ON THE RECEIVING END OF CUSTOMER CREATIVITY: INSIGHTS FROM APPROACH-AVOIDANCE AND INTERPERSONAL COMPLEMENTARITY PERSPECTIVES

RANDY LEE[1]
Lingnan University
Simon and Eleanor Kwok Building
8 Castle Peak Road, Tuen Mun, Hong Kong
Email: randylee@ln.edu.hk

ANTHONY C. KLOTZ
University of College London
Level 38, 1 Canada Square, Rm S2
Email: a.klotz@ucl.ac.uk

SHAWN MCCLEAN
University of Oklahoma
307 W. Brooks, Adams Hall 253
Norman, Oklahoma 73019
Email: smcclean@ou.edu

REMUS ILIES
Bocconi University
4-D2-01, Via Roentgen, 1, 20136 Milan
Email: remus.ilies@unibocconi.it
&
National University of Singapore
15 Kent Ridge Drive, Singapore 119245

JACK H. ZHANG
Nanyang Technological University
52 Nanyang Ave, Singapore 639798
Email: jack.zhang@ntu.edu.sg

Accepted for publication at *Journal of Management*

*****THIS IS THE FINAL PRE-PROOF VERSION OF THE MANUSCRIPT. THIS PRE-PUBLICATION VERSION MAY DIFFER FROM PUBLISHED VERSION*****

[1] We acknowledge financial support from the Provost Chair account of Remus Ilies at the National University of Singapore and from the HKIBS Research Seed Fund of Randy Lee at Lingnan University.

Abstract

Increasingly, transactions between firms and customers are typified by the co-creation of value, wherein customers play an active role in the development of new products and services. Over the past two decades, research on co-creation has flourished across multiple disciplines, largely highlighting its benefits for firms and customers. Importantly, though, while customer engagement in the creative process may be viewed positively by customers and improve organizational performance, it may not be experienced as universally positive by the service providers who must respond to it. To gain a more complete understanding of both the positive and negative sides of customer creativity, we take an approach-avoidance perspective to build a theoretical model explaining how and why customer creative behavior can lead to divergent responses by service providers. Specifically, we describe how creativity by customers can inspire service providers, driving them to act more prosocially toward customers in return. Simultaneously, customer creativity can cause performance anxiety in service providers, leading them to withdraw from their work. Adding nuance to these predictions, we draw from interpersonal complementary theory to explain why the approach-avoidance processes triggered by customer creativity should be contingent on service providers' creative role identity. Across an experience-sampling field study (Study 1), a critical-incident experiment (Study 2), and a scenario-based experiment (Study 3), our results largely align with our theoretical model (overall $N = 647$). We close by discussing the theoretical and practical implications of our work.

Keywords: customer creative behavior; inspiration; performance anxiety; approach-avoidance

ON THE RECEIVING END OF CUSTOMER CREATIVITY: INSIGHTS FROM APPROACH-AVOIDANCE AND INTERPERSONAL COMPLEMENTARITY PERSPECTIVES

Co-creation experiences between customers and service providers[2] refer to exchanges in which "consumers assume an active role and create value together with the firm" (Ranjan & Read, 2016: 291). These types of exchanges have become common in today's marketplace due to organizational decision-makers' realization that involving customers in the value creation process represents a cost-effective way to cater to customers' changing needs and preferences (Grewal et al., 2006; Hoyer et al., 2010). By engaging customers more deeply in the creative activities involved in developing and delivering products and services, co-creation facilitates knowledge sharing between the firm and these critical stakeholders (Dyer & Hatch, 2006; Romero & Molina, 2011), thus fostering innovation and serving as a critical competitive advantage for organizations (Marcos-Cuevas, Nätti, Palo, & Baumann, 2016).

Likely due to these positive effects, as many as 90% of executives are eager to integrate customer co-creation into their businesses (Bughin, 2014). Customers appear equally eager, with reports indicating that they are willing to pay a 16% premium for more engagement in service delivery processes (PWC, 2018). It is thus not surprising that organizations such as Hilton and Ritz-Carlton actively solicit ideas from customers to co-create personalized service experiences (Kontzer, 2016; Pine & Gilmore, 1999). Besides services, customers may partner with firms in brainstorming and providing creative ideas for new products (Balaji & Roy, 2017; Nambisan & Baron, 2009; O'Hern & Rindfleisch, 2010). For example, both Nike and IKEA developed platforms for the purpose of engaging customers more deeply in the design of new products

[2] Service providers are employees who provide a service or design a product for customers, relying on insights and information from customers to do so (e.g., Groth, Wu, Nguyen, & Johnson, 2019).

(IKEA, 2017; Ramaswamy, 2008). Co-creation is also evident in business-to-business settings, such as in the professional service industry, where consultants develop custom business solutions in collaboration with their corporate clients (Breidbach & Maglio, 2016; Chih, Zwikael, & Restubog, 2019; Oesterle, Buchwald, & Urbach, 2022). Consultants often rely on their clients' recommendations and knowledge to craft bespoke solutions to business problems (Mauerer & Nissen, 2014; Momparler, Carmona, & Lassala, 2015). For instance, a client struggling with diminishing customer loyalty could suggest how their consultants can creatively integrate several digital marketing tools (Morris, 2009) or loyalty reward programs (Wirtz, Mattila, & Lwin, 2007) to solve this issue. Thus, whether involving the end consumer or taking place between firms, these examples illustrate why and how customer participation in co-creation activities has become widely adopted by organizations (O'Hern & Rindfleisch, 2010).

Given that co-creation activities have become a core element in exchanges between firms and customers, this phenomenon has attracted scholarly attention across multiple academic disciplines (e.g., Berthon, Pitt, McCarthy, & Kates, 2007; Cova, Dalli, & Zwick, 2011; Galvagno & Dalli, 2014). An emerging consensus is that co-creation benefits both customers and organizations (Vargo & Lusch, 2004). Yet, this "win-win" perspective often overlooks service providers—employees responsible for direct interaction with customers—who are often the most proximal recipient of customer creativity. Indeed, limited research reveals that customer co-creation may be interpreted as a positive experience for service providers (e.g., Shulga, 2021; Shulga & Busser, 2020) and increase their creativity at work (e.g., Guan, Xie, & Huan, 2018). However, this is counterbalanced by research showing that engagement with customers (e.g., co-creation) can lead to stress, uncertainty, and negative emotions among service providers (e.g., Boadi, He, Boadi, Antwi, & Say, 2020; Chathoth, Altinay, Harrington, Okumus, & Chan, 2013;

Grandey, 2003). These contrasting findings challenge the practical and empirical consensus that customer creative behavior is a universal "win-win" for customers and firms.

Evidence that co-creation may have negative effects on organizational members raises questions of *if*, *how*, *when, and why* the potential divergent effects of co-creation on service providers will manifest. However, we currently lack a theoretical understanding of what these effects may be and how they operate, which is glaring in light of the widespread adoption of co-creation practices by decision makers (Ranjan & Read, 2016). Overall, this oversight stands in the way of scholars' and practitioners' ability to develop a complete understanding of how customer creativity affects service providers, and the implications of these effects. In order to extend the effects of co-creation to include service providers, we develop a theoretical model that first describes how customer creativity affects the way that service providers think and act at work. In particular, we draw upon an approach-avoidance framework (Elliot, 2006; Elliot & Covington, 2001; Elliot & Friedman, 2007) to explain how customer creative behavior can simultaneously trigger inspiration (an approach-based reaction) and performance anxiety (an avoidance-based reaction) among service providers.

Because customer creative behavior is novel and unpredictable, it has the potential to be experienced positively and elicit a desire in service providers to engage more deeply (i.e., approach), as well as the potential to be experienced as a negative challenge, thereby eliciting a desire in service providers to avoid the stimulus. In doing so, customer creativity can give service providers a sense of inspiration (a typical approach-based response; Thrash, Moldovan, Oleynick, & Maruskin, 2014), subsequently prompting them to engage in more approach-based behaviors in return, such as prosocial behavior directed towards customers (Bettencourt, Gwinner, & Meuter, 2001). In contrast, when service providers experience customer creative

behavior as a barrier that prevents them from completing their assigned duties, it will lead to performance anxiety (a typical avoidance-based response; Fullagar, Knight, & Sovern, 2013). One consequence of performance anxiety is that it can drive individuals to avoid anxiety-inducing work situations (Podsakoff, LePine, & LePine, 2007), meaning that co-creation may lead service providers to withdraw from their work. The approach-avoidance framework further explains that individual differences shape people's tendency to react to work situations with approach- versus avoidance-based reactions (Higgins, 2000). To understand *for whom* approach and avoidance reactions will be strongest when it comes to co-creation, we draw on interpersonal complementarity theory (ICT; Kiesler, 1983), which points toward creative role identity (Farmer, Tierney, & Kung-Mcintyre, 2003) as a personal attribute that should be particularly relevant for service provider responses to customer creativity. Specifically, ICT indicates that service providers with strong creative role identities may experience creative behavior by customers as a threatening attempt to control the service interaction, leading to less inspiration and more performance anxiety in service providers with a strong (versus weak) creative role identity. Figure 1 displays our hypothesized model.

Insert Figure 1 about here

To test our hypotheses, we adopted a "full cycle research approach" (Chatman & Flynn, 2005: 774) comprising a field study (Study 1) and two experiments with different designs (Studies 2 and 3). In Study 1, we conducted a within-person field study at an Australian education consultancy. Because Study 1 uses self-reported measures, we employed a recall-based online experimental design in Study 2, with participants from the United States, to

establish causality. Finally, to test the robustness of our results and to enhance the generalizability of our findings, in Study 3, we conducted a scenario-based experiment with employees from a marketing consultancy based in Indonesia. Taken together, the three-study package is designed to provide strong tests of internal and external validity and to allow us to examine the consistency of our results across different study designs and samples.

In developing and testing a theory-based explanation of the effects of customer creative behavior on service providers, our work makes three primary contributions. First, although prior research has elucidated the antecedents and nature of creativity at work, this stream of research generally views creativity as beneficial (e.g., Amabile, 1988; Amabile, Conti, Coon, Lazenby, & Herron, 1996; Zhou & Hoever, 2014). This is for good reason, given that creativity is novel and useful by definition (Hennessey & Amabile, 2010), and is associated with heightened organizational performance and growth (e.g., Amabile, 1988; Mumford, Hester, & Robledo, 2012). However, creative ideas can also introduce uncertainty or risk, which can generate stress for individuals and lead them to reject creative ideas (Mueller, Melwani, & Goncalo, 2012). Thus, while we acknowledge that customer creativity can be a positive experience for service providers owing to its instrumental value, we submit that potential downsides should also be examined. Towards this end, there is a need for investigations juxtaposing the positive *and* negative consequences of customer creativity for service providers. In doing so, our research brings forth crucial theoretical implications by offering a balanced explanation of the impacts of customer creativity. At a broader level, we shed light on a context in which creativity's effects are more nuanced, as opposed to overwhelmingly beneficial.

Second, this research contributes to both the approach-avoidance framework and ICT. The approach-avoidance framework has gained traction as a useful lens to understand why

employees' reactions differ upon experiencing workplace stimuli, from justice changes (Xu, Du, Johnson, & Lu, 2022) to aggressive behaviors (Ferris, Yan, Lim, Chen, & Fatimah, 2016). However, much of the research that has applied approach-avoidance theory has either solely focused on the psychological mechanisms of approach and avoidance effects (e.g., Chen & Treviño, 2022; Ferris et al., 2016) or theorized work-related boundary conditions such as work continuity threat (Xu et al., 2022) or work success (Ferris et al., 2013). By integrating ICT with the approach-avoidance framework, our research meaningfully extends these theoretical lenses by theorizing how interpersonal complementarity perceptions can influence an individual's approach-avoidance tendencies toward the creative behaviors of others. In particular, similarities between service providers and customers may actually be a source of friction rather than harmony. As such, in the context of the service delivery process (Groth, Wu, Nguyen, & Johnson, 2019), efforts to spur creativity through interpersonal similarity, such as by encouraging service providers to adopt a customer-oriented strategy, may be met with limited gains. ICT thus provides an alternative explanation for when internal and external stakeholders will be best able to co-create—when one party's creativity complements the other party's absence of creative role identity, rather than matches the presence of it.

Third and more broadly, our research further augments the current knowledge related to the effects of service encounters on employees. At present, owing to the pervasiveness and relevance of the service-dominant logic to the modern economy (i.e., Romero & Molina, 2011; Vargo & Lusch, 2004), co-creation is primarily championed in marketing and service research. However, this stream of research has tended to examine co-creation from a macro-level perspective of service ecosystems and institutions (Vargo & Lusch, 2016); in doing so, the individual-level effects of such activity on the service providers themselves have been somewhat

neglected. Given that co-creation is a developing phenomenon in the service economy, our research extends and expands upon the prevailing paradigm by delineating the psychological processes that service providers experience when they co-create with customers. In this way, our research shines a light on service providers' experiences during the co-creation process and explains how and why these experiences may shape the success of an organization's adaptation of a service-dominant logic.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Customer Creative Behavior

Customer creativity has garnered increasing scholarly interest in response to a shift in the way some businesses view the value creation process (e.g., Binkhorst & Den Dekker, 2009; Chathoth et al., 2013; Chathoth et al., 2016). This has been most comprehensively captured in the customer service literature, in an approach known as the service-dominant logic (Vargo & Lusch, 2004). Compared to a products-dominant logic, wherein firms offer customers a manufactured product or general service, a service-dominant logic emphasizes the role of customers in the value creation process (Lusch & Vargo, 2006; Vargo & Lusch, 2008). Put another way, whereas customers were once viewed as exogenous to the value creation process, they are now seen as an integral part of it (Merz, He, & Vargo, 2009). To illustrate, prior to the 2000s, if customers wanted to buy a pair of shoes from Nike, their choices were limited to those shoe styles that were offered to all consumers in a given market. In the early 2000s however, Nike began giving customers the ability to have up to eight unique characters stitched onto their new shoes (Friesen, 2001). This is a small but notable example of co-creation, where customers are able to incorporate their creative ideas into the design of a product. Since then, Nike has expanded its co-creation endeavors by inviting customers to participate more directly in the

design process, such as by communicating what unique functions and concepts they would like to see in future product iterations (Ramaswamy, 2008).

The benefits to both customers and firms of engaging customers more deeply in the creative process of developing goods and services are clear. Customer creativity gives firms insights into consumer preferences and behavior, and does so at a lower cost than traditional market research (Witell, Kristensson, Gustafsson, & Löfgren, 2011). At its core, the service-dominant logic calls for a macro-level process of value co-creation, where multiple actors collaborate and exchange service as a collective (Vargo, Koskela-Huotari, & Vink, 2020). As such, research in service-dominant logic has largely focused on how value co-creation can be established in certain industries such as tourism (e.g., Font, English, Gkritzali, & Tian, 2021) and technology (e.g., Peltier, Dahl, & Swan, 2020), or how service ecosystems (Vargo et al., 2020) and resource integration (Carrillo, Edvardsson, Reynoso, & Maravillo, 2019) can facilitate more efficient co-creation between parties. As a result, the micro-level processes of co-creation between customers and service providers have been relatively understudied.

Despite this incompleteness in co-creation research, limited insights from the marketing and service literatures hint that customer creativity might potentially invoke mixed consequences. For example, Plé (2016) noted that although creative inputs from customers are important resources, service providers may sometimes integrate them wrongly, leading to conflict in the co-creation process. In a similar vein, Heidenreich and colleagues (2015) found that a high level of co-creation can be a positive experience when the service is successful, but detrimental when the service fails. Notably, recent research has suggested mixed implications stemming from customer creativity for service providers. For instance, while service providers might benefit from experiencing enhanced well-being when they co-create with customers

(Shulga, 2021; Shulga & Busser, 2020), they may also experience role conflict, leading to stress and burnout (Chan, Yim, & Lam, 2010; Chowdhury, Gruber, & Zolkiewski, 2016). However, these positive and negative effects of co-creation have mainly been studied separately, and without explicating the processes or characteristics of co-creation via which divergent outcomes among service providers occur.

Overall, extant research provides a glimpse into the potential dual-valenced nature of customer creativity for service providers, but when and why these effects occur remain obscured. To shed light on this process, we first discuss the approach-avoidance framework and explain its usefulness for understanding *how* and *why* customer creativity might impose mixed consequences on service providers. That said, based on our literature review on this theoretical perspective (e.g., Chen & Treviño, 2022; Ferris et al., 2016; Roth & Cohen, 1986), this theory and its relevant research are unable to offer guidance regarding *for whom* customer creativity might elicit more approach-oriented vs avoidance-oriented reactions. Thus, we incorporate insights from ICT (Kiesler, 1983) to identify a personal factor (i.e., focal employees' creative role identity) that should serve as a boundary condition of the approach- and avoidance-based effects of customer creativity on service providers.

