield good performance [29]. When members perceive low team effectiveness, they try to avoid taking risks and responsibility. However, when perceived team effectiveness is high, employees tend to enhance their learning of innovative service ideas and accept challenging roles and responsibilities that objectively improve team performance. Strong team efficacy helps improve team performance following failures, as well as in general [29].

Based on the above discussion on the nature and connotations of team PsyCap and the relevance of its antecedent and consequent variables, we can conclude that it reflects employees' common positive perceptions of their respective teams' psychological states and affects their behavior, attitudes, and motivation [30]. This will encourage team members to actively participate in the processes of communication and exchange geared toward achieving their goals and generating multiple ideas toward that end, which, in turn, will contribute to improved team performance. To elaborate, through rigorous recruitment and selection, performance-based evaluation, extensive training and development, competitive pay, and attention to well-being via an organization's SO-HRP, team members are motivated to increase their PsyCap. Ultimately, teams with stronger PsyCap are more likely to develop individual and collective agencies to accomplish tasks and attain goals, thus contributing to individual and team customer service performance. Accordingly, we proposed the following hypothesis:

Hypothesis 2. Team PsyCap mediates a positive relationship between SO-HRP bundles and team performance.

2.4. Mediating effect of team work engagement

Work engagement refers to the harnessing of an organization's members into their work roles and is a holistic representation of physical, cognitive, and emotional well-being at work [31]. This refers to a state in which employees experience positive emotions, motivation, and a sense of continuity. These can be divided into three components. Vigor refers to having abundant energy and mental toughness, voluntarily putting effort into work without feeling tired, and being able to persevere in the face of difficulties. Second, dedication means having a strong sense of meaning, pride, and enthusiasm in one's work, being able to devote oneself to work, and being willing to accept work challenges. Third, absorption involves being fully present in one's work and taking pleasure from it, rather than avoiding it [32]. The Utrecht Work Engagement Scale [33], which includes three subconstructs, was developed to measure work engagement.

Work engagement is described as both an individual and a team phenomenon [34]. The reasons can be summarized in terms of 1) implicit processes, in which team members affect one another's emotions and may share many experiences and 2) explicit processes, in which team members are part of the same workplace [35]. Typically, team members share the same resources, leaders, events, and spaces. Therefore, when they work together through communication and interaction, they may come to share various beliefs and emotional experiences, thus exhibiting similar motivations and behavioral patterns or experiencing the same mood [36]. This results in shared emotional, cognitive, and behavioral engagement, as well as the synergistic implementation of team tasks. Accordingly, we can conceive of team work engagement as, first, a state comprising the cognitive, motivational, and affective states shared by team members that emerge during team operations [37], and second, a state in which team members fully engage in their work roles physically, cognitively, and emotionally [38].

According to COR theory [39], resources are anything that can be perceived as being helpful in achieving one's goals, including objects, personal characteristics, conditions, and energies. Accordingly, when team service employees perceive that the SO-HRP bundle gives them access to adequate resources that they can control and utilize, their work engagement is strengthened. As they are fully invested in their work, this can enable them to apply the resources provided by the SO-HRP bundle to prevent losses and respond effectively to work pressure. Moreover, thanks to the accumulability of resources, employees could reinvest and develop their personal resources, leading to a positive feedback loop that triggers resource regeneration and forms a resource gain spiral of resources [39]. Conversely, when individuals lack resources, they experience a loss spiral, exhausting their energy by reinvesting resources owing to the tremendous pressure they are under. This results in the formation of a resource pool of expertise and skills that is less than suitable to meet their work demands [40]. The accelerating loss of resources eventually leads to an inability to effectively reap the fruits of work engagement. Meanwhile, the positive cycle of the revenue spiral stimulates personal growth, learning, and development and helps employees develop their energy, involvement, and efficacy, thus facilitating the provision of excellent services and the maintenance of their investment in service work.

Additionally, from the perspective of employees' intrinsic work motivation [41], the policies and practices of employee empowerment (e.g., job autonomy and decision-making participation) can enable people to fully experience self-will in the process of delivering services while enhancing their experience of autonomous control and psychological freedom. Furthermore, SO-HRP bundles' policies and practices of employee skill enhancement such as service-skills training can help improve team members' self-confidence and sense of efficacy at work, encourage them to give full play to their talents, and promote their experience of the 'I

can' sense of competence. Meanwhile, employee-motivation policies and measures in SO-HRP bundles (e.g., performance appraisals and career development based on service performance results) demonstrate the organization's recognition and appreciation of its employees' work and create a motivating and harmonious atmosphere marked by supportive internal relationships, so that team members feel a sense of belonging. Such measures meet employees' psychological needs for autonomy, competence, and relationships at work, which directly trigger intrinsic motivation. Moreover, when employees are intrinsically motivated, they feel their work is more interesting and important to them, and they integrate more into their roles, thus demonstrating a strong work ethic. Additionally, intrinsically motivated employees tend to exhibit flexibility and perseverance in their cognitive state, and are capable of being spontaneous, proactive, and persistently focused on their work.

