

Research Paper

How Hospitality Employees Turn into Brand Advocates: An Integrative Examination of Employee Advocacy

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Abstract: The hospitality industry should adopt employee advocacy (EA) as it is the best method with which to foster and manage customer relationships. However, extant studies on EA are not only split across varying contexts, but very few have examined EA in the context of the hospitality industry. Furthermore, relationship management theory (RMT) does not fully explain EA in the context of the hospitality industry either. Therefore, this present study arranged extant studies, that have identified the drivers of EA, into an integrated framework. The findings indicate that a combination of organisational support (OS) and internal branding (IB) helps foster employee-organisation relationships (EORs), while the personal resources (PRs) of hospitality employees and their perceptions of situational problems (PSPs) further bolster EORs. More specifically, employees with high-quality EORs are more likely to use their PRs to act as brand advocates and be more committed to resolving problematic situations. Therefore, the proposed framework refines RMT to better explicate the dynamics surrounding EORs and EA.

Keywords: Employee advocacy, employee-organization relationship, integrative framework, organizational identification, trust.

Suggested citation: Yao, S., Konar, R., & Chia, K. W. (2024). How hospitality employees turn into brand advocates: An integrative examination of employee advocacy. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 13(1), 91–108.

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Introduction

As employee advocacy (EA) on social media is increasingly recognised as a cost-effective strategy for gaining customer trust and connecting employees (Korzynski et al., 2020), hospitality industry stakeholders have become aware of the importance of managing and guiding EA programmes. In particular, they are paying more attention in developing their marketing and branding strategies (Islam et al., 2023). Unlike certain tactical objectives, EA can be rather difficult because it concerns the extra-role behaviour of employees and their inner motivations to voluntarily perform it (Thelen, 2020). Employees are persuaded or extrinsically rewarded to engage in EA even if they do not agree with the promoted content (Thelen, 2019). Some customers, who are constantly bothered by posts that do not align with their interests, will block friends who publish such posts. This problem is critical in the hospitality industry as service employees who are confronted with high workloads are more likely to feel burnout, causing customers to perceive lower service quality.

In practice, EA is often depicted as happening when employees feel good about their jobs. It requires strong internal motivations on the part of the individual and organisational conditions must be favourable. Many EA programmes fail due to personal and organisational reasons (Kunsmann, 2022). Therefore, it is imperative to examine the factors affecting EA in organisations (Cavdar Aksoy et al., 2023; Lee & Dong, 2023; Mazzei et al., 2019).

As such, scholars have used relationship management (RM) to explain the motivations behind authentic EA. Employee-organisation relationships (EORs) are one of the key predictors of EA and includes employee perceptions of themselves as part of the organisation, and their perceptions of the organisation's investment in sustaining EORs (Kim & Rhee, 2011; Men & Stacks, 2013). The various personal factors (PFs) and organisational factors (OFs) that affect EORs have been studied in the context of EA (Ghorbanzadeh et al., 2023). However, this limited literature does not offer insights particularly for the hospitality industry (De Kerpel & Van Kerckhove, 2023; Thelen & Men, 2020).

Therefore, an integrative review was undertaken to help conceptualise a comprehensive model of EORs and EA. The relationship management theory (RMT) was used as the framework as it significantly integrates the antecedents and consequences of EORs (Waters & Bortree, 2012). RMT presents dynamic interactions between the organisational resources (ORs) and personal resources (PRs) that influence EORs. It also considers the improved work performance of employees as a consequence of these interactions (Bruning & Lambe, 2002). However, it is unknown if RMT would remain after EA was incorporated as the outcome. Hence, RMT was used to integrate knowledge assets and formulate a framework that was specific to EA.

This study aimed to (a) provide a comprehensive understanding of the relationship between EORs and EA via RMT; (b) identify and revisit the theories guiding EA studies; and (c) construct an integrated conceptual framework based on validated factors, relationships, and theories. This was achieved via an integrative literature review of 28 studies. The contributions of this study include a new, more robust conceptual framework, that refined RMT by incorporating EA as the outcome of EORs and explained EA in the hospitality industry, and an agenda for future research, highlighting the need to understand the complex relationships between situational factors (SFs), PFs, OFs, EORs, PRs, and EA.