An Approach-Avoidance Perspective of Customer Creative Behavior

Approach and avoidance motivations represent people's behavioral tendencies in response to stimuli (Elliot, 2006; Elliot & Friedman, 2007; Gray, 1990). These tendencies are widely regarded as fundamental distinctions in the human condition (Elliot, 2006; Elliot & Covington, 2001), and people tend to *approach* or *avoid* stimuli in a way that is most optimal for their functioning (Kenrick & Shiota, 2008). Specifically, the approach system (i.e., motivation to move towards) is triggered when environmental stimuli provide opportunities for growth and

positive outcomes. In contrast, the avoidance system (i.e., motivation to move away) is triggered when environmental stimuli present potential threats and negative outcomes. Because it can speak to such a wide range of stimuli, the approach-avoidance framework has been used successfully in the organizational literature to explain people's reactions to many different work events. For example, Chen and Treviño (2022) examined how approach-based elevation occurs in reaction to promotive ethical voice, whereas avoidance-based feelings of threat occur in response to prohibitive ethical voice. Similarly, Xu and colleagues (2022) showed how an increase in justice related to approach-oriented perceived insider status, whereas a decrease in justice led to avoidance-oriented exhaustion.

Although the approach-avoidance framework has been used to understand employees' emotional reactions to stimuli at work (e.g., Chen & Treviño, 2022; Ferris et al., 2016), it can also be used to explain employees' cognitive reactions to work demands (Elliot, 2006; Roskes, Elliot, Nijstad, & De Dreu, 2013; Roth & Cohen, 1986). For instance, the approach system is associated with flexible processing and expanded cognitive focus that helps employees manage challenging work tasks (De Dreu, Nijstad, & Baas, 2011; Friedman & Förster, 2001; Roskes et al., 2013). In contrast, the avoidance system evokes systematic information processing and vigilance to problems and errors (Koch, Holland, & van Knippenberg, 2008). As highlighted earlier, customer creative behavior provides service providers with ideas for delivering services, yet it also presents potential challenges to these employees. Thus, creativity directed at service providers may trigger both cognitive-based approach and avoidance mechanisms. Next, we discuss each of these mechanisms in turn.

Approach-based inspiration. Customer creative behavior entails creative ideas and suggestions that customers communicate to service providers during service interactions

(Romero & Molina, 2011). These ideas and suggestions function as customer insights that can be instrumental for service providers' formulation of better services (Payne, Storbacka, & Frow, 2008). Viewed in this light, customer creative behavior may activate the approach system, leading service employees to view customer creative behavior as a positive environmental cue. In this case, they may experience this form of creativity as potentially useful and inspiring. Prior research has associated experienced creativity with the subsequent reaction of inspiration because creative ideas often expand people's perspectives beyond themselves and their current setting (Thrash, Elliot, Maruskin, & Cassidy, 2010). In this regard, service providers benefit from the increased contribution by customers (Fang, Palmatier, & Evans, 2008), including from additional insights and information in developing solutions for customers (Payne et al., 2008). Accordingly, approach-based inspiration arises because customer creative behavior presents potential opportunities for service providers to develop better products and services to suit the needs of customers and achieve better service performance.

As an approach-based cognitive response, inspiration is defined by the presence of three core elements: transcendence, evocation, and motivation (Thrash & Elliot, 2003). First, transcendence refers to mentally rising above one's normal concerns and experiencing an awareness of greater possibilities. Because creative ideas are novel (Hennessey & Amabile, 2010; Kasof, 1995), interacting with customers who display creativity should have the potential to cognitively elevate service providers above their normal way of thinking such that they consider possibilities unthought of previously. Second, evocation, which refers to the fact that inspiration is exogenously induced and unwilled, occurs because sources of inspiration always originate from somewhere beyond one's self (Thrash et al., 2010). Customers' acts of creativity—by definition—stem from the novel ideas of others and not the service providers, and

therefore can be cognitively evocative. Finally, motivation in this case refers to the drive to make something happen (Cui, Thrash, Shkeyrov, & Varga, 2020). When customers offer innovative ideas, it is up to service providers to build upon or enact those creative suggestions. Taken together, customer creative behavior should be associated with approach-based inspiration in service providers.

Hypothesis 1: Customer creative behavior is positively related to service provider inspiration.

Avoidance-based performance anxiety. Although there are reasons to believe that customer creative behavior will spur service providers' inspiration, service interactions are often intense experiences for service providers because they necessitate quick and effective responses to customers (Gosserand & Diefendorff, 2005). For this reason, organizations often provide service providers with guidelines that detail how to deal with such customers (Crotts, Dickson, & Ford, 2005). But because of its unconventional and unpredictable nature (Amabile, 1996b; Mueller et al., 2012), creative behavior from customers can render such guidelines of limited use. In this way, customer creativity may be a barrier for service providers seeking to fulfill their assigned service duties in an expected manner. Consequently, service providers may perceive customer creative behavior as a difficulty that, should the service providers fail to respond appropriately, introduces risk that they will be seen as unreceptive or incompetent by customers, perhaps spiraling into perceptions of poor customer service or even complaints (Berry & Parasuraman, 1997; Ramsey & Sohi, 1997).

Customer creativity thus restricts service providers' control over the service encounter, which renders the ultimate outcome for these individuals (i.e., their performance) more tenuous. In this way, customer creativity can sometimes be disruptive and stressful, overwhelming service providers with extra work and ambiguity. When employees experience events that share these

characteristics, such as interviews (McCarthy & Goffin, 2004) and competitions (Kleine, 1990), one common cognitive reaction is performance anxiety (Spielberg, Heller, Silton, Stewart, & Miller, 2011). Performance anxiety entails feelings of apprehension about the execution of specific tasks (McCarthy, Trougakos, & Cheng, 2016), and serves as a defensive function by mentally pushing people away from negative stimuli (Lerner & Keltner, 2001). Collectively then, customer creativity should activate the avoidance system in service providers, leading to the cognitive response of performance anxiety.

> *Hypothesis 2: Customer creative behavior is positively related to service provider performance anxiety.*

Indirect Effects of Customer Creativity on Service Provider Work Behavior

A central tenet of the approach-avoidance framework is that activation of the approach or avoidance systems leads to corresponding action tendencies (i.e., behaviors; Elliot & Friedman, 2007). In general, approach reactions motivate people to actively procure or pursue positive outcomes, whereas avoidance reactions motivate people to prevent negative outcomes from occurring (Elliot, 1999). For instance, Tang et al. (2020) showed that when employees are proud of their organization, they engage in prosocial behavior toward their firm to reinforce the approach-based emotions and to maintain a favorable self-view. In contrast, Ferris and colleagues (2016) showed that employees experiencing anxiety at work tend to engage in avoidance-based behaviors by avoiding their coworkers who may further exacerbate the anxiety.

In the case of customer creative behavior, inspiration should motivate service providers to respond to customers with relevant approach-based behaviors. Specifically, upon experiencing inspiration from customer creative behavior, service providers may in turn develop a sense of positive approval toward those customers (Shiota, Thrash, Danvers, & Dombrowski, 2017). This should spur service providers to respond with positive approach-based behavior directed at the

source of inspiration—the customers. In particular, given that inspiration entails transcendence, evocation, and motivation, inspired service providers should be more cognitively flexible, more aware that their inspirations stem from an external source (beyond themselves), and more motivated to approach positive outcomes (Thrash & Elliot, 2003). Collectively, these factors should prompt service providers to engage in a range of cognitively-expanded activities to achieve their work goals beyond simply performing well in their regular tasks (Aron, Aron, & Norman, 2004). One common and established path to do so is via prosocial behavior (Bowler & Brass, 2006; Kamdar & Van Dyne, 2007). In service provider-customer dyads, customer-oriented prosocial behavior builds and strengthens relationships, and includes going above and beyond service providers' formal responsibilities to satisfy customer needs (Bettencourt & Brown, 1997; Bettencourt et al., 2001). Most importantly, customer-oriented prosocial behavior directly influences customer satisfaction and constitutes good service (Chen, Zhu, & Zhou, 2015). Therefore, when service providers experience approach-based inspiration, it should lead to customer-oriented prosocial behaviors.

> *Hypothesis 3: The positive indirect effect of customer creative behavior on service provider customer-oriented prosocial behavior will be mediated by service provider inspiration.*

Avoidance-based reactions are characterized by vigilance and loss aversion (e.g., Elfenbein, 2007; Higgins, 1998). Correspondingly, performance anxiety fosters behaviors aimed at escaping the source of anxiety in order to alleviate this aversive state (Folkman & Lazarus, 1984; Lowe & Bennett, 2003). Given that customer creative behavior is typically not within service employees' control, service providers' primary responses to the anxiety triggered by such behavior may be to adopt avoidance-based strategies. Unlike active strategies, which entail attempts to eliminate the source of stress or its effects (Carver, Scheier, & Weintraub, 1989),

avoidance involves circumventing the problem or reducing tension in an indirect manner (Holahan & Moos, 1987).

Avoidance strategies are common among employees, given that many of the negative emotional events they experience at work are out of their control and therefore unable to be eliminated. Indeed, past research has found that employees whose work is exhausting, pressure-filled, or uncertain often withdraw from work (Bolino, Turnley, Gilstrap, & Suazo, 2010; Deery, Iverson, & Walsh, 2002). More specific to service providers' responses to customer creativity, research also suggests that work withdrawal could be a coping response to performance anxiety in an attempt to return to a desired cognitive state (Grandey & Brauburger, 2002). Work withdrawal refers to employees' efforts to disengage from work tasks while still maintaining their organizational membership, and manifests as putting less effort into their work (Hanisch & Hulin, 1990). When service providers experience performance anxiety stemming from customer creative behavior, a sensible response would involve cutting back on their engagement to avoid any possible negative outcomes associated with the service interaction. Therefore, when service providers experience avoidance-based performance anxiety, it should lead to work withdrawal.

> *Hypothesis 4: The positive indirect effect of customer creative behavior on service provider work withdrawal will be mediated by service provider performance anxiety.*

The Influence of Service Providers' Creative Role Identity on Perceptions of Customer Creative Behavior

Our model thus far theorizes the approach-based and avoidance-based consequences of customer creative behavior. However, approach-avoidance tendencies typically vary between people (Higgins, 2000). As such, individual differences can affect the extent to which individuals experience approach-based and avoidance-based psychological reactions to environmental stimuli. Here, we consider how these differences alter individuals' perceptions of the work

environment, shaping individuals' preferences for using approach versus avoidance strategies to attain their work goals. As we detail below, because customer creative behavior occurs in interpersonal exchanges (i.e., between customers and service providers), we integrate insights from a theory of interpersonal complementarity to explain *for whom* the approach- or avoidance-oriented reaction will be more pronounced after encountering creative customers.

ICT was developed to understand how different interpersonal behaviors operate with respect to one another (see Kiesler, 1983). At its core, ICT proposes that people prefer balance and complementarity between the relevant personal attributes of interaction partners (Carson, 1969; Grijalva & Harms, 2014). Specifically, people prefer interactions when their partners do *not* have the same relevant attribute, but instead possess an opposite and complementary attribute or levels of an attribute (Kiesler, 1996). For example, more extraverted leaders prefer more passive employees because this complementary pairing facilitates action coordination and effective interactions (Grant, Gino, & Hofmann, 2011; Leary, 1957). In contrast, when dominant people are paired with equally dominant partners, the mismatch leads both parties to appraise one another in a negative manner (Dryer & Horowitz, 1997; Shechtman & Horowitz, 2006). Based on ICT, then, whether service providers perceive customers as interpersonally complementary to them should influence their motivation and tendencies to react to customer creative behavior via an approach versus an avoidance strategy (Leary, 1957). Accordingly, service providers' creative role identity—the degree to which they identify themselves as a creative person in a specific role (Farmer et al., 2003)—should play a key role in determining whether the creativity displayed by customers is perceived by service providers as complementary versus inharmonious to who they are.

When service providers possess strong creative role identity, it is natural for them to express their creativity when an opportunity arises, such as in cases of co-creation (Farmer et al., 2003). However, when customers engage in creative behaviors, these service providers may feel that their own creative roles have been disregarded and that their creative expression has been limited. This hinders service providers' ability to contribute to, and maintain control over, the service interaction, both of which are important in achieving good service performance (Gittell, 2002; Grönroos & Voima, 2013; Solomon, Surprenant, Czepiel, & Gutman, 1985). As a result, service providers with strong creative role identity may be unreceptive to creativity from customers and attempt to defend their own ideas in a bid to establish some form of control over the service interaction. In such a situation, because complementarity is not achieved between the identity of service providers and the behavior of customers (Kiesler, 1983), service providers with strong creative role identity are *less* likely to approach the creative behavior of customers and draw inspiration from it. These service providers will thus also be less motivated to engage in extra-role behaviors to elevate the service experience for the customers.

Meanwhile, ICT suggests that service providers with strong creative role identity may experience heightened performance anxiety when encountering customer creative behavior because these behaviors suggest that the customers are capable of evaluating creative ideas and are likely to compare the service providers' creative suggestions to their own. In contrast, complementarity is achieved between service providers with weak creative role identity and customers who engage in creative behavior because these service providers will be more receptive to the creative inputs from customers (Bendersky & Hays, 2012; Tiedens & Fragale, 2003; Wiltermuth, 2009). Given that customers usually possess power over service providers and make the final decision (Grandey, 2003), service providers with strong creative role identity face

greater challenges to convince creative customers that their creative solutions are better. Thus, these service providers are more likely to experience performance anxiety and worry that their performance is unsatisfactory when facing creative customers (Sadler, Ethier, & Woody, 2011).

Hypothesis 5a: The positive relationship between customer creative behavior and service provider inspiration will be weaker for service providers who have strong (versus weak) creative role identity.

Hypothesis 5b: The positive indirect effect of customer creative behavior on service provider customer-oriented prosocial behavior via inspiration will be weaker for service providers who have strong (versus weak) creative role identity.

Hypothesis 6a: The positive relationship between customer creative behavior and service provider performance anxiety will be stronger for service providers who have strong (versus weak) creative role identity.

Hypothesis 6b: The positive indirect effect of customer creative behavior on service provider work withdrawal via performance anxiety will be stronger for service providers who have strong (versus weak) creative role identity.

OVERVIEW OF STUDIES

To test our model, we conducted multiple studies with different designs to maximize internal and external validity (Chatman & Flynn, 2005).[3] As an overview, Study 1 is a within-person field study of Australian educational consultants; Study 2 is a recall-based online experiment with participants from the United States (U.S.); Study 3 is a scenario-based field experiment with employees from a marketing consultancy based in Indonesia. As we detail in each study's discussion section, every subsequent study was conducted to address limitations and weaknesses of the preceding study. Thus, although each study has limitations, collectively, the studies mitigate one another's limitations and provide a more holistic examination of our hypothesized relationships (e.g., Koopman, Matta, Scott, & Conlon, 2015; Liang et al., 2018).

[3] All appendices, measurement scales, experimental materials of Studies 2 and 3, including supplementary analyses can be found at the Open Science Framework repository: https://osf.io/zfhp7/?view_only=22710458428d44abb9fcafce29bb7790.

Consequently, by examining our hypothesized model via both within-person (Study 1) and between-person studies (Studies 2 and 3), we are able to provide a fairly robust and comprehensive test of our theory by examining convergence of our model across different levels of findings (see Klotz, McClean, Yim, Koopman, & Tang, 2022; Voelkle, Brose, Schmiedek, & Lindenberger, 2014; Welsh, Outlaw, Newton, & Baer, 2022 for recent examples).

STUDY 1 METHOD

Sample and Procedure

The customer behavior that service providers experience often varies daily given the short-lived nature of service encounters (Czepiel, 1990). With this in mind, we employed an experience sampling methodology (ESM) design to test our hypothesized model. We recruited 148 sales consultants working in an educational consultancy in Eastern Australia, and compensated participants with a raffle for cash prizes (10 prizes of $60 each). The primary job responsibilities included responding to customers' requests, making cold calls, providing after-sales customer service, and selling customized education plans. We specifically selected this sample to test our theory, as prior research has demonstrated that such a job context is suitable for examining daily interactions between customers and service employees (e.g., Judge, Woolf, & Hurst, 2009; Song et al., 2018).

Before the study began, we briefly explained the objective and nature of the study to participants without disclosing the hypotheses. We assigned each participant a unique code, which was used throughout the study for data matching purposes; doing so can help maintain the anonymity of the participants. Data collection took place over three work weeks. Following past ESM studies (e.g., Foulk, Lanaj, Tu, Erez, & Archambeau, 2018; Lanaj, Johnson, & Wang, 2016), participants first completed a one-time survey wherein we obtained consent, collected

demographic information, and measured service providers' creative role identity. The daily portion of the study began one week later; participants completed three surveys per day for two work weeks (ten working days). These surveys were sent via email at fixed times each day to ensure consistency across participants (i.e., before work, during work, and end of work).