Regarding the relationship between team work engagement and team performance, we conclude that when team members demonstrate high levels of work engagement, they invest physical, emotional, and cognitive energy in their work roles [38]. In physiological engagement, team members exhibit energy, conscientiousness, and perseverance; in emotional engagement, they exhibit enthusiasm, interest, and pride in their work; in cognitive engagement, they exhibit focus and concentration and lose their sense of the passing of time, making it difficult to detach from their work. These highly motivated and energetic mental states motivate team members to continuously explore feasible high-quality service-enhancement approaches (i.e., improving service-oriented competence) [42].

Additionally, when team members have a high level of work engagement, they are usually more resilient, adaptable to complex service situations, likely to explore various solutions to service problems, and enthusiastic about finding, promoting, and ultimately realizing service ideals. This study also endorses Rich et al.'s [38] hypothesis that team members with high levels of work engagement exhibit more service-related energy and drive because of their ability to work long and hard, connect emotionally with their team's service role, and pay careful attention to service tasks.

Based on this discussion, we suggest that SO-HRP bundles involve a series of practices that represent an organization's management policies and influence the development of its service climate by influencing employees' cognition of its value systems. SO-HRP-bundled policies and practices aimed at internal service-skill enhancement, incentivization of high service performance, regulation of the division of labor among team members, and enhancement of employees' autonomy over service processes can all enhance the intrinsic motivation of team members and lead to more active service participation. Such positive emergent-state team work engagement motivates team members to invest physical, emotional, and cognitive energy in their work roles, ultimately leading to major improvements in individual and branch service performance. Accordingly, we proposed the following hypothesis:

Hypothesis 3. Team work engagement mediates a positive relationship between SO-HRP bundles and team performance.

2.5. Serial mediation effect of team psychological capital and team work engagement

The Job-Demand Resource (J-D-R) model of work engagement [34] advocates for PsyCap as an important contextual job and personal resource that can increase employees' work engagement through motivational processes. Employees with high PsyCap levels are confident and persistent, strive to achieve challenging goals, and seek alternative pathways to overcome obstacles, resulting in positive work attitudes and motivation [43]. The combination of positive psychological characteristics represented by the four sub-constructs of PsyCap can exert a powerful motivating effect, thereby increasing work engagement [43,44]. Accordingly, we believe that when team members have high PsyCap, they anticipate better things happening at work, believe that they can create success, and are not swayed by setbacks [45]; this makes team members more satisfied with their work and generate affective commitment to their team or organization. Additionally, team members with highly positive PsyCap use the resources provided by their organization to meet their own needs, thus gaining a sense of accomplishment and effectiveness, and therefore are more willing to embed themselves in the organization and dedicate themselves to their work [45]. Stajkovic [46] argued that the higher the level of team PsyCap, the more likely it will be to motivate team members to achieve team goals. In such circumstances, employees will not only be willing to contribute to the team or organization, but also devote themselves fully to their work.

Based on the foregoing review of the relevant theoretical and empirical literature, we conclude that SO-HRP bundles create favorable working conditions and an optimized working atmosphere, making team members confident about the future (via knowledge and skills training), optimistic (due to gaining a sense of their own value), and resilient and hopeful (through receiving work and emotional resources, care, and expressions of the organization's positive expectations of and confidence in them). Team members with abundant PsyCap can recover quickly from setbacks and interpret work events positively. They also find it relatively easy to experience positive emotional states, thereby expanding the resources that they perceive being able to access. These perceived resources, in turn, help them to focus on their work when facing work challenges and integrate themselves more closely into their respective teams' work roles [43], thus promoting high team performance. Based on this discussion, this study sought to verify the following hypotheses.

Hypothesis 4. The positive relationship between SO-HRP bundles and team performance is mediated by team PsyCap and team work engagement.