Theoretical Background

RMT suggests that organisational support (OS) builds favourable EORs (Lee & Li, 2020; Yue et al., 2019). Employee-organisation relationships (EORs) also benefit organisations (Lee & Kim, 2017). Although RMT-based studies have concluded that good EORs are an indicator of positive organisation-related information-sharing by employees, how employees' PRs or perceptions of situational problems (PSPs) affect the effect of EOR on EA have not been examined. This is particularly important for hospitality industry employees as they face greater emotional stress to meet higher work standards and are more likely to use their PRs to cope (Wu et al., 2023). Furthermore, hospitality employees' perceptions of the various expectations or problems of customers may also influence how the quality of the EOR affects their EA.

In addition, EA should be considered as a significant yet distinctive type of performance as it concerns the discretionary behaviour of employees. Studies have demonstrated that organisations persuade their employees to use their personal social networks to engage in compulsory EA (Thelen, 2019). Therefore, EA should be considered as a significant yet distinctive type of performance that employees with a good EOR are more likely to demonstrate and, by being distinctive, it would be a unique relationship with more affecting factors.

In summary, EORs should be developed to encourage EA, but hospitality industry employees with good EORs may face more challenges to go the extra mile because of the stressful work environment. These deductions should become clearer with an extensive examination of studies on EORs and EA.

Methodology

Callahan's (2010) method was used to present: (a) where the literature was found; (b) when the search was conducted; (c) who conducted the search; (d) how the literature was found; (e) the number of articles that appeared as a result of each combination of

keywords as well as the final count of the included articles; and (f) why some articles were chosen for inclusion over others.

As EA is an emerging topic with limited empirical research, the article search was not limited to this concept alone. To generate a growing body of literature and a preliminary model, similar related terms were also incorporated, including employee branding, positive megaphoning and scouting, and positive employee word-of-mouth (WOM). The focus was on employees speaking positively about their employers to the internal or external public (Thelen, 2020). The similarities and conceptual overlaps between the concepts yielded literature that informed each other. Thus, the most relevant articles were selected.

The relevant papers were identified in three stages. The literature search was conducted from July 2021 to December 2023 on EBSCOhost, Science Direct, Emerald, Scopus, Sage, and Web of Science. A manual Internet search using Google Scholar was then conducted. Lastly, citation chaining was used to include more relevant papers.

The relevant studies were identified using the keywords: “employee advocacy”, “employee ambassadorship”, “employee branding”, “employee word of mouth”, and “positive megaphoning and scouting”, which produced 161 articles. The title and abstract of these articles were then reviewed and deemed relevant based on whether they were empirical studies from peer-reviewed journals without any date limitations. Non-EA and non-empirical studies were excluded, which left 72 articles. The full texts were then analysed in detail. Articles that only focused on negative employee communication, such as negative megaphoning; studies deemed unfit for EA; and articles conceptualising EA in different managers were excluded, which left 21 articles. The manual search on Google Scholar led to the inclusion of five more articles while the citation chaining led to the inclusion of two more articles, which then totalled 28 empirical studies.

Results

The main results were structured based on an individual behavioural framework (Lewin, 1939). Lewin argues that an individual’s behaviour is a function of internal and external forces. Therefore, the antecedents to EA pertaining to the organisational environment and the antecedents inherent in the individual were examined.

Organisational Antecedents

Organisational antecedents are the constructs, strategies, and conditions that organisations apply. They relate to the social environment, as covered in EA, and can be categorised as employee-centred organisational support (ecOS) and internal branding (IB).

Employee-centred Organisational Support (ecOS)

Employee-centred organisational support (ecOS) refers to the operations that organisational agents such as directors, supervisors, employees, and co-workers implement to support, encourage, and listen to employees. Prior studies mainly used the social exchange theory (SET) to explain the exchange-based motivations of EA (Akgunduz & Sanli, 2017; Akgunduz et al., 2023; Badrinarayanan & Sierra, 2018; Cavdar Aksoy et al., 2023; Lee, 2021; Men & Yue, 2019; Tsarenko et al., 2018; Walden & Kingsley Westerman, 2018; Yeh, 2014). SET assumes that individuals conduct a subjective cost-benefit analysis when exchanging social and emotional resources and the resources that increase obligations, gratitude, and trust lead to future returns (Cropanzano et al., 2017). It also suggests that OS increases employees' trust, which increases their willingness to engage in EA.