The first daily survey was sent at 8:00 AM and expired at 9:00 AM (average completion time: 8:30 AM) and contained measures of baseline daily positive and negative affect (that we used as control variables). The second daily survey was sent at 12:00 PM and expired at 1:00 PM (average completion time: 12:28 PM) and contained measures of daily customer creative behavior, inspiration, and performance anxiety. The end-of-work survey was sent at 4:00 PM and expired at 5:00 PM (average completion time: 4:26 PM) and contained measures of daily customer-oriented prosocial behavior and daily work withdrawal.

We retained data from participants who completed all three daily surveys on at least three study days (Singer & Willet, 2003). This resulted in a final sample of 136 participants with a total of 830 day-level observations (61% response rate). On average, participants were 35.80 years old (*SD* = 10.99) and had been with their organization for 3.80 years (*SD* = 2.35). Most of our participants were female (73.53%) and held post-secondary qualifications (66.91%).

Between-Person Measures

Unless otherwise stated, all scales were measured using a seven-point Likert scale (1 = *strongly disagree*; 7 = *strongly agree*).

Creative role identity. Creative role identity was assessed in the baseline survey with Farmer et al.'s (2003) three-item scale. An example item is "To be a creative employee is an important part of my identity." The reliability of this scale was .83.

Daily Within-Person Measures

Daily customer creative behavior. Customer creative behavior was assessed using five items adapted from George and Zhou (2001). An example item is "Since the last survey[4], my customers came up with creative solutions to problems." Because the scale was originally designed to measure employee's creative behavior, we eliminated items that were not applicable to customers (e.g., "developed adequate plans and schedules for the implementation of new ideas"). Participants rated the extent to which each item was characteristic of the behaviors of the customers they served so far that day (1 = *not at all characteristic*; 7 = *very characteristic*). The average reliability of this scale, across days, was .95.

Daily inspiration. Participants reported their daily inspiration using Thrash and Elliot's (2003) four-item scale. Participants indicated the extent to which they had been inspired on a seven-point scale (1 = *not at all*; 7 = *very deeply or strongly*). An example item is "Since the last survey, I experienced inspiration." Across days, the average reliability of this scale was .96.

Daily performance anxiety. Daily performance anxiety was measured using McCarthy et al.'s (2016) eight-item scale, a modified version that originated from McCarthy and Goffin (2004). An example item is, "Since the last survey, I was overwhelmed by thoughts of doing poorly at work." The average reliability across days was .96.

Daily customer-oriented prosocial behavior. Daily customer-oriented prosocial behavior was assessed using a five-item scale developed by Pelled et al. (2000) and subsequently used in Chen et al. (2015). An example item is "Since the last survey, I anticipated customers' future needs." The average reliability across days was .92.

[4] Given that these items were measured during the second daily survey (T2), which was sent at the midpoint of employees' workday, these items refer to customer creative behavior perceived by employees during the first half of their workday.

Daily work withdrawal. Daily work withdrawal was assessed with four items adapted from a scale developed by Lehman and Simpson (1992). An example item is "Since the last survey, I put less effort into my job than I should have." The average reliability across days was .91.

Control variables.[5] Some scholars have conceptualized inspiration as an affect-laden reaction (e.g., Smith, 2000; Watkins, 2021), closely related to positive affect (PA; Watson, Clark, & Tellegen, 1988); thus, we controlled for participants' daily PA in our analyses. Likewise, because performance anxiety stems from the general feeling of anxiety, it may simultaneously contribute to a general state of negative affect (NA; McCarthy, Hrabluik, & Jelley, 2009; Watson & Kendall, 1989). As such, we also controlled for NA in our analyses. Controlling for PA and NA is necessary to support our theorizing of inspiration and performance anxiety as cognitive reactions as opposed to affective reactions. Participants were asked at the beginning of each day to indicate the extent to which each item described his/her feelings right now using the shortened version of the Positive and Negative Affect Schedule (i.e., five items each; Mackinnon et al., 1999). Sample items include "excited" and "enthusiastic" for PA, and "distressed" and "nervous" for NA. The average reliabilities across days for PA and NA were .89 and .93 respectively.

Temporal and artifactual controls. Given the temporal nature of our model and daily design of our study, we took steps to account for temporal and artifactual factors suggested by recent work (Gabriel et al., 2019). First, we controlled for the day of the study to account for potential linear effects such as participant learning over the course of the study. Second, and

[5] We also tested a version of our model without these control variables. Our results remain substantively identical with or without these control variables, so we retain them for the purposes of presenting more conservative tests of our predictions. Table A1 in the online appendix contains results without control variables.

following from prior experience sampling research (e.g., Beal & Ghandour, 2011), we considered the potential for cyclicality among daily states by controlling for the day of the week as well as the sine and cosine of that day (see also McClean, Barnes, Courtright, & Johnson, 2019). Finally, we controlled for lagged, prior-day versions of all endogenous variables in our model (i.e., daily inspiration, performance anxiety, customer-oriented prosocial behavior, and work withdrawal).

Analytical Strategy

Due to the nested nature of our data (i.e., daily observations nested within individuals), we utilized multilevel path analysis with Mplus 7.4 (Muthén & Muthen, 2017) to test the within-person relationships and cross-level interactions that we hypothesized. To verify that the constructs were unique and distinct, we conducted a multilevel confirmatory factor analysis (CFA). Consistent with prior studies using ESM (e.g., Rosen, Koopman, Gabriel, & Johnson, 2016), we modeled daily customer creative behavior, inspiration, performance anxiety, customer-oriented prosocial behavior, and work withdrawal at the within-person level, while creative role identity was modeled at the between-person level of analysis. Multilevel CFA results indicated that our six-factor hypothesized model demonstrated acceptable model fit (χ^2 = 871.618, *df* = 289, CFI = .95, RMSEA = .05, $SRMR_{Within}$ = .04, $SRMR_{Between}$ = .00).

Following recommendations from Hofmann and Gavin (1998) and Hofmann, Griffin, and Gavin (2000), we group-mean centered (i.e., relative to individuals' means) exogenous variables measured at the daily level (Level 1) and grand-mean centered variables measured at the between-person level (Level 2). Group-mean centering our within-person variables helps remove variance attributable to the between-person variation, such that relationships between within-person variables are not influenced by between-person factors, such as personality or social

desirability (Scott & Barnes, 2011). Hypothesized relationships were modeled with random slopes, while our Level 1 control variables were modeled with fixed slopes (McClean, Courtright, Yim, & Smith, 2021; Wang, Liao, Zhan, & Shi, 2011).

To test our hypothesized indirect and conditional indirect effects, we utilized parametric bootstrapping (Preacher, Zyphur, & Zhang, 2010) with 20,000 replications to construct bias-corrected confidence intervals around each indirect effect estimate (e.g., Koopman, Lanaj, & Scott, 2016). For our predicted conditional indirect effects, we calculated the value of each indirect effect at high (+1 SD) and low (-1 SD) levels of the moderator. For cross-level moderated mediation to be statistically significant, the confidence interval of the difference between the conditional indirect effects must exclude zero (Preacher, Rucker, & Hayes, 2007). Finally, following the suggestions of Hofmann and colleagues (2000), we computed pseudo-R^2 values, which indicate the amount of within-individual variance in the outcome variables explained by our study variables. Overall, our hypothesized model explained 43% of the within-individual variance on daily inspiration, 24% of the within-individual variance on daily performance anxiety, and 22% and 43% of the within-individual variance on daily customer-oriented prosocial behavior and daily work withdrawal, respectively.

Study 1 Results

Means, standard deviations, and correlations are presented in Table 1. Results from our multilevel path analyses are shown in Table 2. Hypotheses 1 and 2 posited that customer creative behavior would positively associate with both inspiration and performance anxiety. As shown in Table 2, daily customer creative behavior positively related to daily inspiration ($\gamma = .31$, $p < .001$) and to daily performance anxiety ($\gamma = .16$, $p < .001$). Thus, both Hypothesis 1 and Hypothesis 2 were supported.

Insert Table 1 about here

Hypothesis 3 predicted an indirect relationship between customer creative behavior and customer-oriented prosocial behavior through inspiration. As shown in Table 3, the indirect effect was .046 and the 95% bias-corrected confidence interval did not include zero [.027, .069]. Hypothesis 4 hypothesized an indirect relationship between customer creative behavior and work withdrawal through performance anxiety. Results revealed that the indirect effect was .042 and the 95% bias-corrected confidence interval did not include zero [.022, .067]. Therefore, Hypotheses 3 and 4 were supported.

Hypothesis 5a posited that creative role identity moderates the relationship between customer creative behavior and inspiration, such that the positive association is less positive for service providers with strong creative role identity. Results indicated that the interaction between creative role identity and daily customer creative behavior significantly predicted service providers' daily inspiration ($\gamma = -.07$, $p = .028$). We plotted this relationship at higher and lower values of creative role identity (i.e., +1 and -1 SD; Cohen, Cohen, West, & Aiken, 2003). As shown in Figure 2, the positive relationship between daily customer creative behavior and service providers' daily inspiration was less positive for service providers with strong creative role identity compared to those with relatively weak creative role identity. Specifically, simple slope analyses showed that the relationship between daily customer creative behavior and daily inspiration was significantly less positive for service providers who have strong (+1 SD) creative role identity ($\gamma = .26$, $p < .001$) than service providers who have weak (-1 SD) creative role identity ($\gamma = .37$, $p < .001$). The difference between the slopes at higher and lower levels of

creative role identity was significant (γ = -.11, p = .024), supporting Hypothesis 5a.

Insert Figure 2 about here

Meanwhile, Hypothesis 5b predicted that creative role identity moderates the indirect relationship between customer creative behavior and customer-oriented prosocial behavior via inspiration, such that the indirect effect is less positive for service providers who have strong creative role identity. As shown in Table 3, the 95% bias-corrected confidence intervals at both higher and lower levels of creative role identity excluded zero, indicating significant conditional indirect effects (indirect effect = .038, 95% CI [.021, .061] for strong creative role identity; indirect effect = .055, 95% CI [.032, .082] for weak creative role identity). Furthermore, the difference between the two indirect effects was significant (indirect effect difference = -.016, 95% CI [-.035, -.002]). Thus, Hypothesis 5b was supported.

Insert Table 2 and 3 about here

Hypothesis 6a posited that creative role identity moderates the relationship between customer creative behavior and performance anxiety, such that the positive association is more positive for service providers who have strong creative role identity than those with weak creative role identity. However, results revealed that the cross-level moderating effect of creative role identity on the within-individual relationship between daily customer creative behavior and daily performance anxiety was not significant (γ = -.01, p = .87). Thus, Hypothesis 6a was not supported. Furthermore, and as shown in Table 3, the moderated mediation effect predicted by

Hypothesis 6b was not significant (indirect effect difference = -.003, 95% CI [-.039, .035]), failing to support Hypothesis 6b.

Study 1 Discussion

In Study 1, we adopted a within-person design to test our theoretical model in a field setting. Results revealed that customer creative behavior positively associated with inspiration, which was in turn positively associated with customer-oriented prosocial behavior. In addition, this indirect effect was conditional on employees' creative role identity; the positive effect of customer creative behavior on inspiration was weaker for employees with strong creative role identity. Meanwhile, customer creative behavior was positively associated with performance anxiety, which was in turn positively associated with work withdrawal.

Although the findings of Study 1 largely supported our hypothesized relationships, limitations and questions remain. For instance, Study 1 uses participants' self-reported measures (a common practice in ESM studies; see Gabriel et al., 2019; see also Koopman & Dimotakis, 2022 for more detailed discussions), which may lead to response bias. This approach also renders us unable to provide evidence for causality and show that customer creative behavior is driving our effects, as opposed to other variables that we did not theorize and measure. Finally, the interaction effects we observed were not fully consistent with our ICT-based predictions, creating the possibility that a similarity-attraction effect may be at work. That is, service providers who view their role as creative may appreciate creative inputs from customers more, not less. Thus, to address these concerns, we conducted an online experiment in Study 2, wherein we manipulated customer creativity with an internally valid and robust design. In this way, we not only avoided having participants self-report customer creativity, but also provided evidence for causality and retested our interaction effects.

STUDY 2 METHOD

Sample and Procedure

We recruited 260 participants from the US through Prolific. To be eligible, participants had to work full-time in the service industry and be over the age of 18.[6] After measuring their creative role identity, we randomly assigned participants to a creative customer condition or a regular customer condition. In both conditions, participants were asked to think about past interactions with customers. In the creative customer condition, participants were instructed to recall a recent service interaction where the customer engaged in creative behaviors. In the regular customer condition, participants were instructed to recall a recent service interaction where the customer engaged in typical behaviors expected of customers. This study design (i.e., the Critical Incident Technique; Gremler, 2004), is a widely adopted paradigm in service research and has been used to examine how service providers respond to customers (see also Shao & Skarlicki, 2014; Walker, van Jaarsveld, & Skarlicki, 2014). Following this recall task, we asked participants to report their inspiration, performance anxiety, customer-oriented prosocial behavior, and work withdrawal. At the end of the study, participants completed a manipulation check, where they rated the creativity of the customer behaviors they recalled earlier. The sample had an average age of 35.00 years (SD = 8.44), an average organizational tenure of 6.52 years (SD = 6.32), and 53.8% of participants were female. Participants were compensated $2 for completing the study.

Creative customer condition. To manipulate customer creative behavior, we asked participants to recall and write about a recent service interaction during which their customers suggested or provided ideas/solutions that were perceived as creative by participants.

[6] Table B1 in the online appendix reports the industries in which participants worked.

Specifically, participants saw the following instructions:

> Briefly recall a recent (ideally days ago) service interaction experience where you interacted with a specific customer directly in matters concerning the service delivery process. Further, during this service interaction experience, you should recall instances where your customer made suggestions or provided ideas/solutions that you felt were creative. In your response, please be sure to answer the following questions.
>
> - What did the customer communicate to you about the product or service?
> - What about the comments or suggestions made you feel that they were creative?
> - How long ago did this service interaction occur approximately? Please be as specific as possible (e.g., days).

Regular customer condition. In the regular customer condition, participants were told to recall a recent service interaction during which the customer made typical comments or asked typical questions about a product or service.

> Briefly recall a recent (ideally days ago) service interaction experience where you interacted with a specific customer directly in matters concerning the service delivery process. Further, during this service interaction experience, you should recall instances where your customer made typical comments or asked typical questions about a product or service. In your response, please be sure to answer the following questions.
>
> - What did the customer communicate to you about the product or service?
> - In what sense were the comments or questions made by your customer typical?
> - How long ago did this service interaction occur approximately? Please be as specific as possible (e.g., days).

Measures

Unless otherwise stated, all scales were measured using a seven-point Likert scale (1 = strongly disagree; 7 = strongly agree).

Creative role identity. Participants reported their creative role identity using the same three-item scale as in Study 1. Coefficient $\alpha = .80$.

Inspiration. We measured participants' inspiration experienced on the day of the incident using the same four-item scale as in Study 1. Coefficient $\alpha = .93$.

Performance anxiety. We measured participants' performance anxiety experienced on

the day of the incident using the same eight-item scale as in Study 1. Coefficient α = .97.

Customer-oriented prosocial behavior. We measured participants' customer-oriented prosocial behavior on the day of the incident using the same five-item scale as in Study 1. Coefficient α = .92.

Work withdrawal. We measured participants' work withdrawal on the day of the incident using the same four-item scale as in Study 1. Coefficient α = .83.

Manipulation check. We used the same five customer creative behavior items as in Study 1 for manipulation check purposes. Coefficient α = .97.

Control variables. Like Study 1, we controlled for participants' state PA and NA. Using the same scale as in Study 1 (i.e., five items each), participants reported their PA and NA on the day of the incident that they recalled. Coefficient α = .90 for PA and α = .92 for NA. Table A2 in the online appendix reports path analytic results without these controls.

Analytical Strategy

We first conducted a CFA on the hypothesized variables in our model (creative role identity, inspiration, performance anxiety, customer-oriented prosocial behavior, and work withdrawal), and found that the five-factor model fit the data adequately (χ^2 = 793.87, *df* = 242, CFI = .90, TLI = .89, RMSEA = .09, SRMR = .04). We then conducted a *t*-test to examine the effectiveness of our manipulation. Participants rated their customers as more creative in the creative customer condition (*M* = 5.28, *SD* = 1.42) than in the regular customer condition (*M* = 2.48, *SD* = 1.61; *t*[258]= 14.87, *p* < .001, *d* = 1.52), suggesting that our manipulation was effective. Next, we proceeded to test our hypotheses using path analysis in Mplus 7.4 (Muthén & Muthen, 2017), following the recommendations of Preacher et al. (2010) to test our mediation and moderated mediation hypotheses with a parametric bootstrap (using 20,000 replications to

construct 95% bias-corrected confidence intervals; Selig & Preacher, 2008).