3. Methods

3.1. Samples and procedures

We administered a questionnaire using the purposive sampling method, with each branch's financial services team as our unit of analysis. The subjects included management supervisors and frontline product specialists from each branch of the five financial

holding companies. A multi-source, two-stage questionnaire collection method was adopted to avoid bias caused by common method variance (CMV) in the cross-sectional data. In the first stage, branch managers were asked to answer questions about their SO-HRP bundles and team performance. In the second stage (one week later), the other team members were asked to complete the items covering PsyCap and work engagement. The completed questionnaires were submitted in self-addressed envelopes. Valid questionnaires were collected from 80 branches, including 80 managers and 424 non-managerial frontline service employees. No fewer than four and no more than eight employees from each branch (M = 5.3) participated in this study. Given that the average number of financial-service team employees per branch of these financial holding companies at the time, including managers, was 10, the overall response rate was 50.3 %. In the employee sample, the proportion of males was 71.20 %, most had technical college/university degrees (90.80 %), the average age was 30.20 years (SD = 3.86), and the average job tenure, 5.43 years (SD = 2.32). Among the managers, 86.30 % were male, with an average age of 34.80 years (SD = 3.12) and an average time in their jobs of 7.10 years (SD = 2.08). Detailed demographic information on the employees and managers is presented in Table 1.

3.2. Measures

All questionnaire items used to operationalize the constructs were adapted from previous studies (except for the control variables) and rated on the same seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

SO-HRP Bundles. This study followed Wang and Xu's [10] approach to the selection of HRM measure items; we selected five categories of HRPs as indicators of SO-HRP bundles that best captured the nature of service-oriented HRP in the context of financial holding companies. The five sub-dimensions included three items on *involvement and participation* (e.g., "The branch fully supports employees with necessary equipment and resources for providing high quality customer services"); two items on *recruitment* (e.g., "Recruitment emphasizes traits and abilities required for providing high quality customer service"); three items on training (e.g., "The high quality of customer service is emphasized in training"); three items on *performance appraisal* (e.g., "Meeting customers' needs is emphasized in performance appraisals"); three items on *compensation/rewards* (e.g., "The branch gives special rewards to employees who are excellent at serving customers"). The fit indices for the second-order model indicated that it had an acceptable fit to the data: χ^2 (72) = 130.01, comparative fit index (CFI) = 0.95, Tucker-Lewis index (TLI) = 0.93, incremental fit index (IFI) = 0.95, and root mean square error of approximation (RMSEA) = 0.101). The Cronbach's α for this scale as a whole was 0.96.

Team Psychological Capital. Team PsyCap was measured using an eight-item version of Heled et al.'s [47] team PsyCap Questionnaire. Sample items from its four subscales include "Members of this team confidently contribute to discussions about the team's strategy" (*efficacy*, two items); "Members of this team think of many ways to attain work goals" (*hope*, two items); "Members of this team usually take stressful things at work in stride" (*resilience*, two items); and "Members of this team are optimistic about what will happen to them in the future as it pertains to work" (*optimism*, two items). Cronbach's α for this scale was 0.91.

Team Work Engagement. Teamwork engagement was assessed using the original nine-item version of the teamwork engagement scale [48]. In the current study, however, we changed "I/me" to "we/our" in all questionnaire items to reflect our focus on teams. The instrument's *team vigor* subscale comprised three items: "When working, we feel strong and vigorous." A sample item from its *team dedication* subscale, which also comprised three items, is "We are proud of the work that we do"; one item from its three-item *team absorption* subscale is "We are immersed in our work." The Cronbach's α for the whole instrument was 0.92.

Team Performance. Managers rated team performance using a four-item measure developed by Conger, Kanungo, and Menon [49]. Specifically, they were asked to rate the extent to which their teams "accomplish most of their tasks quickly and efficiently," "set a high standard for work accomplishment," "achieve a high standard for task accomplishment," and "almost always beat their targets." The Cronbach's α for this scale as a whole was 0.90.

Table 1
Sociodemographic characteristics of participants.

Roles	Demographic Information	Group	*N*(%)/(M±SD)
Employees	Gender	Male	*302* (71.20)
		Female	*122 (28.80)*
	Education	high school or below	*8 (1.90)*
		technical college/university degree	*385 (90.80)*
		master or above	*31 (7.30)*
	Age		30.20 ± 3.86
	Job Tenure		5.43 ± 2.32
Managers	Gender	Male	*69 (86.30)*
		Female	*11 (13.70)*
	Education	high school or below	*0*
		technical college/university degree	*60 (75.00)*
		master or above	*20 (25.00)*
	Age		34.80 ± 3.12
	Job Tenure		7.10 ± 2.08

Note: Employees *N* = 424; Managers *N* = 80.