As such, several studies examined employee-centred communication. According to Walden and Kingsley Westerman (2018), if an organisation ensures that its employees have access to quality information, they will feel trusted and supported to do their jobs, and be more committed and willing to spread positive information regarding their employers. Men and Yue (2019) indicated that corporate-level symmetrical communication cultivates a positive emotional culture in organisations, thereby encouraging subsequent EA. Employee-centred leaderships enacted via internal communications also initiates EA. Men and Yue (2019) also argued that responsive leaders initiate symmetrical conversations as they communicate with sympathy and are sensitive to employees' needs. This genuine care obliges employees to share positive aspects of their organisation within and outside the company. The OS perceived from other organisational agents also predicts employee intentions to engage in EA (Akgunduz & Sanli, 2017; Shehawy et al., 2018). Yeh (2014) found that supervisor support positively associates with EA. Furthermore, strong support increases employee motivations and confidence to perform their jobs, which affects the likelihood of EA. Tsarenko et al. (2018) found that if employees perceive their co-workers as helpful, they will reciprocate by engaging in EA-related extra-role behaviours. Badrinarayanan and Sierra (2018) revealed that brand affinity and recommendations of customers also trigger and modulate the EA of a brand.

The OS received was also explored as an antecedent to EA. Yeh (2014) found that organisational innovation, supervisor support, and employee empowerment policies positively relate to EA. These policies increase employee confidence to perform their jobs and their willingness to engage in EA. Further, Lee (2021) contended that internal corporate social responsibility (CSR) policies contribute to employee engagement. When employees invest themselves emotionally and cognitively, they tend to be active communicators beyond organisational boundaries.

In addition, multiple EA studies used RMT to explain leadership as an antecedent to EA (Kang & Sung, 2017; Lee & Chon, 2020; Lee & Dong, 2023;

Lee & Kim, 2020; Men, 2014; Thelen, 2019). RMT stresses the relationship-based organisational and personal determinants of EA. It assumes that effective management can generate mutual understanding and benefits by identifying the organisation's and the public's common interests and goals over time (Bruning & Lambe, 2002). It suggests that strategies build EORs that contribute to positive employee WOM. Men (2014) posited that transformational leadership positively correlates with EA and is mediated by symmetrical communication and EORs. Additionally, Lee and Chon (2020) advanced RMT and concluded that transformational leadership that fosters communal EORs spurs employees to engage in EA and offer benefits without expecting anything in return. Kang and Sung (2017) as well as Lee and Kim (2020) further argued that symmetrical communication increases the quality of EORs, which triggers the intrinsic motivation of employees to generate advocative content on social media. Finally, Thelen (2019) added that supervisors' humour styles have different effects on employee perceptions of their EOR and their willingness to engage in EA.

Internal Branding (IB)

Internal branding (IB) refers to corporate strategies that align employee values with that of the organisation. The social identity theory (SIT) elaborates on the identity-based organisational antecedents to EA (Hughes et al., 2019; Korzynski et al., 2020; Löhndorf & Diamantopoulos, 2014; Schepers & Nijssen, 2018; Schaarschmidt & Walsh, 2020; Uen et al., 2015; Uen et al., 2012). SIT assumes that people's sense of who they are is based on their membership in social groups (Tajfel & Turner, 2010). When people deem membership central to their self-concept and feel a strong emotional tie, they psychologically identify with the group, which affects their attitudes and behaviour (Leaper, 2011). It also suggests that IB helps employees identify with an organisation, which promotes voluntary engagement in EA.

Corporate IB was explored as an organisational antecedent to EA. Löhndorf and Diamantopoulos (2014) argued that IB via brand identification contributes to brand-congruent behaviour on and off the job. Uen et al. (2015) found that employers' brand management positively influences employee WOM via organisational prestige. If employees perceive positive public perceptions of their organisation, it creates an attractive organisational climate and they develop a strong identity and willingness to disseminate positive WOM. This is supported by Schepers and Nijssen (2018). Hughes et al. (2019) further proposed that customer orientation moderates the effect of brand identification on employees' brand-supportive communication. Corporate brand strength, brand climate, and online organisational reputation are also internal motivators for employees to engage in EA on social media (Islam et al., 2024; Korzynski et al., 2020; Schaarschmidt & Walsh, 2020; Uen et al., 2012).