Study 2 Results

Sample responses from participants from the two conditions are provided in Table C1 in the online appendix. Descriptive statistics and correlations among all variables are presented in Table 4. We began by conducting an Analysis of Covariance (ANCOVA) to examine the effects of the customer creativity manipulation on our mediators. Participants in the creative customer condition reported experiencing significantly more inspiration (M = 5.21, SD = 1.09) than participants in the regular customer condition (M = 3.63, SD = 1.29), $F(1, 256) = 97.65$, $p < .001$, $\eta^2 = .28$. Hence, Hypothesis 1 was supported. In support of Hypothesis 2, participants in the creative customer condition also reported experiencing significantly more performance anxiety (M = 3.38, SD = 1.35) than participants in the regular customer condition (M = 2.47, SD = 1.56), $F(1, 256) = 26.40$, $p < .001$, $\eta^2 = .09$.

Insert Table 4 about here

Table 5 summarizes our path analytic results. Further supporting Hypotheses 1 and 2, the creative customer condition positively associated with both inspiration and performance anxiety (B = 1.64, SE = .14, $p < .001$, and B = .87, SE = .17, $p < .001$ respectively). Hypothesis 3 predicted an indirect effect of customer creative behavior on customer-oriented prosocial behavior via inspiration. Results indicated that inspiration was positively related to customer-oriented prosocial behavior (B = .19, SE = .06, p = .003), and the indirect effect of the creative customer condition on customer-oriented prosocial behavior via inspiration was positive and significant (coefficient = .316; 95% CI [.107, .535]). Thus, Hypothesis 3 was supported.

Hypothesis 4 posited an indirect effect of customer creative behavior on work withdrawal via performance anxiety. Results showed that performance anxiety positively related to work withdrawal (B = .24, SE = .06, p < .001), and the indirect effect of creative customer condition on work withdrawal via performance anxiety was positive and significant (coefficient = .212; 95% CI [.096, .352]). As such, Hypothesis 4 was supported.

Hypothesis 5a predicted that creative role identity would moderate the effects of customer creative behavior on inspiration. As shown in Table 6, the interactive effect of customer creative behavior and employee creative role identity on inspiration was negative and significant (B = -.34, SE = .12, p = .003). Further, the relationship between the creative customer condition and inspiration was less positive for participants with strong creative role identity (B = 1.21, SE = .20, p < .001) and more positive for participants with relatively weak creative role identity (B = 2.06, SE = .20, p < .001, see Figure 3). Thus, Hypothesis 5a was supported.

Next, in support of Hypothesis 5b, the indirect effect of customer creative behavior on customer-oriented prosocial behavior via inspiration was less positive for participants with strong creative role identity (conditional indirect effect = .234; 95% CI [.077, .416]), and more positive for participants with relatively weak creative role identity (conditional indirect effect = .398; 95% CI [.135, .678]). The difference between these effects was significant (difference = -.164; 95% CI [-.340, -.033]).

Meanwhile, the interactive effect of customer creative behavior and employee creative role identity on performance anxiety was positive and significant (B = .52, SE = .14, p < .001). The relationship between the creative customer condition and performance anxiety was more positive for participants with strong creative role identity (B = 1.52, SE = .25, p < .001) and less positive for participants with relatively weak creative role identity (B = .22, SE = .25, p = .374,

see Figure 4). Thus, Hypotheses 6a was supported.

Insert Figure 3 and 4 about here

Hypothesis 6b, which predicted that creative role identity would moderate the indirect effect of customer creative behavior on work withdrawal via performance anxiety, was also supported, as the indirect effect was more positive for participants with strong creative role identity (conditional indirect effect = .371; 95% CI [.181, .601]), and less positive for participants with relatively weak creative role identity (conditional indirect effect = .054; 95% CI [-.062, .188]). The difference in these effects was significant (difference = .317; 95% CI [.120, .571]).

Insert Table 5 and 6 about here

Supplementary Analysis

We conducted supplementary analyses with interpersonal attraction as an alternative moderator (using two items adapted from Byrne, 1971; coefficient alpha = .90), because participants may find creative customers more similar to themselves and thus perceive them more positively (e.g., Montoya & Horton, 2013). These positive perceptions may in turn give rise to inspiration and reduce performance anxiety after encountering customer creative behavior. However, our results revealed that interpersonal attraction did not significantly moderate the relationships between customer creative behavior and inspiration (B = .13, SE = .11, p = .223), nor between customer creative behavior and performance anxiety (B = .19, SE = .13, p = .154).

Study 2 Discussion

Using an experimental design with a broad sample of service employees who held different kinds of service jobs, Study 2 tested our theoretical model while addressing several limitations of Study 1. First, we experimentally manipulated customer creative behavior with a recall task to establish causality and to avoid a self-reported measure of customer creative behavior. Second, we not only replicated our results from Study 1, but also provided empirical support for Hypothesis 6a and 6b, which were not supported in Study 1. Such differential findings from experimental and field interaction tests may be attributable to the differential residual variances of interactions; in addition, given that there is typically more "noise" associated with field studies, detecting interaction effects in such settings may be more difficult than in an experimental design (McClelland & Judd, 1993).

Third, we conducted supplementary analyses to test for the potential influence of similarity-attraction, with our null findings providing more support for complementarity (i.e., ICT) than similarity. Together, the use of an experimental design in Study 2 augments the limitations of Study 1 and improves the overall rigor of our studies. Yet, Study 2 is not without its own limitations. First, our recall task could create a demand characteristic such that participants who were told to recall a creative customer experience may rate their reactions more favorably (e.g., Nichols & Maner, 2008; Orne, 1962). Second, despite the prevalence of Critical Incident Technique usage in experimental research, what participants recalled and how they perceived their feelings and reactions on that day may not always be accurate. Moreover, even combining Studies 1 and 2, one final limitation remains. Both studies were conducted in Western cultures (i.e., Australia and U.S.), which may limit the generalizability of our results to other cultural contexts. For instance, individualism and collectivism differences across cultures may

affect how service providers perceive and interact with customers, which may potentially influence their reactions when customers engage in creative behavior (e.g., Allen, Diefendorff, & Ma, 2014; Montoya & Briggs, 2013). Specifically, it is possible that service providers in a more collectivistic culture might see creative input from customers as an indication of being cooperative (e.g., Chen, Chen, & Meindl, 1998). In order to address this and other aforementioned limitations, we designed Study 3 as a scenario-based field experiment, using service employees in an Eastern culture (Indonesia) as participants.

STUDY 3 METHOD

Sample and Procedure

Through the Human Resources department of a marketing consultancy based in Indonesia, we emailed invitations to all 360 professional service employees (i.e., business consultants) in the company. This email explained the purpose and confidentiality of our research without disclosing any information about our hypotheses. Specifically, we framed the study as a customer service training survey being conducted to better understand how employees react to certain customer behaviors. A total of 251 employees agreed to participate in the study. Participants' average age was 34.49 years (SD = 7.83), their average tenure with the company was 2.93 years (SD = 2.35), and 47.8% of the sample were female.

This study was an in situ field experiment. Drawing from past research examining creative strategies in social media marketing (Ashley & Tuten, 2015), we consulted senior managers of the company to ensure relevance to participants' work before designing an online vignette-based experimental study. We chose this design to resolve confounds associated with retrospective reporting like in Study 2. In this study, before participants were assigned to conditions, we measured their creative role identity. Next, we randomly assigned participants to

a creative customer condition or a regular customer condition. In each condition, participants went through the assigned materials describing an interaction between them and a customer. After reading the vignette, participants completed a questionnaire that assessed their present inspiration and performance anxiety, followed by measures assessing their present likelihood of engaging in customer-oriented prosocial behavior and work withdrawal. Finally, participants completed a manipulation check that assessed the creativity of the customer in their vignette.

Creative customer condition. In the creative customer condition, participants read a vignette describing a customer engaging in creative behaviors during a meeting. Specifically, participants saw the following message:

> During the meeting, the client provided creative comments and suggestions. For example, when the topic of leveraging social media marketing came up, the client suggested marketing slogans and messages that are not only functional, but also filled with emotional and experiential appeal. The client also suggested several creative strategies that highlight the unique selling proposition of the products.

Regular customer condition. In the regular customer condition, participants read a vignette describing a customer who engaged in typical behaviors during a meeting. Specifically, participants saw the following message:

> During the meeting, the client raised typical questions about the existing marketing campaign. For example, when the topic of leveraging social media marketing came up, the client asked for more justifications behind using social media marketing. The client also commented about several typical details of the present marketing campaign such as its duration and cost.

Measures

Unless otherwise stated, all scales were measured using a seven-point Likert scale (1 = strongly disagree; 7 = strongly agree).

Creative role identity. We measured participants' creative role identity using the same three-item scale as in Studies 1 and 2. Coefficient $\alpha = .85$.

Inspiration. Participants rated their current inspiration with the same four-item scale used in Studies 1 and 2. Coefficient α = .98.

Performance anxiety. Participants rated their current performance anxiety with the same eight-item scale used in Studies 1 and 2. Coefficient α = .98.

Customer-oriented prosocial behavior. We measured the present likelihood that participants would engage in customer-oriented prosocial behavior using the same five-item scale used in Studies 1 and 2. An example item is, "Right now, I am likely to anticipate customers' future needs." Coefficient α = .94.

Work withdrawal. We measured the present likelihood that participants would engage in work withdrawal using the same four-item scale used in Studies 1 and 2. An example item is, "Right now, I am likely to put less effort into my job than I should have." Coefficient α = .84.

Manipulation check. We used the same five items that assessed customer creative behavior in Study 2 to check whether participants perceived that they encountered a creative customer versus a regular customer. Coefficient α = .98.

Control variables. Like Study 2, we controlled for participants' state PA and NA following the customer interaction depicted in the vignette. We measured participants' PA and NA that they felt right now using the same scales as in Studies 1 and 2 (i.e., five items each). Coefficient α = .91 for PA and α = .92 for NA. Table A3 in the online appendix reports the path analytic results without these controls.

Analytical Strategy

We conducted a CFA on the hypothesized variables in our model (creative role identity, inspiration, performance anxiety, customer-oriented prosocial behavior, and work withdrawal), and found that the five-factor model fit the data adequately (χ^2 = 773.46, *df* = 242, CFI = .93,

TLI = .92, RMSEA = .09, SRMR = .05). We then conducted a *t*-test to examine the effects of our manipulation. Supporting our manipulation, participants in the creative customer condition rated the customer as more creative ($M = 4.94$, $SD = 1.05$) than customers in the regular customer condition ($M = 2.60$, $SD = 1.72$; $t[249] = 13.01$, $p < .001$, $d = 1.43$). To test our hypotheses, we used the same analytical approach as in Study 2.

Study 3 Results

Descriptive statistics and correlations are presented in Table 7. ANCOVA results revealed that participants in the creative customer condition reported experiencing significantly more inspiration ($M = 5.31$, $SD = 1.17$) than participants in the regular customer condition ($M = 3.15$, $SD = 1.72$), $F(1, 247) = 122.25$, $p < .001$, $\eta^2 = .33$. Similarly, participants in the creative customer condition reported experiencing significantly more performance anxiety ($M = 3.69$, $SD = 1.04$) than participants in the regular customer condition ($M = 2.52$, $SD = 1.66$), $F(1, 247) = 64.09$, $p < .001$, $\eta^2 = .21$. Thus, Hypotheses 1 and 2 were supported.

Insert Table 7 about here

Next, we tested the full model using path analysis (Table 8). The creative customer condition was significantly associated with higher inspiration and performance anxiety ($B = 2.29$, $SE = .17$, $p < .001$, and $B = 1.09$, $SE = .17$, $p < .001$ respectively). In support of Hypothesis 3, inspiration positively related to the likelihood of engaging in customer-oriented prosocial behavior ($B = .11$, $SE = .05$, $p = .029$)[7], and the indirect effect of the creative customer condition

[7] We also measured customer-oriented prosocial behavior with an alternative measure. Following Greitemeyer and Osswald (2010), we asked participants to report the amount of time (in minutes) they would be willing to devote to help the customer that they encountered in the vignette. Results revealed that inspiration positively related to this

on customer-oriented prosocial behavior via inspiration was positive and significant (coefficient = .254; 95% CI [.028, .489]). Supporting Hypothesis 4, performance anxiety was positively related to the likelihood of engaging in work withdrawal (B = .18, SE = .07, p = .005), and the indirect effect of the creative customer condition on work withdrawal via performance anxiety was positive and significant (coefficient = .201; 95% CI [.059, .367]).

Hypotheses 5a predicted that creative role identity would moderate the effects of customer creative behavior on inspiration. As shown in Table 9, the interaction coefficient predicting inspiration was negative and significant (B = -.69, SE = .20, p = .001). Further, the relationship between the creative customer condition and inspiration was less positive for participants with strong creative role identity (B = 1.68, SE = .25, p < .001) and more positive for participants with relatively weak creative role identity (B = 2.89, SE = .25, p < .001, see Figure 5). Thus, Hypothesis 5a was supported.

Next, Hypothesis 5b predicted that creative role identity would moderate the indirect effect of customer creative behavior on customer-oriented prosocial behavior via inspiration. This hypothesis was supported, as the indirect effect was less positive for participants with strong creative role identity (conditional indirect effect = .187; 95% CI [.017, .375]), and more positive for participants with relatively weak creative role identity (conditional indirect effect = .321; 95% CI [.033, .624]). Further, the difference between these effects was significant (difference = -.134; 95% CI [-.299, -.010]).

Hypothesis 6a, which predicted that creative role identity would moderate the effects of customer creative behavior on performance anxiety, was positive and significant (B = .67, SE

alternative measure of customer-oriented prosocial behavior (B = 13.82, SE = 3.74, p < .001). Further, the indirect effect of the creative customer condition on this measure of customer-oriented prosocial behavior via inspiration was positive and significant (coefficient = 31.588; 95% CI [14.48, 49.67]).

= .19, p = .001). Further, the relationship between the creative customer condition and performance anxiety was more positive for participants with strong creative role identity (B = 1.68, SE = .24, p < .001) and less positive for participants with relatively weak creative role identity (B = .51, SE = .24, p = .033, see Figure 6).

Insert Figure 5 and 6 about here

Hypothesis 6b predicted that creative role identity would moderate the indirect effect of customer creative behavior on work withdrawal via performance anxiety. This hypothesis was supported, as the indirect effect was more positive for participants with strong creative role identity (conditional indirect effect = .308; 95% CI [.090, .559]), and less positive for participants with relatively weak creative role identity (conditional indirect effect = .093; 95% CI [.003, .222]). Further, the difference in these effects was significant (difference = .215; 95% CI [.046, .443]).

Insert Table 8 and 9 about here

Supplementary Analysis

Like Study 2, we ran supplementary analyses with interpersonal attraction as an alternative moderator. Interpersonal attraction did not significantly moderate the relationships between customer creative behavior and inspiration (B = .19, SE = .13, p = .124) nor between customer creative behavior and performance anxiety (B = -.08, SE = .12, p = .479).

Study 3 Discussion

Employing a field experimental design, Study 3 built on Studies 1 and 2 and provided more support for our theoretical model. Crucially, using a vignette to manipulate customer creative behavior mitigated reliability threats associated with retrospective reporting in Study 2. Furthermore, we constructively replicated our results, including our moderating effects. By also repeating the supplementary analyses using attraction as a moderator, we provided more robust support for ICT. Lastly, an additional goal of Study 3 is to test our hypotheses with non-Western participants. Thus, by conducting Study 3 with a sample of service employees at an Indonesian consultancy, we strengthened the generalizability of our findings.

GENERAL DISCUSSION

Increasingly, interactions between service providers and customers include an element of co-creation, in which customers actively participate in the value creation process. To extend existing knowledge about the implications of co-creation on service providers, we applied an approach-avoidance framework to investigate the mixed effects of experienced creativity by showing how inspiration and performance anxiety are two proximal cognitive states that are simultaneously triggered by encountering customer creative behavior, and how each of them subsequently causes service providers to perform prosocial deeds directed back toward customers, or to withdraw from work, respectively. In addition, guided by the theoretical tenets of ICT, we posited and found that service providers who have strong creative role identity experienced customer creative behavior less positively than service providers whose creative role identity are weak. In the parlance of ICT, customers who displayed creative behavior were seen as less interpersonally compatible with service providers with strong creative role identity, and this led to lower inspiration and heightened performance anxiety. Overall, the findings from three studies with different research designs (i.e., a within-person experience-sampling field

study, a recall-based experiment, and a scenario-based experiment) and service employees from different countries (i.e., Australia, US, and Indonesia) largely supported our model.