3.3. Preliminary analysis

Discriminant validity. Confirmatory factor analysis (CFA) was used to test the discriminant validity. At the employee level, the researchers performed a two-factor (PsyCap and work engagement constructs) CFA and used second-order dimensions as indicators of the latent construct. The two-factor model showed a satisfactory fit, i.e., $\chi^2(13) = 40.50$, CFI = 0.98, TLI = 0.97, parsimony normed fit index (PNFI) = 0.60, and RMSEA = 0.071. Furthermore, based on the principle of parsimony, the two-factor model fit the data better than the alternative models (i.e., one-factor model) ($\Delta\chi^2(1) = 413.41$, $p < 0.01$). Similarly, at the team level, the two-factor (SO-HRP bundles and team performance) model showed a satisfactory fit, i.e., $\chi^2(26) = 49.97$, CFI = 0.96, TLI = 0.95, PNFI = 0.63, and RMSEA = 0.108, and the two-factor model fit the data better than the alternative models ($\Delta\chi^2(1) = 2.40$, $p < 0.01$). These validation methods confirmed the discriminant validity of the factors.

Reliability and convergent validity. Cronbach's α was used to assess the reliability of the scale. As shown in Table 2, the Cronbach's α coefficients of each variable and its dimensions significantly exceeded 0.80. This confirms the high reliability of the measurement scale. We also calculated the composite reliability (CR) and average variation extraction (AVE) values for each dimension to test convergence validity. As shown in Table 2, the AVE value of the SO-HRP bundles was 0.69, with a CR value of 0.96; the AVE value of team performance was 0.72, with a CR value of 0.91; the AVE value of team engagement was 0.61, with a CR value of 0.93. Additionally, team PsyCap achieved an AVE of 0.45, accompanied by a CR of 0.86, both exceeding the acceptable threshold. Notably, the AVE exceeded 0.4, and all CR values exceeded 0.6, confirming the acceptable convergent validity of the data [50].

Aggregated Analysis. Team PsyCap and teamwork engagement were measured as team-level constructs and evaluated by each branch team member. To validate the aggregation of PsyCap and work engagement, we used the referent-shift consensus model of aggregation [51]. Intra-class correlations (ICCs) and within-group agreement (r_{wg}), among other indicators, were used to verify within-team inter-rater agreement and between-team variations in PsyCap and work engagement. The average r_{wg} for PsyCap was

Table 2
Reliability and validity of the constructs.

Constructs and Items	λ	α	CR	AVE
Team-Level: SO-HRP bundles		0.96	0.96	0.69
SO-HRP1	0.819			
SO-HRP2	0.796			
SO-HRP3	0.853			
SO-HRP4	0.854			
SO-HRP5	0.876			
SO-HRP6	0.823			
SO-HRP7	0.811			
SO-HRP8	0.864			
SO-HRP9	0.800			
SO-HRP10	0.764			
SO-HRP11	0.834			
SO-HRP12	0.823			
SO-HRP13	0.814			
SO-HRP14	0.886			
Team-Level: Task Performance		***0.90***	***0.91***	***0.72***
Task Performance1	0.858			
Task Performance2	0.813			
Task Performance3	0.918			
Task Performance4	0.802			
Employee-Level:		***0.93***	***0.93***	***0.61***
Work Engagement				
Work Engagement1	0.765			
Work Engagement2	0.777			
Work Engagement3	0.641			
Work Engagement4	0.784			
Work Engagement5	0.840			
Work Engagement6	0.765			
Work Engagement7	0.822			
Work Engagement8	0.858			
Work Engagement9	0.757			
Employee-Level:		***0.85***	***0.86***	***0.45***
Psychological Capital				
Psychological Capital1	0.601			
Psychological Capital2	0.765			
Psychological Capital3	0.586			
Psychological Capital4	0.723			
Psychological Capital5	0.747			
Psychological Capital6	0.769			
Psychological Capital7	0.601			
Psychological Capital8	0.545			

Note. λ = factor loading; α = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted.

0.91, ICC(1) was 0.16, and ICC(2) was 0.51, and average r_{wg} for work engagement was 0.95, ICC(1) was 0.26, and ICC(2) was 0.65. This met the acceptable standards of $r_{wg} > 0.70$, ICC(1) > 0.12, and ICC(2) > 0.50, indicating that aggregating individual-level data at the team level was justified.

3.4. Data-analysis strategy

Our model was conceptualized at the branch level of analysis. Thus, we analyzed the data using team-level path analysis with a maximum likelihood estimator in SPSS PROCESS, a computational tool that uses bootstrapping to estimate the confidence intervals of the mediation effect [52]. We employed PROCESS to test our hypotheses because it is widely used in the social sciences and business studies to estimate direct and indirect effects in single and multiple mediation models. PROCESS generates all statistical calculations and implements bootstrapping to facilitate inferences about moderated and mediated effects [53].