Individual Antecedents

In line with Lewin's (1939) framework, EA may also be driven by personal factors (PFs) related to individual employees. Individual antecedents are defined as the constructs, strategies, and conditions that individual employees apply. The two types of individual-related antecedents of EA are PRs and PSPs.

Personal Resources (PRs)

Personal resources (PRs) are the resources that individual employees use to complete their work. Prior studies primarily relied on the conservation of resources (COR) theory to explain the PRs of employees as antecedents to EA (Chien et al., 2021; Liu et al., 2021; Tsarenko et al., 2018). The basic tenet of the COR theory is that individuals strive to acquire, protect, and retain resources that they value for their survival and well-being (Hobfoll et al., 2018). It suggests that employees not only use their PRs in response to stressors, such as the depletion of ORs, but also EA to build a reservoir of PRs for the future.

Liu et al. (2021) suggested that employees with more CSR-related ORs can increase their PRs, such as meaningful work, and a personalised relationship with their supervisors. These PRs further enable employees to engage in EA, thus meeting the interests of the public. However, as ORs tend to degrade, employees invest their PRs to mitigate losses (Ten Brummelhuis & Bakker, 2012). Tsarenko et al. (2018) argued that, when OS from supervisors and co-workers may be lost, employees proactively adjust to stressful work environments. They use advocacy to maintain harmonious personal bonds with their families and friends, which creates a reservoir of PRs for the future. Chien et al. (2021) considered a proactive personality a PR. Proactive employees make changes to cope with a lack of energy. They also engage in EA to promote their organisation's products to solve problems.

Perceptions of Situational Problems (PSPs)

Perceptions of situational problems (PSPs) are constructs, strategies, and conditions that individual employees apply in certain situations. Most EA studies draw from the situational theory of problem-solving (STOPS) (Kim & Rhee, 2011; Lee & Chon, 2020; Lee et al., 2019; Lee, 2017). STOPS explains why and how an individual communicates during a problem-solving situation (Kim & Grunig, 2011). It also provides a framework that suggests employee PSPs influence their motivations to engage in EA to solve problems.

Kim and Rhee (2011) proposed that quality EOR increases the likelihood of EA. As employees with a good EOR are more likely to consider the interests and problems of the organisation as their own, they tend to forward and share positive WOM about the organisation during a crisis. Lee (2017) enriched STOPS by specifying

that communal EORs increase the likelihood of sharing positive information. A high-level employee who has formed a communal EOR is more likely to engage in EA to help the organisation through a crisis. Lee et al. (2019) further suggested that employees experiencing internally-driven issues are more likely to engage in positive megaphoning than externally-driven ones. Lastly, Lee and Chon (2020) indicated that a favourable pre-crisis EOR helps employees feel more involved in a crisis and more empowered to solve it, further nurturing their intention to engage in EA as they want to help the organisation through a challenging time.

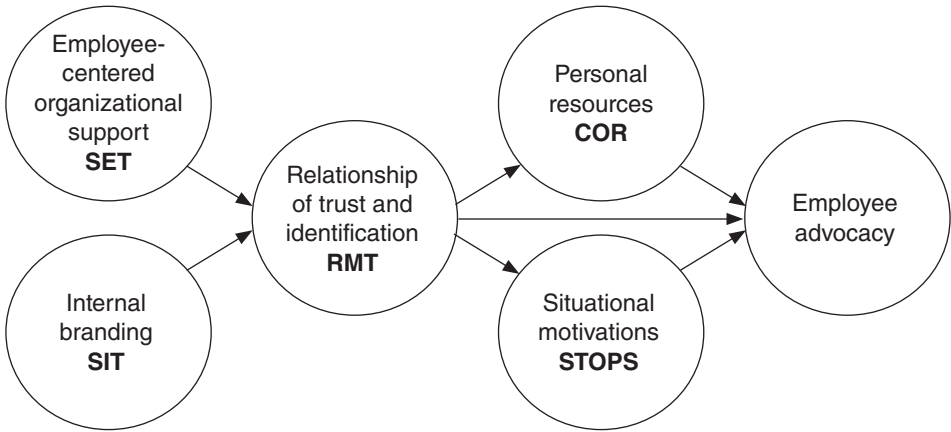


Figure. 1 An integrative framework of the antecedents to EA determined by refining RMT