Theoretical Implications

Creativity research generally treats creativity as beneficial owing to its critical influence in spurring organizational performance and growth (e.g., Amabile, 1988; Mumford et al., 2012). Nevertheless, given the novel and unpredictable nature of creativity, coupled with prior research suggesting that people may experience stress due to the creative ideas of others (Mueller et al., 2012), there is a need to examine potential downsides of creativity. Pertaining to customer creativity, whereas some research has theorized and found specific positive (e.g., Shulga, 2021; Shulga & Busser, 2020) or negative outcomes (e.g., Chan et al., 2010; Chowdhury et al., 2016), our research indicates that customer creativity (i.e., a source of creativity from an external stakeholder) has simultaneous mixed consequences for service providers. This suggests that instead of viewing it as unilaterally positive, we should view creativity from a balanced standpoint. In particular, our research calls attention to the potential negative consequences of customer creativity for service providers and how these effects can impede these workers' ability to provide excellent service.

Next, our research shows how combining the approach-avoidance framework and ICT can extend each theory's usefulness. Despite being applied across multiple research domains, such as personality (Elliot & Thrash, 2002), emotion (Carver & Harmon-Jones, 2009), and motivation (Elliot & Thrash, 2010), our research indicates that the approach-avoidance framework's explanatory power is even wider than currently utilized. Given that the approach-avoidance framework addresses fundamental psychological functions and systems that guide individuals' responses across a wide array of situations (e.g., Elliot, 1999; Ferris et al., 2011;

Gable & Gosnell, 2013), it has the potential to help disentangle phenomena that lie at the intersection between employees and external stakeholders like customers (Troyer, Mueller, & Osinsky, 2000). Going a step further, we extend the approach-avoidance framework by using ICT to theorize how creative role identity, a boundary condition that can alter interpersonal dynamics, can influence these mixed approach-avoidance effects. Our research shows that employees' approach and avoidance tendencies are not only determined by the situation, but also by the presence or absence of interpersonal complementarity with interaction partners. By explaining and demonstrating that the effects of approach- and avoidance-inducing stimuli are shaped by one's complementary characteristics, we extend understanding of what drives people to be drawn toward (i.e., approach) or pushed away (i.e., avoidance) from dyadic exchanges. Our findings, that creative role identity influences approach-avoidance reactions to others' creativity, both emphasize the utility of the approach-avoidance framework and the need to take into consideration the context in which it is used, to fully understand when this framework's predictions will be most potent.

Finally, our theorizing extends the reach of service-dominant logic, a multidisciplinary perspective emerging from service marketing research (Lusch & Vargo, 2006; O'Hern & Rindfleisch, 2010; Vargo & Lusch, 2008). Because this perspective focuses on customers' contributions to the value creation process, research stemming from it has predominantly taken a macro perspective, where a large number of actors collaborate and exchange services as a collective (Vargo et al., 2020). As such, past research in service-dominant logic looked at how value co-creation is applicable in tourism (e.g., Font et al., 2021) and technological industries (e.g., Peltier et al., 2020), or how service ecosystems (Vargo et al., 2020) and resource integration (Carrillo et al., 2019) can facilitate more efficient co-creation between parties. To this

end, much is still unknown about the micro-level process of this value co-creation process. In building and testing a model that highlights the implications of customer creative behavior on service providers, our research extends existing knowledge of co-creation and draws attention more squarely to management research examining customer-service providers interactions (for a recent review, see Liu, Morgeson, Zhu, & Fan, 2023). In constructing this theoretical bridge between service-dominant logic and the management literature, we not only shed light on the role of service providers in the service delivery process, but also point management scholars toward the potential effects that stem from these service encounters.

Practical Implications

This research also has important implications for customer service managers. The countervailing effects of customer creativity that our findings revealed suggest that managers should develop interventions to mitigate performance anxiety, yet encourage inspiration among service providers. For example, one instrumental use of our research is that managers can proactively prepare their subordinates for customers' possible provision of creative ideas during interactions. In doing so, these managers can equip service providers with the psychological resources to meet the challenges that creative customers may impose. At a higher level, where feasible, senior leaders should design and install formal feedback channels for customers' creative ideas to be collated and considered (Wirtz, Tambyah, & Mattila, 2010). In this way, the company can position itself to be open to co-creation initiatives with customers (Karpen, Bove, & Lukas, 2012), but in a way that reduces the need for service providers to bear the responsibility of responding to creative customers entirely. In short, such a system gives service providers a means via which they can escalate creative ideas for the company to consider. In these ways, leaders can harness the benefits of customer creativity while mitigating the cognitive

burdens that such behavior can place on service providers.

We also found that service providers who have strong creative role identity are relatively less inspired by customers' creative behavior. The implication should not be that managers avoid hiring creative service providers, especially since these individuals might be able to develop novel and useful suggestions that can solve customer problems. Rather, managers should cultivate a strong service climate by implementing superordinate goals for service providers to work positively with customers and then reinforcing these goals with service creativity-contingent rewards. Doing so would promote positive reactions to customer creativity by making service providers more likely to embrace the creative contributions of their customers than to focus on any negative interpersonal aspects of their service interactions. At an interpersonal level, managers should also display servant leadership behaviors by paying more attention to the socioemotional needs of service providers and by providing advice to service providers when necessary (Walumbwa, Hartnell, & Oke, 2010). This may lead to a trickle-down effect on service providers, who in turn become more attentive and consider customers' inputs more objectively (Chen et al., 2015; Liao & Chuang, 2007).

Limitations and Future Directions

One limitation of our research concerns the conceptualization of customer creative behavior. Although we attempted to clearly conceptualize customer creative behavior by providing concrete examples, ambiguity surrounding what constitutes customer creativity remains. Unlike employee creativity, where creative suggestions tend to be directed toward work processes or issues involving the organization, customer creativity occurs across more varied contexts (e.g., products and/or services). Consequently, despite the occurrence of customer creative behavior, its effects on service providers may not be as straightforward. For instance, as

demonstrated by our research, the transactional relationship between customers and service providers means that there are additional considerations that service providers consider when they interact with customers. To this point, future research can extend our efforts by operationalizing customer creative behavior in various ways. For example, future research can potentially utilize observational data (Bolton, 2011) or content analysis in capturing a specific customer behavior more objectively (Lee & Bradlow, 2011).

We also acknowledge that each of the three studies has inherent limitations. Study 1, which used a within-person design, relied on participants' self-reported measures that are prone to response bias. Additionally, we could not provide evidence for causality between our variables with such a study design. One of the hypothesized moderating effects was also not significant, leading to questions surrounding ICT and whether other forces such as similarity-attraction were playing an influencing role. To address this issue, we conducted Study 2; using a recall-based online experiment, we established causality and found support for our hypotheses. Study 2 also included a supplementary analysis to test for and eliminate the effects of similarity-attraction, thereby increasing the rigor of our results. However, because participants in Study 2 engaged in retrospective reporting, the measures may not be an accurate reflection of how they actually think and feel. Thus, we conducted Study 3 using a vignette-based field experiment. Although we constructively replicated our results, participants' behavioral responses in Study 3 were projected, as opposed to actual engagement in prosocial behavior and withdrawal.

Finally, our research points to several avenues for future scholarly inquiry. In this paper, we draw from ICT to examine the moderating effect of service providers' creative role identity and to capture the influence of service providers' individual differences on the approach-avoidance reactions toward encountering creative customers. Beyond adopting an interpersonal

approach to theorize boundary conditions, future research could consider relevant situational and environmental factors, for example, organizational support for creativity (Yu & Frenkel, 2013) and service climate (Bowen & Schneider, 2014). It is possible that when organizational support for creativity is high and the service climate is strong, service providers may be more willing to approach and less likely to avoid customers' creative behavior because they not only feel empowered to respond to the creative ideas, but also believe that engaging with customers at a deep level will be seen by the company as providing good service. Another potential boundary condition may stem from the creative idea itself. During co-creation, there are likely instances in which customers come up with creative suggestions that service providers have thought of as well. We encourage future research that examines such creative idea similarity, and its effects on service providers.

Another potentially fruitful avenue for future research stems from the stress-inducing nature of customer co-creation. As we have alluded to, service providers may view creative inputs from customers as a source of stress. When this occurs, it has the potential to lead to one or two stress-based reactions in service providers. Based on the transactional theory of stress (Folkman & Lazarus, 1984), if service providers appraise customer co-creation as a challenge to overcome, they should experience it positively, as an opportunity for professional learning and growth. However, if they appraise customer co-creation primarily as a hindrance to their work, they may react negatively, with frustration. Taken together, there is an opportunity for researchers to draw from stress-based perspectives to further extend knowledge on the impact of a service-dominant logic on service providers.

Future research may also find value in expanding our initial foray of extending the service-dominant logic beyond a macro lens. For instance, while we theorized and examined

customer creativity at an individual-level, future research may extend our work by theorizing at a workgroup level, investigating how interactions between service providers and customers may have implications for the workgroups in which those service providers are situated. This also recognizes the possibility that customers may not only interact with service providers on a dyadic basis, but also with their workgroups (Pugh, Dietz, Wiley, & Brooks, 2002). Thus, this presents a novel and interesting avenue for future research.

Furthermore, as briefly mentioned in our decision to control for PA and NA, there may be discrete emotions experienced by employees after encountering customer creative behavior (Johnson & Zinkhan, 1991). In fact, given the potential countervailing effects of customer creativity, an alternative perspective could be that service providers experience ambivalent reactions toward customer creativity (Ashforth, Rogers, Pratt, & Pradies, 2014; Rothman, Pratt, Rees, & Vogus, 2017). That said, more empirical evidence is required to establish if these effects would indeed play out in this manner. Perhaps more importantly, we encourage future research to explore further downstream effects of customer creative behavior.

CONCLUSION

Increasingly, customers are playing an active role in the creativity process associated with value creation. Although this process was once the sole responsibility of the firm, the move toward customer co-creation with the firm has benefits for both customers and organizations. In this paper, we extended the study of the consequences of customer creativity by developing a theoretical model of its effects on the service providers themselves, and testing it across multiple studies and multiple cultures. Our findings support our core argument that when it comes to customer creativity, there are positive and negative effects for the service providers on the receiving end of it. Beyond the context of co-creation in service encounters, these theoretical

insights and findings suggest that the interpersonal dynamics of the creative process may involve more challenges than previously considered.

REFERENCES

Allen, J. A., Diefendorff, J. M., & Ma, Y. 2014. Differences in emotional labor across cultures: A comparison of chinese and U.S. service workers. *Journal of Business and Psychology*, 29: 21–35.

Amabile, T. M. 1988. A model of creativity and innovation in organizations. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, vol. 10: 123–167. Greenwich, CT: JAI Press.

Amabile, T. M. 1996b. *Creativity in context: Update to the social psychology of creativity*. Boulder, Colorado: Westview.

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. 1996. Assessing the Work Environment for Creativity. *Academy of Management Journal*, 39: 1154–1184.

Aron, A., Aron, E. N., & Norman, C. 2004. Self-expansion Model of Motivation and Cognition in Close Relationships and Beyond. *Self and social identity*: 99–123. Malden: Blackwell Publishing.

Ashforth, B. E., Rogers, K. M., Pratt, M. G., & Pradies, C. 2014. Ambivalence in organizations: A multilevel approach. *Organization Science*, 25: 1453–1478.

Ashley, C., & Tuten, T. 2015. Creative Strategies in Social Media Marketing: An Exploratory Study of Branded Social Content and Consumer Engagement. *Psychology & Marketing*, 32: 15–27.

Balaji, M. S., & Roy, S. K. 2017. Value co-creation with Internet of things technology in the retail industry. *Journal of Marketing Management*, 33: 7–31.

Beal, D. J., & Ghandour, L. 2011. Stability, change, and the stability of change in daily workplace affect. *Journal of Organizational Behavior*, 32: 526–546.

Bendersky, C., & Hays, N. A. 2012. Status conflict in groups. *Organization Science*, 23: 323–340.

Berry, L. L., & Parasuraman, A. 1997. Listening to the customer - The concept of a service-quality information system. *MIT Sloan Management Review*, 38: 65–75.

Berthon, P. R., Pitt, L. F., McCarthy, I., & Kates, S. M. 2007. When customers get clever: Managerial approaches to dealing with creative consumers. *Business Horizons*, 50: 39–47.

Bettencourt, L. A., & Brown, S. W. 1997. Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73: 39–61.

Bettencourt, L. A., Gwinner, K. P., & Meuter, M. L. 2001. A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors. *Journal of Applied Psychology*, 86: 29–41.

Boadi, E. A., He, Z., Boadi, E. K., Antwi, S., & Say, J. 2020. Customer value co-creation and employee silence: Emotional intelligence as explanatory mechanism. *International Journal of Hospitality Management*, 91: 102646.

Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. 2010. Citizenship under pressure: What's a "good soldier" to do? *Journal of Organizational Behavior*, 31: 835–855.

Bolton, R. N. 2011. Comment: Customer Engagement: Opportunities and Challenges for Organizations. *Journal of Service Research*, 14: 272–274.

Bowen, D. E., & Schneider, B. 2014. A Service Climate Synthesis and Future Research Agenda. *Journal of Service Research*, 17: 5–22.

Bowler, Wm. M., & Brass, D. J. 2006. Relational correlates of interpersonal citizenship behavior: A social network perspective. *Journal of Applied Psychology*, 91: 70–82.

Breidbach, C. F., & Maglio, P. P. 2016. Technology-enabled value co-creation: An empirical analysis of actors, resources, and practices. *Industrial Marketing Management*, 56: 73–85.

Bughin, J. 2014, December 1. Three ways companies can make co-creation pay off. Retrieved from https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/three-ways-companies-can-make-co-creation-pay-off.

Byrne, D. 1971. *The attraction paradigm*. New York: Academic Press.

Carrillo, F. J., Edvardsson, B., Reynoso, J., & Maravillo, E. 2019. Alignment of resources, actors and contexts for value creation. *International Journal of Quality and Service Sciences*, 11: 424–438.

Carson, R. 1969. *Interaction concepts of personality*. Chicago: Aldine.

Carver, C. S., & Harmon-Jones, E. 2009. Anger is an approach-related affect: Evidence and implications. *Psychological Bulletin*, 135: 183–204.

Carver, C. S., Scheier, M. F., & Weintraub, J. K. 1989. Assessing coping strategies: A theoretically based approach. *Journal of Personality and Social Psychology*, 56: 267–283.

Chan, K. W., Yim, C. K., & Lam, S. S. 2010. Is customer participation in value creation a double-edged sword? Evidence from professional financial services across cultures. *Journal of Marketing*, 74: 48–64.

Chathoth, P., Altinay, L., Harrington, R. J., Okumus, F., & Chan, E. S. 2013. Co-production versus co-creation: A process based continuum in the hotel service context. *International Journal of Hospitality Management*, 32: 11–20.

Chatman, J. A., & Flynn, F. J. 2005. Full-cycle micro-organizational behavior research. *Organization Science*, 16: 434–447.

Chen, A., & Treviño, L. K. 2022. Promotive and prohibitive ethical voice: Coworker emotions and support for the voice. *Journal of Applied Psychology*, 107: 1973–1994.

Chen, C. C., Chen, X.-P., & Meindl, J. R. 1998. How can cooperation be fostered? The cultural effects of individualism-collectivism. *Academy of Management Review*, 23: 285–304.

Chen, Z., Zhu, J., & Zhou, M. 2015. How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *Journal of Applied Psychology*, 100: 511–521.

Chih, Y.-Y., Zwikael, O., & Restubog, S. L. D. 2019. Enhancing value co-creation in professional service projects: The roles of professionals, clients and their effective interactions. *International Journal of Project Management*, 37: 599–615.

Chowdhury, I. N., Gruber, T., & Zolkiewski, J. 2016. Every cloud has a silver lining — Exploring the dark side of value co-creation in B2B service networks. *Industrial Marketing Management*, 55: 97–109.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. 2003. *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Hillsdale, NJ: Erlbaum.

Cova, B., Dalli, D., & Zwick, D. 2011. Critical perspectives on consumers' role as 'producers': Broadening the debate on value co-creation in marketing processes. *Marketing Theory*, 11: 231–241.

Crotts, J. C., Dickson, D. R., & Ford, R. C. 2005. Aligning organizational processes with mission: The case of service excellence. *Academy of Management Perspectives*, 19: 54–68.

Cui, Y., Thrash, T., Shkeyrov, R., & Varga, P. 2020. Inspiration in the creative process. In M. Runco & S. Pritzker (Eds.), *Encyclopedia of Creativity* (3rd ed.), vol. 1: 660–666. Elsevier, Academic Press.

Czepiel, J. A. 1990. Service encounters and service relationships: Implications for research. *Journal of Business Research*, 20: 13–21.

De Dreu, C. K. W., Nijstad, B. A., & Baas, M. 2011. Behavioral Activation Links to Creativity Because of Increased Cognitive Flexibility. *Social Psychological and Personality Science*, 2: 72–80.

Deery, S., Iverson, R., & Walsh, J. 2002. Work relationships in telephone call centres: Understanding emotional exhaustion and employee withdrawal. *Journal of Management Studies*, 39: 471–496.