4. Results

4.1. Correlation analysis

Table 3 presents the means and standard deviations of the variables, along with the relevant analytical results.

4.2. Hypothesis testing

To test our hypothesis that team PsyCap and teamwork engagement serially mediate the relationship between branch-level SO-HRP bundles and team performance, we performed a sequential mediation analysis (Model 6, as described in PROCESS) using bootstrap methods [52]. Fig. 1 illustrates all paths for the full model, and Table 4 displays the coefficients. The results show that the total effect of SO-HRP bundles on team performance is significant (b = 0.607, *SE* = 0.057, $p < 0.001$) and that the direct effect of SO-HRP bundles on team performance is also significant (b = 0.330, *SE* = 0.085, $p < 0.01$), supporting H1. The SO-HRP bundles were positively and significantly associated with team PsyCap (b = 0.372, *SE* = 0.056, $p < 0.001$) and teamwork engagement (b = 0.563, SE = 0.076, $p < 0.01$). Team PsyCap was also positively and significantly associated with teamwork engagement (b = 0.370, SE = 0.124, $p < 0.001$). As expected, PsyCap (b = 0.254, SE = 0.111, $p < 0.001$) and teamwork engagement (b = 0.262, *SE* = 0.097, $p < 0.001$) were positively and significantly associated with team performance.

The serial mediation model allowed us to distinguish the indirect effects of team PsyCap from those of teamwork engagement. Based on the use of 95 % bias-corrected bootstrapped confidence intervals (CI), all three regression-coefficient estimates and hypothesized indirect effects were significant: i.e., 1) SO-HRP bundles → team PsyCap → team performance (b = 0.094, SE = 0.036, 95 % CI = [0.025, 0.168]); 2) SO-HRP bundles → team work engagement → team performance (b = 0.147, SE = 0.063, 95 % CI = [0.027, 0.271]); 3) SO-HRP bundles → team PsyCap → team work engagement → team performance (b = 0.036, SE = 0.023, 95 % CI = [0.004, 0.093]). These results confirm H2, H3, and H4.

4.3. Post-hoc analysis

The main purpose of this study was to understand whether SO-HRP bundles affect team performance sequentially through team

Table 3
Means, standard deviations, and Intercorrelations of the study variables.

Level/Variable	Mean	SD	1	2	3	4	5	6
Level 1								
Employee level								
1. Gender	1.28	–						
2. Education	2.05	0.31	0.03					
3. Age	30.20	3.86	−0.03	0.12*				
4. Tenure	5.42	2.32	−0.04	0.16**	0.64**			
5. PsyCap	5.14	0.72	0.03	0.11*	0.08	0.10*	**(0.85)**	
6. Work Engagement	4.70	0.93	0.01	0.08	0.08	0.07	0.53**	**(0.93)**
Level 2								
Branch level								
1. SO-HRP bundles	5.33	0.68	**(0.96)**					
2. Team Performance	5.38	0.54	0.76**	**(0.90)**				
3. Team PsyCap	5.14	0.42	0.60**	0.64**				
4. Team Work Engagement	4.71	0.61	0.77**	0.74**	0.63**			
5. Manager Tenure	7.10	2.07	0.29**	0.21	0.18	0.35**		
6. Manager Gender	1.13	–	−0.02	−0.01	0.01	−0.01	−0.13	
7. Branch Size (Number of Employees)	5.30	0.85	0.14	−0.06	0.02	−0.13	−0.05	−0.01

Note. N = 424 (for Level 1); n = 80 (for Level 2). Numbers in parentheses are Cronbach's α.
SD = standard deviation. Gender: Male = 1, Female = 2. Education level: high school or below = 1, technical college/university = 2, master degree and above = 3. SO-HRP = service-oriented human resource practices; PsyCap = psychological capital. *$p < 0.05$ (two-tailed); **$p < 0.01$ (two-tailed).

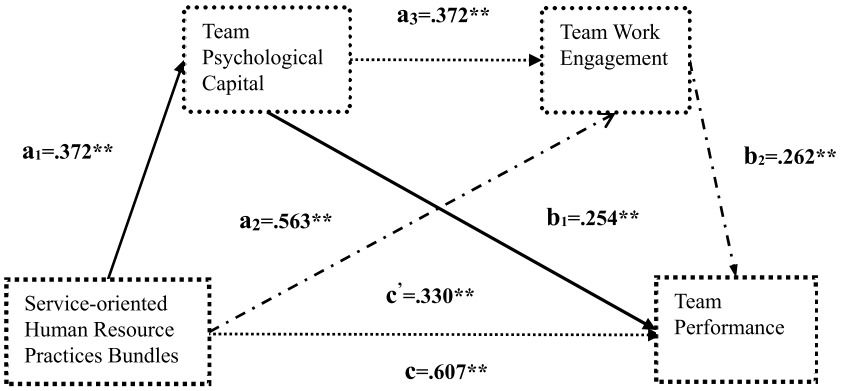

Fig. 1. The results of the sequential model with path coefficients. Note. Regression path coefficients are all in unstandardized; Symbol c' represents direct effect; c represents total effect. $^{**}p < 0.01$.