Dryer, D. C., & Horowitz, L. M. 1997. When do opposites attract? Interpersonal complementarity versus similarity. *Journal of Personality and Social Psychology*, 72: 592–603.

Dyer, J. H., & Hatch, N. W. 2006. Relation-specific capabilities and barriers to knowledge transfers: creating advantage through network relationships. *Strategic Management Journal*, 27: 701–719.

Elfenbein, H. A. 2007. Emotion in organizations: a review and theoretical integration. *The Academy of Management Annals*, 1: 315–386.

Elliot, A. J. 1999. Approach and avoidance motivation and achievement goals. *Educational Psychologist*, 34: 169–189.

Elliot, A. J. 2006. The Hierarchical Model of Approach-Avoidance Motivation. *Motivation and Emotion*, 30: 111–116.

Elliot, A. J., & Covington, M. V. 2001. Approach and Avoidance Motivation. *Educational Psychology Review*, 13: 73–92.

Elliot, A. J., & Friedman, R. 2007. Approach-avoidance: A central characteristic of personal goals. *Personal project pursuit: Goals, action, and human flourishing*: 97–118. Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.

Elliot, A. J., & Thrash, T. M. 2002. Approach-avoidance motivation in personality: Approach and avoidance temperaments and goals. *Journal of Personality and Social Psychology*, 82: 804–818.

Elliot, A. J., & Thrash, T. M. 2010. Approach and Avoidance Temperament as Basic Dimensions of Personality. *Journal of Personality*, 78: 865–906.

Fang, E., Palmatier, R. W., & Evans, K. R. 2008. Influence of customer participation on creating and sharing of new product value. *Journal of the Academy of Marketing Science*, 36: 322–336.

Farmer, S. M., Tierney, P., & Kung-Mcintyre, K. 2003. Employee creativity in Taiwan: An application of role identity theory. *Academy of Management Journal*, 46: 618–630.

Ferris, D. L., Johnson, R. E., Rosen, C. C., Djurdjevic, E., Chang, C.-H. (Daisy), et al. 2013. When is success not satisfying? Integrating regulatory focus and approach/avoidance motivation theories to explain the relation between core self-evaluation and job satisfaction. *Journal of Applied Psychology*, 98: 342–353.

Ferris, D. L., Rosen, C. R., Johnson, R. E., Brown, D. J., Risavy, S. D., et al. 2011. Approach or avoidance (or both?): Integrating core self-evaluations within an approach/avoidance framework. *Personnel Psychology*, 64: 137–161.

Ferris, D. L., Yan, M., Lim, V. K. G., Chen, Y., & Fatimah, S. 2016. An Approach–Avoidance Framework of Workplace Aggression. *Academy of Management Journal*, 59: 1777–1800.

Folkman, S., & Lazarus, R. S. 1984. *Stress, appraisal, and coping*. New York: Springer Publishing Company.

Font, X., English, R., Gkritzali, A., & Tian, W. (Stella). 2021. Value co-creation in sustainable tourism: A service-dominant logic approach. *Tourism Management*, 82: 104200.

Foulk, T. A., Lanaj, K., Tu, M.-H., Erez, A., & Archambeau, L. 2018. Heavy is the head that wears the crown: An actor-centric approach to daily psychological power, abusive leader behavior, and perceived incivility. *Academy of Management Journal*, 61: 661–684.

Friedman, R. S., & Förster, J. 2001. The effects of promotion and prevention cues on creativity. *Journal of Personality and Social Psychology*, 81: 1001–1013.

Friesen, G. B. 2001. Co-creation: When 1 and 1 make 11. *Consulting to Management*, 12: 28–31.

Fullagar, C. J., Knight, P. A., & Sovern, H. S. 2013. Challenge/Skill Balance, Flow, and Performance Anxiety. *Applied Psychology*, 62: 236–259.

Gable, S. L., & Gosnell, C. L. 2013. Approach and Avoidance Behavior in Interpersonal Relationships. *Emotion Review*, 5: 269–274.

Gabriel, A. S., Podsakoff, N. P., Beal, D. J., Scott, B. A., Sonnentag, S., et al. 2019. Experience sampling methods: A discussion of critical trends and considerations for scholarly advancement. *Organizational Research Methods*, 22: 969–1006.

Galvagno, M., & Dalli, D. 2014. Theory of value co-creation: a systematic literature review. (E. Gummesson, C. Mele, & F. Polese, Eds.)*Managing Service Quality*, 24: 643–683.

George, J. M., & Zhou, J. 2001. When openness to experience and conscientiousness are related to creative behavior: An interactional approach. *Journal of Applied Psychology*, 86: 513–524.

Gittell, J. H. 2002. Relationships between Service Providers and Their Impact on Customers. *Journal of Service Research*, 4: 299–311.

Gosserand, R. H., & Diefendorff, J. M. 2005. Emotional display rules and emotional labor: The moderating role of commitment. *Journal of Applied Psychology*, 90: 1256–1264.

Grandey, A. A. 2003. When "the show must go on": Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46: 86–96.

Grandey, A. A., & Brauburger, A. L. 2002. The emotion regulation behind the customer service smile. *Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior*: 260–294. San Francisco: Jossey-Bass.

Grant, A. M., Gino, F., & Hofmann, D. A. 2011. Reversing the extraverted leadership advantage: The role of employee proactivity. *Academy of Management Journal*, 54: 528–550.

Gray, J. A. 1990. Brain Systems that Mediate both Emotion and Cognition. *Cognition and Emotion*, 4: 269–288.

Greitemeyer, T., & Osswald, S. 2010. Effects of prosocial video games on prosocial behavior. *Journal of Personality and Social Psychology*, 98: 211–221.

Gremler, D. D. 2004. The Critical Incident Technique in Service Research. *Journal of Service Research*, 7: 65–89.

Grijalva, E., & Harms, P. D. 2014. Narcissism: An integrative synthesis and dominance complementarity model. *Academy of Management Perspectives*, 28: 108–127.

Grönroos, C., & Voima, P. 2013. Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41: 133–150.

Groth, M., Wu, Y., Nguyen, H., & Johnson, A. 2019. The Moment of Truth: A Review, Synthesis, and Research Agenda for the Customer Service Experience. *Annual Review of Organizational Psychology and Organizational Behavior*, 6: 89–113.

Guan, X.-H., Xie, L., & Huan, T.-C. 2018. Customer knowledge sharing, creativity and value co-creation. *International Journal of Contemporary Hospitality Management*, 30: 961–979.

Hanisch, K. A., & Hulin, C. L. 1990. Job attitudes and organizational withdrawal: An examination of retirement and other voluntary withdrawal behaviors. *Journal of Vocational Behavior*, 37: 60–78.

Heidenreich, S., Wittkowski, K., Handrich, M., & Falk, T. 2015. The dark side of customer co-creation: Exploring the consequences of failed co-created services. *Journal of the Academy of Marketing Science*, 43: 279–296.

Hennessey, B., & Amabile, T. 2010. Creativity. *Annual Review of Psychology*, 61: 568–598.

Higgins, E. T. 1998. Promotion and prevention: Regulatory focus as a motivational principle. *Advances in Experimental Social Psychology*, 30: 1–46.

Higgins, E. T. 2000. Making a good decision: Value from fit. *American Psychologist*, 55: 1217–1230.

Hofmann, D. A., & Gavin, M. B. 1998. Centering decisions in hierarchical linear models: Implications for research in organizations. *Journal of Management*, 24: 623–641.

Hofmann, D. A., Griffin, M. A., & Gavin, M. B. 2000. The application of hierarchical linear modeling to organizational research. *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions*: 467–511. San Francisco, CA, US: Jossey-Bass.

Holahan, C. J., & Moos, R. H. 1987. Personal and contextual determinants of coping strategies. *Journal of Personality and Social Psychology*, 52: 946–955.

IKEA. 2017, June 7. IKEA opens up to co-create the future range with the world. Retrieved from https://about.ikea.com/en/newsroom/2017/06/07/ikea-opens-up-to-cocreate-the-future-range-with-the-world.

Johnson, M., & Zinkhan, G. M. 1991. Emotional responses to a professional service encounter. *Journal of Services Marketing*, 5: 5–16.

Judge, T. A., Woolf, E. F., & Hurst, C. 2009. Is emotional labor more difficult for some than for others? A multilevel, experience-sampling study. *Personnel Psychology*, 62: 57–88.

Kamdar, D., & Van Dyne, L. 2007. The joint effects of personality and workplace social exchange relationships in predicting task performance and citizenship performance. *Journal of Applied Psychology*, 92: 1286–1298.

Karpen, I. O., Bove, L. L., & Lukas, B. A. 2012. Linking service-dominant logic and strategic business practice: A conceptual model of a service-dominant orientation. *Journal of Service Research*, 15: 21–38.

Kasof, J. 1995. Attribution and Creativity. In M. Runco & S. Pritzker (Eds.), *Encyclopedia of Creativity*: 147–156. San Diego: Academy Press.

Kenrick, D. T., & Shiota, M. N. 2008. Approach and avoidance motivation(s): An evolutionary perspective. *Handbook of approach and avoidance motivation*: 273–288. New York, NY, US: Psychology Press.

Kiesler, D. J. 1983. The 1982 Interpersonal Circle: A taxonomy for complementarity in human transactions. *Psychological Review*, 90: 185–214.

Kiesler, D. J. 1996. *Contemporary interpersonal theory and research: Personality, psychopathology, and psychotherapy*. Oxford, England: John Wiley & Sons.

Kleine, D. 1990. Anxiety and sport performance: A meta-analysis. *Anxiety Research*, 2: 113–131.

Klotz, A. C., McClean, S. T., Yim, J., Koopman, J., & Tang, P. M. 2022. Getting Outdoors After the Workday: The Affective and Cognitive Effects of Evening Nature Contact. *Journal of Management*, 01492063221106430.

Koch, S., Holland, R. W., & van Knippenberg, A. 2008. Regulating cognitive control through approach-avoidance motor actions. *Cognition*, 109: 133–142.

Koopman, J., & Dimotakis, N. 2022. Experience sampling methodology. *Oxford Research Encyclopedia of Business and Management.* Retrieved from https://oxfordre.com/business/view/10.1093/acrefore/9780190224851.001.0001/acrefore-9780190224851-e-304.

Koopman, J., Lanaj, K., & Scott, B. A. 2016. Integrating the bright and dark sides of OCB: A daily investigation of the benefits and costs of helping others. *Academy of Management Journal*, 59: 414–435.

Koopman, J., Matta, F. K., Scott, B. A., & Conlon, D. E. 2015. Ingratiation and popularity as antecedents of justice: A social exchange and social capital perspective. *Organizational Behavior and Human Decision Processes*, 131: 132–148.

Lanaj, K., Johnson, R. E., & Wang, M. 2016. When lending a hand depletes the will: The daily costs and benefits of helping. *Journal of Applied Psychology*, 101: 1097–1110.

Leary, T. 1957. *Interpersonal diagnosis of personality; a functional theory and methodology for personality evaluation*. Oxford, England: Ronald Press.

Lee, T. Y., & Bradlow, E. T. 2011. Automated Marketing Research Using Online Customer Reviews. *Journal of Marketing Research*, 48: 881–894.

Lehman, W. E., & Simpson, D. D. 1992. Employee substance use and on-the-job behaviors. *Journal of Applied Psychology*, 77: 309–321.

Lerner, J. S., & Keltner, D. 2001. Fear, anger, and risk. *Journal of Personality and Social Psychology*, 81: 146–159.

Liang, L. H., Brown, D. J., Ferris, D. L., Hanig, S., Lian, H., et al. 2018. The dimensions and mechanisms of mindfulness in regulating aggressive behaviors. *Journal of Applied Psychology*, 103: 281–299.

Liao, H., & Chuang, A. 2007. Transforming service employees and climate: A multilevel, multisource examination of transformational leadership in building long-term service relationships. *Journal of Applied Psychology*, 92: 1006–1019.

Liu, D., Morgeson, F. P., Zhu, J., & Fan, X. 2023. Event-oriented organizational behavior research: A multilevel review and agenda for future research. *Journal of Management*, 01492063231162094.

Lowe, R., & Bennett, P. 2003. Exploring coping reactions to work-stress: application of an appraisal theory. *Journal of Occupational and Organizational Psychology*, 76: 393–400.

Lusch, R. F., & Vargo, S. L. 2006. Service-dominant logic: reactions, reflections and refinements. *Marketing Theory*, 6: 281–288.

Mackinnon, A., Jorm, A. F., Christensen, H., Korten, A. E., Jacomb, P. A., et al. 1999. A short form of the Positive and Negative Affect Schedule: Evaluation of factorial validity and

invariance across demographic variables in a community sample. *Personality and Individual Differences*, 27: 405–416.

Marcos-Cuevas, J., Nätti, S., Palo, T., & Baumann, J. 2016. Value co-creation practices and capabilities: Sustained purposeful engagement across B2B systems. *Industrial Marketing Management*, 56: 97–107.

Mauerer, C., & Nissen, V. 2014. Portraying the social dimensions of consulting with structuration theory. *Journal of Service Science and Management*, 7: 110–130.

McCarthy, J., & Goffin, R. 2004. Measuring job interview anxiety: Beyond weak knees and sweaty palms. *Personnel Psychology*, 57: 607–637.

McCarthy, J., Hrabluik, C., & Jelley, R. B. 2009. Progression through the ranks: Assessing employee reactions to high-stakes employment testing. *Personnel Psychology*, 62: 793–832.

McCarthy, J. M., Trougakos, J. P., & Cheng, B. H. 2016. Are anxious workers less productive workers? It depends on the quality of social exchange. *Journal of Applied Psychology*, 101: 279–291.

McClean, S. T., Barnes, C. M., Courtright, S. H., & Johnson, R. E. 2019. Resetting the clock on dynamic leader behaviors: a conceptual integration and agenda for future research. *Academy of Management Annals*, 13: 479–508.

McClean, S. T., Courtright, S. H., Yim, J., & Smith, T. A. 2021. Making nice or faking nice? Exploring supervisors' two-faced response to their past abusive behavior. *Personnel Psychology*, 74: 693–719.

McClelland, G. H., & Judd, C. M. 1993. Statistical difficulties of detecting interactions and moderator effects. *Psychological Bulletin*, 114: 376–390.

Merz, M. A., He, Y., & Vargo, S. L. 2009. The evolving brand logic: a service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37: 328–344.

Momparler, A., Carmona, P., & Lassala, C. 2015. Quality of consulting services and consulting fees. *Special Issue on The Spirit of Strategy*, 68: 1458–1462.

Montoya, D. Y., & Briggs, E. 2013. Shared ethnicity effects on service encounters: A study across three U.S. subcultures. *(1)Reconceptualizing Cross-Cultural Research in the Digital Age (2)Advances in Business Research in Latin America Studies*, 66: 314–320.

Montoya, R. M., & Horton, R. S. 2013. A meta-analytic investigation of the processes underlying the similarity-attraction effect. *Journal of Social and Personal Relationships*, 30: 64–94.

Morris, N. 2009. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. *Journal of Direct, Data and Digital Marketing Practice*, 10: 384–387.

Mueller, J. S., Melwani, S., & Goncalo, J. A. 2012. The bias against creativity: Why people desire but reject creative ideas. *Psychological Science*, 23: 13–17.

Mumford, M. D., Hester, K. S., & Robledo, I. C. 2012. Creativity in Organizations: Importance and Approaches. In M. D. Mumford (Ed.), *Handbook of Organizational Creativity*: 3–16. San Diego: Academic Press.

Muthén, L. K., & Muthen, B. 2017. *Mplus user's guide: Statistical analysis with latent variables, user's guide*. Muthén & Muthén.

Nambisan, S., & Baron, R. A. 2009. Virtual customer environments: testing a model of voluntary participation in value co-creation activities. *Journal of Product Innovation Management*, 26: 388–406.

Nichols, A. L., & Maner, J. K. 2008. The good-subject effect: Investigating participant demand characteristics. *The Journal of General Psychology*, 135: 151–166.

Oesterle, S., Buchwald, A., & Urbach, N. 2022. Investigating the co-creation of IT consulting service value: empirical findings of a matched pair analysis. *Electronic Markets*, 32: 571–597.

O'Hern, M. S., & Rindfleisch, A. 2010. Customer Co-Creation. In K. M. Naresh (Ed.), *Review of Marketing Research*, vol. 6: 84–106. Emerald Group Publishing Limited.

Orne, M. T. 1962. On the social psychology of the psychological experiment: With particular reference to demand characteristics and their implications. *American Psychologist*, 17: 776–783.

Payne, A. F., Storbacka, K., & Frow, P. 2008. Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36: 83–96.

Pelled, L. H., Cummings, T. G., & Kizilos, M. A. 2000. The influence of organizational demography on customer-oriented prosocial behavior: An exploratory investigation. *Journal of Business Research*, 47: 209–216.