Table 4
Tests of direct and indirect effects based on the hypothesized model.

	Path Estimate	SE	95 % CI
Total and Direct Effects			
Total: SO-HRP bundles➔team performance	0.607 **	0.057	(0.493, 0.721)
Direct: SO-HRP bundles➔team performance	0.330 **	0.085	(0.160, 0.499)
Indirect Effects			
Total	0.277 **	0.077	(0.120, 0.434)
Ind1: SO-HRP bundles➔team psychological capital➔team performance	0.094 **	0.036	(0.021, 0.167)
Ind2: SO-HRP bundles➔team work engagement➔team performance	0.147**	0.062	(0.028, 0.277)
Ind3: SO-HRP bundles➔team psychological capital➔team work engagement➔team performance	0.036 **	0.023	(0.003, 0.092)

Note. Unstandardized estimates are reported. SE = standard error; CI = confidence interval; SO-HRP = service-oriented human-resource practices. * $p < 0.05$ (two-tailed); ** $p < 0.01$ (two-tailed).

PsyCap and team work engagement (i.e., serial mediation model). However, in social science research, in addition to the serial mediation model, the parallel mediation model is also the most commonly used model to analyze the underlying mechanism between antecedent and outcome variables. In serial mediation, mediators operate sequentially with each mediator potentially influencing the next mediator in the chain. In other words, the independent variable of the dependent variable is transmitted through a series of mediators. However, in parallel mediation, the mediators operate in parallel, with each mediator independently influencing the dependence variable, without being dependent on the others. Accordingly, to enable researchers to understand the underlying mechanisms of multiple mediating variables more thoroughly, the present study not only verified the serial mediation model, but also constructed a competing model, the parallel mediation model, to verify the underlying mechanisms of multiple mediating variables. The path analysis results of the competition model are shown in Fig. 2 and Table 5. The mediating effects of paths M1 [(a1b1 = 0.094, 95 % CI (0.019, 0.168)] and M2 [(a2b2 = 0.183), 95 % CI (0.035, 0.335)] were both significant. However, the choice of model to use as

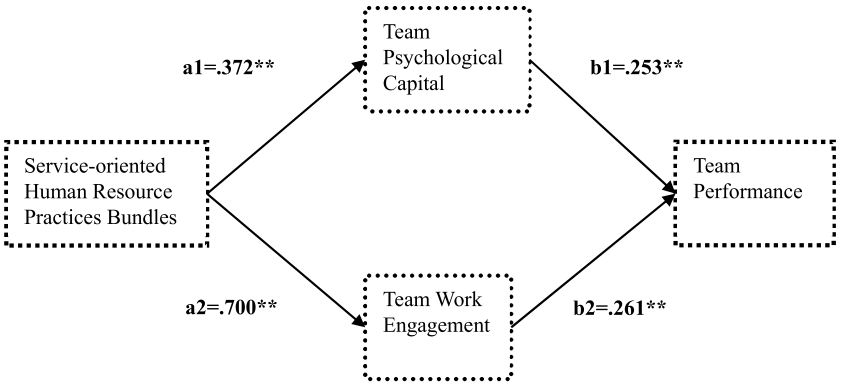

Fig. 2. The results of the parallel model with path coefficients. *Note.* Regression path coefficients are all in unstandardized; Symbol **c'** = **0.329**** represents direct effect; **c** = **0.607**** represents total effect. $^{**}p < 0.01$.

a theoretical model between serial and parallel mediation models depends on whether there is a correlation between two or more mediators, as well as theoretical considerations [54]. In the present study, the correlation coefficient between team PsyCap and team work engagement was significant ($r = 0.63$, $p < 0.01$), and previous research confirmed that PsyCap is an antecedent variable of work engagement [55]. Accordingly, it is more reasonable for the current study to adopt a serial mediation model as the hypothesized model.