Peltier, J. W., Dahl, A. J., & Swan, E. L. 2020. Digital information flows across a B2C/C2C continuum and technological innovations in service ecosystems: A service-dominant logic perspective. *Journal of Business Research*, 121: 724–734.

Plé, L. 2016. Studying customers' resource integration by service employees in interactional value co-creation. *Journal of Services Marketing*, 30: 152–164.

Podsakoff, N. P., LePine, J. A., & LePine, M. A. 2007. Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: a meta-analysis. *Journal of Applied Psychology*, 92: 438–454.

Preacher, K. J., Rucker, D. D., & Hayes, A. F. 2007. Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42: 185–227.

Preacher, K. J., Zyphur, M. J., & Zhang, Z. 2010. A general multilevel SEM framework for assessing multilevel mediation. *Psychological Methods*, 15: 209–233.

Pugh, S. D., Dietz, J., Wiley, J. W., & Brooks, S. M. 2002. Driving service effectiveness through employee-customer linkages. *Academy of Management Perspectives*, 16: 73–84.

PWC. 2018. Experience is everything. Get it right. Retrieved from https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/future-of-customer-experience.html.

Ramaswamy, V. 2008. Co-creating value through customers' experiences: The Nike case. *Strategy & Leadership*, 36: 9–14.

Ramsey, R. P., & Sohi, R. S. 1997. Listening to your customers: The impact of perceived salesperson listening behavior on relationship outcomes. *Journal of the Academy of Marketing Science*, 25: 127–137.

Ranjan, K. R., & Read, S. 2016. Value co-creation: concept and measurement. *Journal of the Academy of Marketing Science*, 44: 290–315.

Romero, D., & Molina, A. 2011. Collaborative networked organisations and customer communities: value co-creation and co-innovation in the networking era. *Production Planning & Control*, 22: 447–472.

Rosen, C. C., Koopman, J., Gabriel, A. S., & Johnson, R. E. 2016. Who strikes back? A daily investigation of when and why incivility begets incivility. *Journal of Applied Psychology*, 101: 1620–1634.

Roskes, M., Elliot, A. J., Nijstad, B. A., & De Dreu, C. K. W. 2013. Time Pressure Undermines Performance More Under Avoidance Than Approach Motivation. *Personality and Social Psychology Bulletin*, 39: 803–813.

Roth, S., & Cohen, L. J. 1986. Approach, avoidance, and coping with stress. *American Psychologist*, 41: 813–819.

Rothman, N. B., Pratt, M. G., Rees, L., & Vogus, T. J. 2017. Understanding the dual nature of ambivalence: Why and when ambivalence leads to good and bad outcomes. *Academy of Management Annals*, 11: 33–72.

Sadler, P., Ethier, N., & Woody, W. 2011. Interpersonal complementarity. In L. M. Horowitz & S. Strack (Eds.), *Handbook of interpersonal psychology: Theory, research, assessment and therapeutic interventions*: 123–142. New York, NY: Wiley.

Scott, B. A., & Barnes, C. M. 2011. A multilevel field investigation of emotional labor, affect, work withdrawal, and gender. *Academy of Management Journal*, 54: 116–136.

Selig, J. P., & Preacher, K. J. 2008. Monte Carlo method for assessing mediation: An interactive tool for creating confidence intervals for indirect effects [Computer software].

Shao, R., & Skarlicki, D. P. 2014. Service employees' reactions to mistreatment by customers: A comparison between North America and East Asia. *Personnel Psychology*, 67: 23–59.

Shechtman, N., & Horowitz, L. M. 2006. Interpersonal and noninterpersonal interactions, interpersonal motives, and the effect of frustrated motives. *Personality and Social Psychology Bulletin*, 32: 1126–1139.

Shiota, M. N., Thrash, T. M., Danvers, A., & Dombrowski, J. T. 2017. Transcending the self: Awe, elevation, and inspiration. In M. M. Tugade, M. N. Shiota, & L. D. Kirby (Eds.), *Handbook of Positive Emotions*. Guilford Press.

Shulga, L. V. 2021. Front-line employee self-determination in value Co-Creation: Generational profiles. *Journal of Hospitality and Tourism Management*, 48: 479–491.

Shulga, L. V., & Busser, J. A. 2020. Hospitality employee and customer role in value co-creation: Personal, organizational and collaborative outcomes. *International Journal of Hospitality Management*, 91: 102648.

Singer, J. D., & Willet, J. B. 2003. A framework for investigating change over time. *In Applied longitudinal data analysis: Modeling change and event occurrence, pp 9-10*. Oxford University Press: New York.

Smith, P. J. 2000. *Onward! 25 years of advice, exhortation, and inspiration from America's best commencement speeches*. New York, NY: Scribner.

Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. 1985. A Role Theory Perspective on Dyadic Interactions: The Service Encounter. *Journal of Marketing*, 49: 99–111.

Song, Y., Liu, Y., Wang, M., Lanaj, K., Johnson, R. E., et al. 2018. A social mindfulness approach to understanding experienced customer mistreatment: A within-person field experiment. *Academy of Management Journal*, 61: 994–1020.

Spielberg, J. M., Heller, W., Silton, R. L., Stewart, J. L., & Miller, G. A. 2011. Approach and Avoidance Profiles Distinguish Dimensions of Anxiety and Depression. *Cognitive Therapy and Research*, 35: 359–371.

Tang, P. M., Yam, K. C., & Koopman, J. 2020. Feeling proud but guilty? Unpacking the paradoxical nature of unethical pro-organizational behavior. *Organizational Behavior and Human Decision Processes*, 160: 68–86.

Thrash, T. M., & Elliot, A. J. 2003. Inspiration as a psychological construct. *Journal of Personality and Social Psychology*, 84: 871–889.

Thrash, T. M., Elliot, A. J., Maruskin, L. A., & Cassidy, S. E. 2010. Inspiration and the promotion of well-being: Tests of causality and mediation. *Journal of Personality and Social Psychology*, 98: 488–506.

Thrash, T. M., Moldovan, E. G., Oleynick, V. C., & Maruskin, L. A. 2014. The Psychology of Inspiration. *Social and Personality Psychology Compass*, 8: 495–510.

Tiedens, L. Z., & Fragale, A. R. 2003. Power moves: Complementarity in dominant and submissive nonverbal behavior. *Journal of Personality and Social Psychology*, 84: 558–568.

Troyer, L., Mueller, C. W., & Osinsky, P. I. 2000. Who's the Boss?: A Role-Theoretic Analysis of Customer Work. *Work and Occupations*, 27: 406–427.

Vargo, S. L., Koskela-Huotari, K., & Vink, J. 2020. Service-dominant logic: Foundations and applications. In E. Bridges & K. Fowler (Eds.), *The Routledge Handbook of Service Research Insights and Ideas*: 3–23. New York: Routledge.

Vargo, S. L., & Lusch, R. F. 2004. Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68: 1–17.

Vargo, S. L., & Lusch, R. F. 2008. Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36: 1–10.

Vargo, S. L., & Lusch, R. F. 2016. Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44: 5–23.

Voelkle, M. C., Brose, A., Schmiedek, F., & Lindenberger, U. 2014. Toward a Unified Framework for the Study of Between-Person and Within-Person Structures: Building a Bridge Between Two Research Paradigms. *Multivariate Behavioral Research*, 49: 193–213.

Walker, D. D., van Jaarsveld, D. D., & Skarlicki, D. P. 2014. Exploring the effects of individual customer incivility encounters on employee incivility: The moderating roles of entity (in)civility and negative affectivity. *Journal of Applied Psychology*, 99: 151–161.

Walumbwa, F. O., Hartnell, C. A., & Oke, A. 2010. Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation. *Journal of Applied Psychology*, 95: 517–529.

Wang, M., Liao, H., Zhan, Y., & Shi, J. 2011. Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54: 312–334.

Watkins, T. 2021. Workplace Interpersonal Capitalization: Employee Reactions to Coworker Positive Event Disclosures. *Academy of Management Journal*, 64: 537–561.

Watson, D., Clark, L. A., & Tellegen, A. 1988. Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54: 1063–1070.

Watson, D., & Kendall, P. C. 1989. Understanding anxiety and depression: Their relation to negative and positive affective states. *Anxiety and depression: Distinctive and overlapping features.*: 3–26. San Diego, CA, US: Academic Press.

Welsh, D. T., Outlaw, R., Newton, D. W., & Baer, M. D. 2022. The social aftershocks of voice: An investigation of employees' affective and interpersonal reactions after speaking up. *Academy of Management Journal*, 65: 2034–2057.

Wiltermuth, S. S. 2009. *The benefits of dominance complementarity in negotiations*. Stanford University.

Wirtz, J., Mattila, A. S., & Lwin, M. O. 2007. How effective are loyalty reward programs in driving share of wallet? *Journal of Service Research*, 9: 327–334.

Wirtz, J., Tambyah, S. K., & Mattila, S. A. 2010. Organizational learning from customer feedback received by service employees: A social capital perspective. *Journal of Service Management*, 21: 363–387.

Witell, L., Kristensson, P., Gustafsson, A., & Löfgren, M. 2011. Idea generation: Customer co-creation versus traditional market research techniques. *Journal of Service Management*, 22: 140–159.

Xu, X., Du, D., Johnson, R. E., & Lu, C. 2022. Justice change matters: Approach and avoidance mechanisms underlying the regulation of justice over time. *Journal of Applied Psychology*, 107: 1070–1093.

Yu, C., & Frenkel, S. J. 2013. Explaining task performance and creativity from perceived organizational support theory: Which mechanisms are more important? *Journal of Organizational Behavior*, 34: 1165–1181.

Zhou, J., & Hoever, I. J. 2014. Research on Workplace Creativity: A Review and Redirection. *Annual Review of Organizational Psychology and Organizational Behavior*, 1: 333–359.

Table 1
Descriptive Statistics and Correlations for Study 1

Variable	Mean	SD	1	2	3	4	5	6	7	8
Level 1										
1. Daily positive affect	4.14	1.32	(.89)							
2. Daily negative affect	2.16	1.33	-.12*	(.93)						
3. Daily customer creative behavior	3.15	1.65	.22*	.11*	(.95)					
4. Daily inspiration	2.92	1.73	.57*	-.05	.40*	(.96)				
5. Daily performance anxiety	3.34	1.62	-.11*	.42*	.20*	-.02	(.96)			
6. Daily customer-oriented prosocial behavior	4.78	1.28	.33*	-.05	.37*	.38*	.03	(.92)		
7. Daily work withdrawal	2.92	1.57	-.27*	.53*	.06*	-.23*	.43*	-.15*	(.91)	
Level 2										
8. Creative role identity	5.79	0.74	-.60*	-.10	.16*	.15*	-.08	.14*	-.12	(.83)

Notes: Means, standard deviations, and correlations represent group-mean centered relationships at the within-individual level of analysis. Coefficient alpha estimates are in parentheses on the diagonal. For within-individual variables, reliabilities were averaged across study days.
* $p < .05$.

Table 2
Daily Path Analysis Results for Study 1

	Daily Outcome Variable							
	Inspiration		**Performance Anxiety**		**Customer-Oriented Prosocial Behavior**		**Work Withdrawal**	
Predictor	*γ*	*SE*	*γ*	*SE*	*γ*	*SE*	*γ*	*SE*
Control Variables								
Study day	.01	(.01)	.01	(.02)	.00	(.01)	-.02	(.01)
Weekday	.06	(.06)	-.10	(.06)	.05	(.06)	.05	(.06)
Weekday (sine)	.05	(.12)	-.13	(.11)	-.08	(.09)	.03	(.10)
Weekday (cosine)	-.12	(.08)	.10	(.09)	.01	(.08)	-.10	(.07)
Daily positive affect	.62*	(.04)	-.13*	(.04)	.15*	(.05)	-.11*	(.04)
Daily negative affect	-.03	(.04)	.46*	(.04)	-.05	(.04)	.44*	(.04)
Lagged inspiration	-.17*	(.04)						
Lagged performance anxiety			-.12*	(.06)				
Lagged customer-oriented prosocial behavior					-.04	(.06)		
Lagged work withdrawal							-.13*	(.04)
Study Variables								
Daily customer creative behavior	.31*	(.03)	.16*	(.04)	.21*	(.03)	.05	(.03)
Creative role identity	.04	(.08)	-.04	(.08)				
Daily customer creative behavior x creative role identity	-.07*	(.03)	-.01	(.05)				
Daily inspiration					.15*	(.03)	-.16*	(.03)
Daily performance anxiety					.01	(.03)	.27*	(.03)
Intercept	2.72*	(.18)	3.56*	(.20)	4.44*	(.20)	2.46*	(.25)
Pseudo R^2	.43		.24		.22		.43	

Note: Level 1 N = 830; Level 2 N = 136. Estimates reflect unstandardized coefficients.
* $p < .05$.

Table 3
Summary of Hypothesized Indirect Effects for Study 1

Hypothesized Conditional Indirect Effect Path	Indirect Effect
1. Customer Creative Behavior → Inspiration → Customer-Oriented Prosocial Behavior	**.046 [.027, .069]**
Creative Role Identity	
High (+1 SD)	**.038 [.021, .061]**
Low (-1 SD)	**.055 [.032, .082]**
Difference	**-.016 [-.035, -.002]**
2. Customer Creative Behavior → Performance Anxiety → Work Withdrawal	**.042 [.022, .067]**
Creative Role Identity	
High (+1 SD)	**.041 [.014, .074]**
Low (-1 SD)	**.044 [.018, .076]**
Difference	-.003 [-.039, .035]

Notes: Unstandardized coefficients are reported. Moderated mediation is supported when the confidence interval of the difference between two indirect effects for a given moderator excludes zero (Preacher et al., 2007). Indirect effects in boldface indicate effects significant at the 95% level (95% bias-corrected CI shown).

Table 4
Descriptive Statistics and Correlations for Study 2

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Creative customer experimental condition	.49	.50	-							
2. Positive affect (control variable)	4.09	1.54	.26*	(.90)						
3. Negative affect (control variable)	1.62	1.00	.08	.01	(.92)					
4. Creative role identity	4.70	1.24	-.09	.19*	-.22*	(.80)				
5. Inspiration	4.40	1.43	.55*	.28*	-.06	.14*	(.93)			
6. Performance anxiety	2.92	1.53	.30*	-.01	.35*	-.17*	-.01	(.97)		
7. Customer-oriented prosocial behavior	4.94	1.36	.03	.43*	-.14*	.25*	.24*	-.08	(.92)	
8. Work withdrawal	2.56	1.33	.00	-.10	.24*	-.12	-.14*	.32*	-.20*	(.83)

Note. N = 260. Coefficient alpha estimates are in parentheses on the diagonal.
* $p < .05$.

Table 5
Path Analysis Results for Study 2

	Inspiration		Performance Anxiety		Customer-Oriented Prosocial Behavior		Work Withdrawal	
Variables	*B*	SE	*B*	SE	*B*	SE	*B*	SE
Intercept	3.58*	.10	2.52*	.12	3.06*	.35	2.18*	.37
Independent Variable								
Customer creative behavior	1.64*	.14	.87*	.17	-.49*	.19	-.08	.20
Moderator								
Creative role identity	.40*	.08	-.45*	.10	.12	.06	-.02	.07
Interaction (customer creative behavior x creative role identity)	-.34*	.12	.52*	.14	--	--	--	--
Controls								
Positive affect	--	--	--	--	.35*	.05	-.06	.05
Negative affect	--	--	--	--	-.14	.08	.18*	.08
Mediators								
Inspiration	--	--	--	--	.19*	.06	-.08	.07
Performance anxiety	--	--	--	--	.03	.05	.24*	.06

Note. N = 260.
* $p < .05$.

Table 6
Summary of Hypothesized Indirect Effects for Study 2

Hypothesized Conditional Indirect Effect Path	Indirect Effect
1. Customer Creative Behavior → Inspiration → Customer-oriented Prosocial Behavior	**.316 [.107, .535]**
Creative Role Identity (Moderator)	
High (+1 SD)	**.234 [.077, .416]**
Low (-1 SD)	**.398 [.135, .678]**
Difference	**-.164 [-.340, -.033]**
2. Customer Creative Behavior → Performance Anxiety → Work Withdrawal	**.212 [.096, .352]**
Creative Role Identity (Moderator)	
High (+1 SD)	**.371 [.181, .601]**
Low (-1 SD)	.054 [-.062, .188]
Difference	**.317 [.120, .571]**

Note. Unstandardized coefficients are reported. Moderated mediation is supported when the confidence interval of the difference between two indirect effects for a given moderator excludes zero. Indirect effects in boldface indicate effects significant at the 95% confidence interval (95% bias-corrected CI shown).