5. Discussion

The hypothesized model was confirmed using the SPSS PROCESS MACRO, supporting its team-level serial mediation processes; that is, 1) team PsyCap mediates the relationship between SO-HRP bundles and team performance, 2) teamwork engagement mediates the relationship between SO-HRP bundles and team performance, and 3) team PsyCap and teamwork engagement sequentially mediate the relationship between SO-HRP bundles and team performance. These findings have important theoretical and practical implications for human resources management, positive psychology, and team performance.

5.1. Theoretical implications

Luu [12] recently called for empirical research on the mechanisms that may mediate the relationship between service-oriented HPWS and performance/behavior outcomes at the branch or unit level. We assessed the indirect influence of SO-HRP bundles on manager-rated team performance within our motivational state and emergent state process models. Based on the results, viewed through the lens of positive psychology theory, we propose that PsyCap and branch members' work engagement both separately and sequentially mediate the relationship between SO-HRP bundles and branch members' team performance. As such, this study can help organizations examine the roles of SO-HRP bundles, team PsyCap, and teamwork engagement in enhancing team performance from a meso-level perspective, and considerably extends previous studies that only focused on the individual level. Moreover, previous studies mostly focused on the mediation of individual-level employee attitude variables (e.g., job satisfaction) and affective variables (e.g., commitment). Therefore, to some extent, this study clarifies the blocking processes of the mediating mechanism from a branch-level perspective.

Second, this study highlights the relevance of specific HRPs theories and positive psychological resources; that is, when organizations consider their frontline employees to be their most important resources, they tend to invest in specific HRPs, such as rigorous recruitment and selection, merit-based performance evaluation, extensive training and development, competitive salaries, and high benefits, thereby improving the team's PsyCap. From the organizational support perspective, the implementation of SO-HRP bundles helps organizations instill a belief among their frontline service employees that they are the most essential component of business operations, and the employees are thereby motivated by team members to develop higher levels of PSyCap and achieve the targets they are set.

Third, this study combined the COR theory to examine the perception of the relationship between SO-HRP bundles and teamwork engagement by branch team financial service employees. The results show that the teamwork engagement of financial service employees can be improved through SO-HRP bundles. This result indicates that team service employees can demonstrate customer-centered work engagement, which is closely related to branches' SO-HRP bundles, effectively playing the role of providing work resources. According to COR theory, the human resource management practice system plays an important role as a resource base, motivating and promoting employee engagement [56]. Specifically, when service employees experience that the SO-HRP bundles are an important resource that exist in the department or team, and individuals can perceive that they gain sufficient service expertise, skills, and abilities as personal resources from SO-HRP bundles, the gain spiral induced will encourage them to invest their personal energy in service work [57]. This will not only prevent the loss of resources and effectively cope with the pressure faced in the service process, but also enable individual employees to acquire, save, reinvest, and develop resources. In this virtuous cycle, we can continuously improve service quality, create opportunities to pursue excellent services, and promote continuous improvements in work dedication. Therefore, resource protection theory provides a theoretical basis for the relationship between SO-HRP bundles and work engagement.

Fourth, although advocates of POB point out the importance of PsyCap in improving work engagement [58], however, the cause and correlation between PsyCap and work engagement remain confusing. This is one of the few pioneering studies examining the relationship between PsyCap and work engagement at the team level. The empirical results show that rich team PsyCap can improve team members' work engagement. In addition, this study extended the JD-R model of work engagement [59], to a certain extent,

Table 5
Tests of indirect effects based on the parallel model.

	Path Estimate	SE	95 % CI
Indirect Effects			
Total	0.277 **	0.075	(0.124, 0.422)
M1: SO-HRP bundles➔team psychological capital➔team performance	0.094 **	0.037	(0.019, 0.168)
M2: SO-HRP bundles➔team work engagement➔team performance	0.183**	0.075	(0.035, 0.335)

Note. Unstandardized estimates are reported. SE = standard error; CI = confidence interval; SO-HRP = service-oriented human-resource practices. * $p < 0.05$ (two-tailed); ** $p < 0.01$ (two-tailed).

emphasizing that contextual work resources can affect team human resources (i.e., team PsyCap), thereby guiding team members to develop high teamwork engagement.

Finally, this study highlighted the intervening roles of team PsyCap and teamwork engagement as serial mediators in the smooth implementation of SO-HRP bundles. This extends the literature's understanding of the psychological mechanism whereby SO-HRP bundles interact with performance and externally validates the updated understanding using data on the use of SO-HRP bundles in Taiwan's financial services industry. In addition, this study's methodology is novel in 1) it focuses on the implementation of specific SO-HRP bundles, an under-researched topic, and 2) its differentiation such bundles from high-involvement and high-commitment HRPs.