Table 7
Descriptive Statistics and Correlations for Study 3

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Creative customer experimental condition	.50	.50	-							
2. Positive affect (control variable)	4.13	1.56	.20*	(.91)						
3. Negative affect (control variable)	1.67	1.05	.00	-.11	(.92)					
4. Creative role identity	5.83	.88	-.14*	.24*	-.15*	(.85)				
5. Inspiration	4.23	1.82	.59*	.31*	-.12*	.16*	(.98)			
6. Performance anxiety	3.11	1.50	.39*	-.12	.40*	-.26*	-.01	(.98)		
7. Customer-oriented prosocial behavior	5.04	1.30	-.20*	.39*	-.15*	.33*	.13*	-.35*	(.94)	
8. Work withdrawal	2.72	1.38	.18*	-.17*	.34*	-.19*	-.03	.38*	-.32*	(.84)

Note. N = 251. Coefficient alpha estimates are in parentheses on the diagonal.
* $p < .05$.

Table 8
Path Analysis Results for Study 3

	Inspiration		Performance Anxiety		Customer-Oriented Prosocial Behavior		Work Withdrawal	
Variables	*B*	SE	*B*	SE	*B*	SE	*B*	SE
Intercept	3.04*	.12	2.60*	.12	4.17*	.31	2.04*	.36
Independent Variable								
Customer creative behavior	2.29*	.17	1.09*	.17	-.72*	.20	.40	.23
Moderator								
Creative role identity	.83*	.14	-.66*	.13	.21*	.08	-.07	.10
Interaction (customer creative behavior x creative role identity)	-.69*	.20	.67*	.19	--	--	--	--
Controls								
Positive affect	--	--	--	--	.29*	.05	-.12*	.05
Negative affect	--	--	--	--	-.02	.07	.31*	.08
Mediators								
Inspiration	--	--	--	--	.11*	.05	-.03	.06
Performance anxiety	--	--	--	--	-.13*	.06	.18*	.07

Note. N = 251.
* $p < .05$.

Table 9
Summary of Hypothesized Indirect Effects for Study 3

Hypothesized Conditional Indirect Effect Path	Indirect Effect
1. Customer Creative Behavior → Inspiration → Customer-oriented Prosocial Behavior	**.254 [.028, .489]**
Creative Role Identity (Moderator)	
High (+1 SD)	**.187 [.017, .375]**
Low (-1 SD)	**.321 [.033, .624]**
Difference	**-.134 [-.299, -.010]**
2. Customer Creative Behavior → Performance Anxiety → Work Withdrawal	**.201 [.059, .367]**
Creative Role Identity (Moderator)	
High (+1 SD)	**.308 [.090, .559]**
Low (-1 SD)	**.093 [.003, .222]**
Difference	**.215 [.046, .443]**

Note. Unstandardized coefficients are reported. Moderated mediation is supported when the confidence interval of the difference between two indirect effects for a given moderator excludes zero. Indirect effects in boldface indicate effects significant at the 95% confidence interval (95% bias-corrected CI shown).

Figure 1

Hypothesized Model

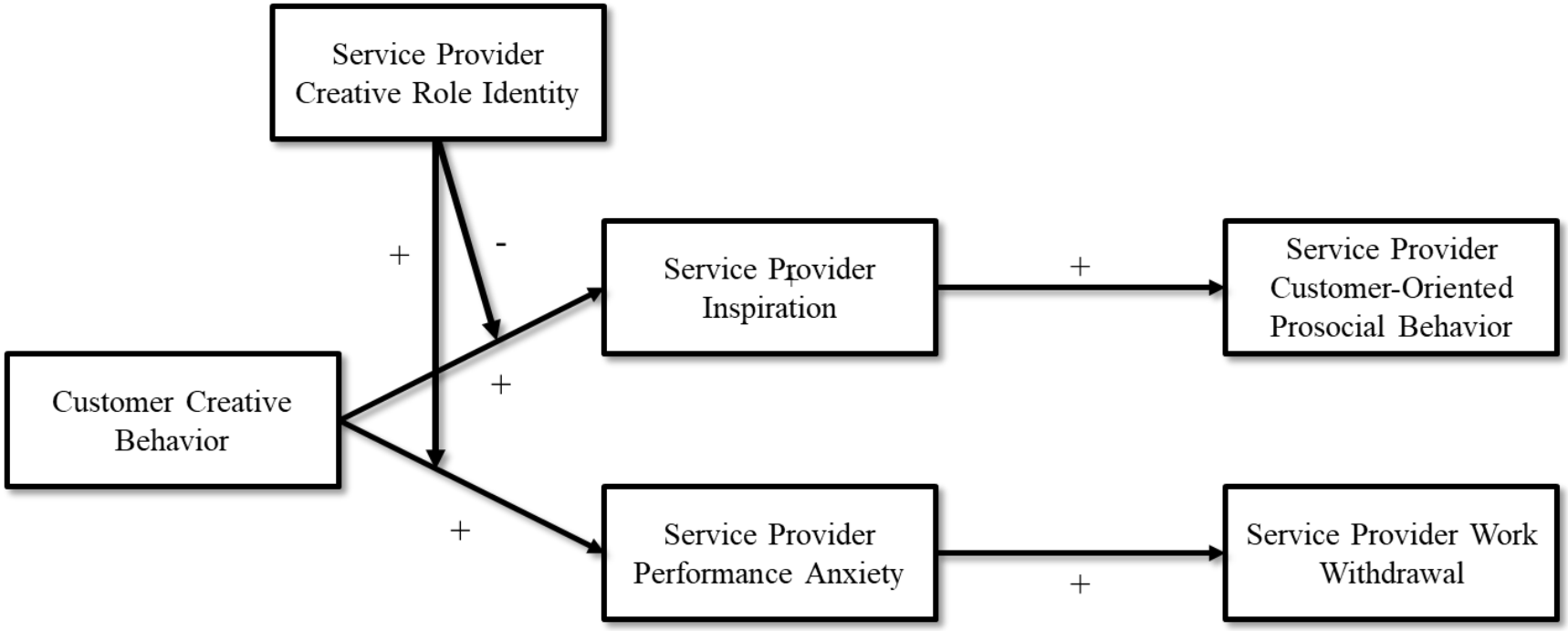

Figure 2

Moderating Effect of Creative Role Identity on the Relationship between Daily Customer Creative Behavior and Daily Inspiration for Study 1

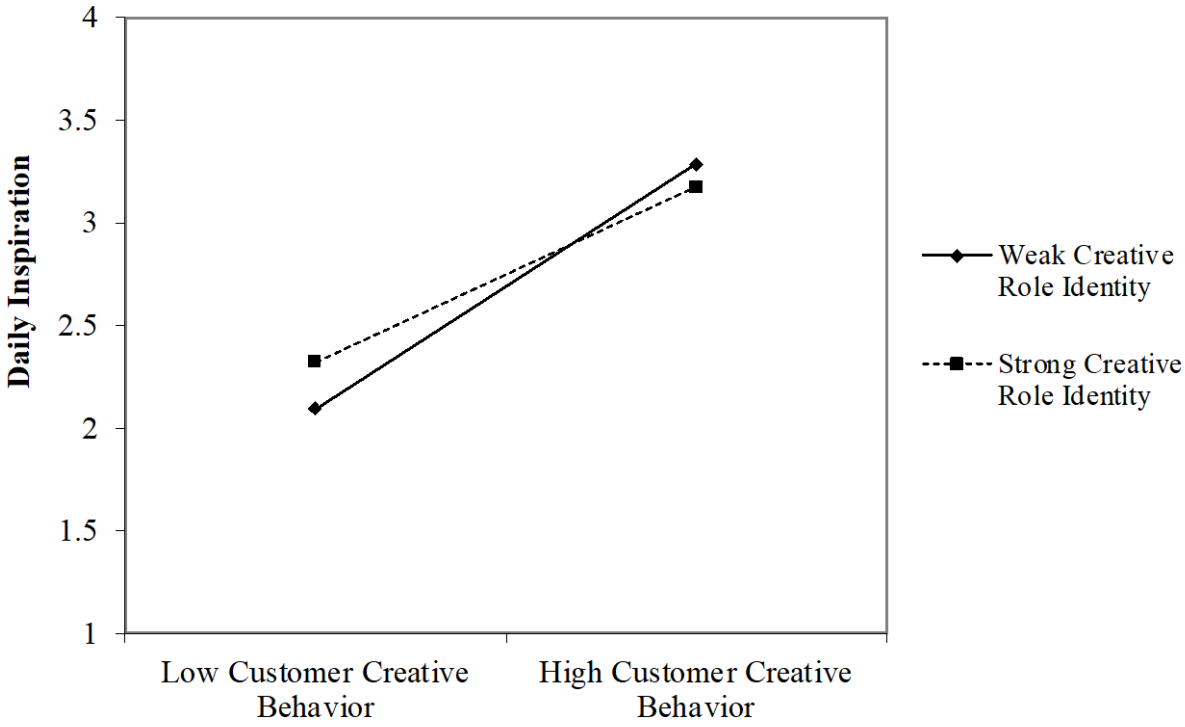

Figure 3

Moderating Effect of Creative Role Identity on the Relationship between Customer Creative Behavior and Inspiration for Study 2

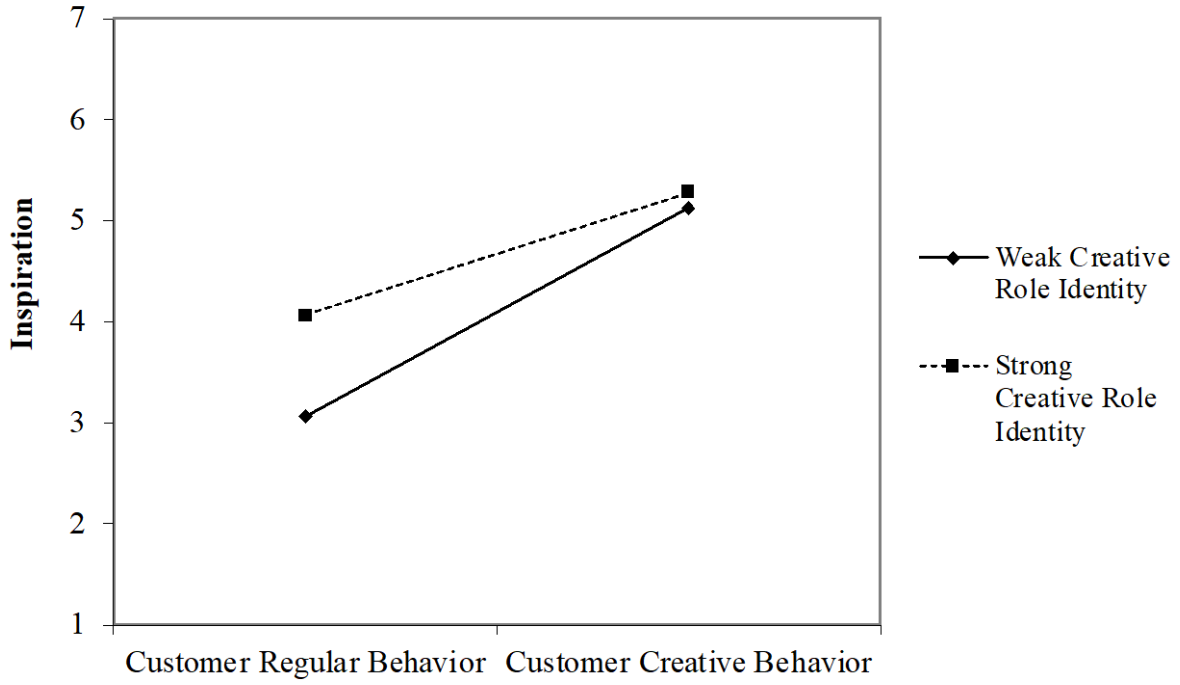

Figure 4

Moderating Effect of Creative Role Identity on the Relationship between Customer Creative Behavior and Performance Anxiety for Study 2

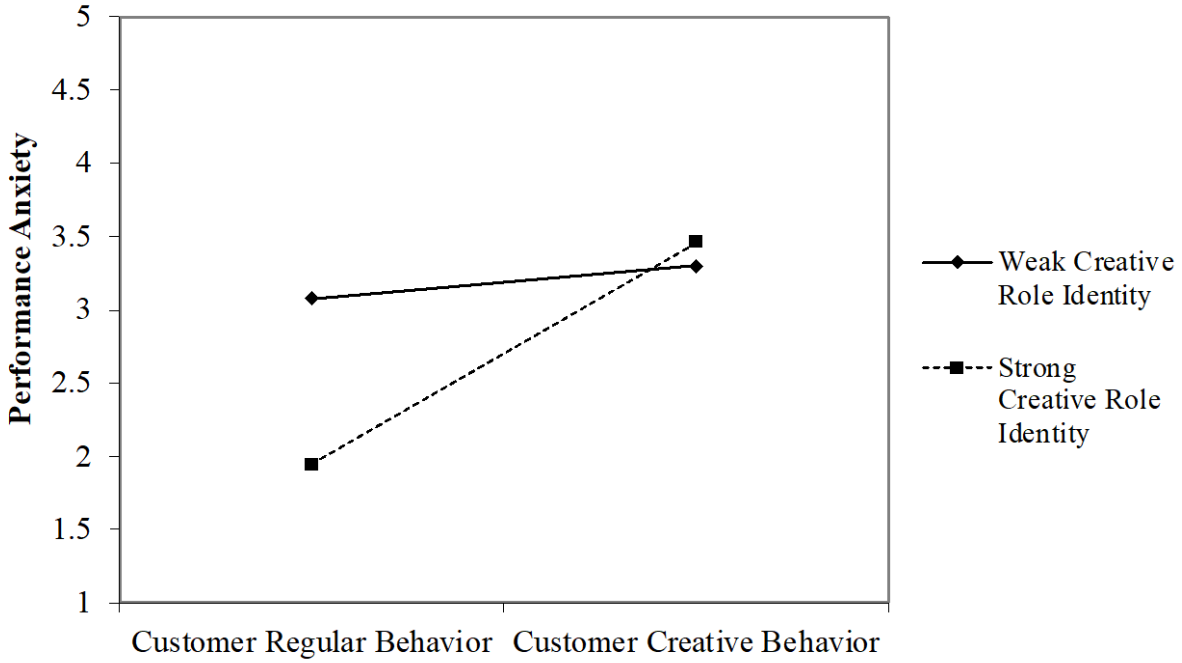

Figure 5

Moderating Effect of Creative Role Identity on the Relationship between Customer Creative Behavior and Inspiration for Study 3

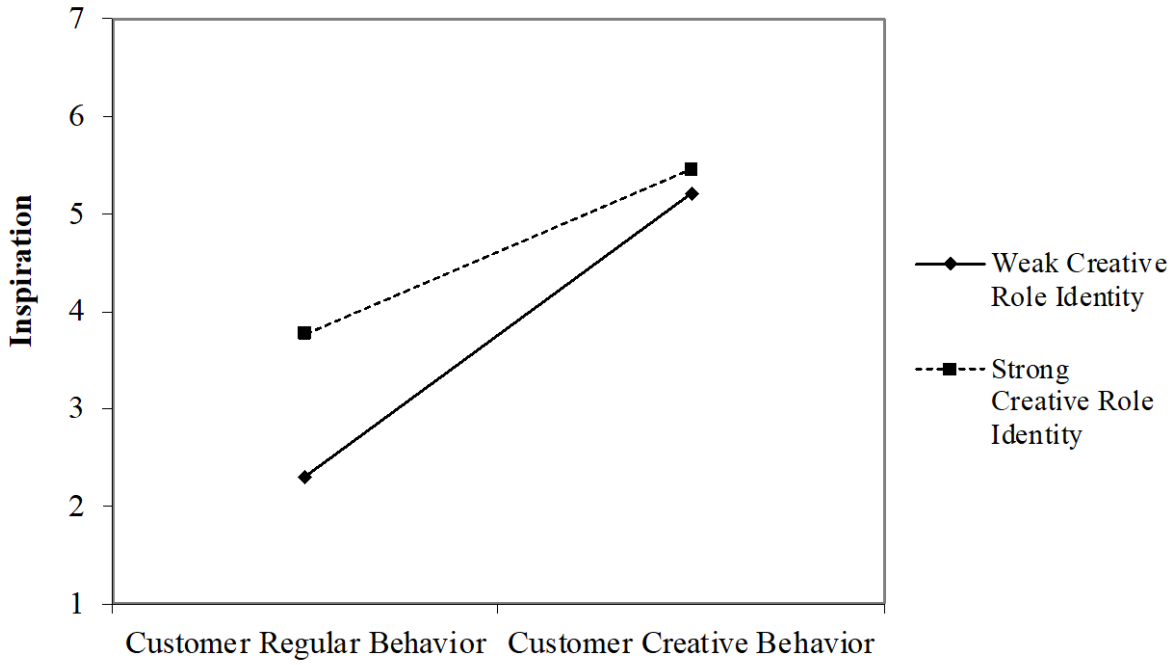

Figure 6

Moderating Effect of Creative Role Identity on the Relationship between Customer Creative Behavior and Performance Anxiety for Study 3