5.2. Practical implications and recommendations

The results of this study can help managers understand that their organizations can transmit their desire for high-quality service to branches or service teams through SO-HRP bundles and form a common perception among branch members that will strengthen their PsyCap and work engagement, which in turn will improve branch/team performance. Thus, three recommendations are proposed. First, service organizations should perfect the implementation of SO-HRP bundles by planning, introducing, and faithfully executing service-oriented human resource measures, such as boosting internal career opportunities, providing service innovation technology training, sharing profits, guaranteeing employment, empowering employee participation in decision-making, and clearly articulating service responsibilities. These measures will help branch service employees develop positive emotions and motivation, leading to good service behavior and performance, forming a virtuous cycle.

Second, empirical research indicates that HRM practices can influence individual employees' knowledge and skills, opportunities to express their talent, and willingness to exert effort in their work [60]. It is likely that when employees perceive effective HRM practices, they display positive attitudes toward work, such as happiness, energy, and dedication [61]. Furthermore, because team members' work engagement is an important means of promoting branch members' team performance, organizations can work on job design to increase work challenges, encourage branch members to participate in relevant decisions, value such members' growth opportunities and work-life balance, and establish an atmosphere of trust, respect, and team orientation. This will enhance the branch teams' levels of dedication and further improve performance outcomes.

Finally, as previously stated, PsyCap is an intangible form of capital that belongs to both individuals and organizations. Through specific development and training procedures, individuals' PsyCap can be increased and shared with their organizations. As team PsyCap is formed by the aggregation of members' PsyCap, organizations can use various educational and training approaches according to members' differing educational backgrounds, share information about members' successful experiences to increase their self-efficacy, help each team set clear and challenging goals, reduce members' sense of uncertainty about work, and help members face their work with hope and positive attitudes. When team members are physically and mentally exhausted because of various work pressures, organizations should provide them with personalized care and appropriate assistance by offering psychological education courses and engaging mental health consultants, thus building employee and team resilience. Working in a service system that has been improved in these ways will foster team members' positive psychological perceptions of their organizations and, therefore, exhibit service behaviors that are beneficial to the organization, thereby effectively improving team performance.

5.3. Limitations and directions for future research

The current study had several limitations. First, although we describe the causal relationships among our variables from a theoretical perspective, the cross-sectional nature of our data prevented us from inferring or verifying causal relations. Therefore, in the future, researchers should collect data via a longitudinal design or multiphase method (e.g., third-party evaluation) to measure the same research variables, which would allow them to hypothesize causal relationships while ameliorating the overestimation of relevant variables that might otherwise be caused by CMV.

Second, previous research has demonstrated an association between shared leadership and team engagement [62], with leadership influencing team performance through team PsyCap [63]; therefore, it is worth exploring other traditional and emerging managerial leadership styles (e.g., servant leadership) to test whether the meso-level intermediary mechanism we identified continues to hold.

Finally, the climate-strength literature (e.g., Ref. [64]) suggests that there will be higher engagement and agreement among team members when they effectively communicate and coordinate activities with one another, which in turn will help build stronger levels of motivation and have a positive influence on performance outcomes. Furthermore, teams with high PsyCap tend to perceive themselves as having the necessary shared psychological capacity to enable them to achieve their goals. Accordingly, future research could usefully test whether teamwork engagement strength and/or team PsyCap strength moderates the relationship between either or both of these constructs and team performance outcomes as a means of expanding the application of the climate-strength concept to meso-level research.

6. Conclusion

In the context of positive psychology scholarship and resource-based view, this study examines the effect of team-level SO-HRP bundles on team performance through a serial mediating mechanism. This study found a positive relationship between SO-HRP bundles and team performance. Moreover, the empirical findings confirmed the sequential mediation effect of team PsyCap and team work engagement. In other words, SO-HRP bundles positively influence team performance by enhancing team PsyCap and

increasing team work engagement. These results contribute to linking HRPs and performance outcomes at the team level among frontline financial service employees by exploring the sequential mediators of different positive psychological elements.

Ethics statement

This study was carried out in accordance with the recommendations of the Research Ethics Committee (Approval No.: 201905ES035) of National Taiwan University, Taipei, Taiwan.

Disclosure statement

No potential conflict of interest is reported by the authors.

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Data availability

Data will be made available on reasonable request.

CRediT authorship contribution statement

Qi Lin: Writing – original draft, Methodology, Formal analysis, Conceptualization. **Jui-Chen Peng:** Writing – review & editing, Data curation, Conceptualization. **Liqiong Lin:** Writing – review & editing, Writing – original draft.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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