Discussion

The theories applied in the reviewed studies, namely SET, SIT, COR, RMT, and STOPS, were combined to provide a full understanding of the motivations for EA. First, SET views EA as individual reciprocity for OS from a social exchange perspective. It explains that ecOS produces a trust-based EOR that makes employees feel obligated and reciprocate by engaging in EA. SIT views EA as a method to express self-definition from a social identity perspective (Balasubramanian et al., 2022). According to this theory, IB produces an identification-based EOR that motivates EA to achieve a match between positive self-esteem and organisational success (Van Knippenberg, 2000). Both SET and SIT assume that OS creates good EOR, which produces positive employee WOM. RMT, similarly, posits that good EOR encourages EA via mutual understanding and benefits. COR explains how individuals adjust their PRs when they have sufficient OS or their ORs are depleted while STOPS explains how employees’ PSPs affect their motivations to engage in EA to solve problems.

The findings indicate that OS and IB both affect EORs. Employees use their PRs to deal with better or worse EORs. The EOR developed before issues occur also

affect the PSPs of individual employees. Therefore, organisational antecedents affect employee perceptions of EOR; however, it does not remain constant due to the likely depletion of ORs, which causes stress. At this stage, employees with good EORs are more likely to use their PRs to deal with the stress, and EA is a consequence of these delicate interactions. Employee with good pre-crisis perceptions of EOR are more motivated to engage in EA to help their organisations. Therefore, EORs, PRs, and SFs work together to facilitate EA.

Theoretical Contributions

The current review's integrative framework refines the original RMT and better explains the dynamics between EORs and EA (Figure 1).

It identifies ecOS and IB as ORs and their distinct roles, with EORs being the effect of interactions between two types of ORs, and PRs and situational motivation (SM) mediating the relationship between EORs and EA. As these variables and their relationships have not secured their places in RMT, they have been left out for further exploration. However, considering the roles they play in EA, they have earned a place in the framework for conceptual and empirical robustness.

Furthermore, by putting together a whole spectrum of dynamics and shedding light on their underexplored roles, the proposed framework finetunes the process of OFs that directly correlate with EA. The concept of EORs has evolved as the combined result of employees' trust and identification, while subsequently influencing how employees use their PRs to deal with deteriorating ORs, particularly where EA is a consequence. Pre-crisis EORs also further influence how an employee forms SM to engage in EA for their organisations. Therefore, the proposed framework incorporates the interactions between IB and ecOS that affect EOR, and in turn, their PRs and SM should be well coordinated to fuel EA.

Correlation between Employee Trust, Identification, and Advocacy (EA)

Two states of mind concerning EA were highlighted in the literature review, namely, that employees engage in EA because (a) they trust that their organisation will reward them, and (b) they identify with the promoted content. Employee advocacy (EA) is voluntary by nature (Thelen, 2020). However, in practice, it is challenging to keep an employee's enthusiasm up to do the extra-role job. Therefore, the current study proposed a framework which incorporates EORs based on trust and identification (EOR-TI), highlighting that the synergy of trust and identification fuels an employee's motivation to engage in EA.

The proposed model drew from two key theories to explain the organisational antecedents to EA, namely SET and SIT. On the one hand, when provided with ecOS, employees generate organisational trust, believing that the organisation is

reliable and able to provide them with benefits (Qin & Men, 2022). Based on SET, such an OS climate that provides psychological safety encourages employees to pay back by speaking positively about an organisation (Joo et al., 2023; Thelen et al., 2022). On the other hand, while organisational trust cultivates a psychologically safe environment that encourages EA, a clear understanding of what to promote makes EA sustainable. As EA encompasses verbal communication, the justification of employees for sharing content matters before ideas are conveyed articulately and persuasively. Employees are less motivated to engage in EA unless they find sharing engaging, linkable, and matching their values. The shared content will not hold value for the audience if employees fail to resonate with it.

IB serves to develop an employee's identification with the promoted content. According to SIT, employees with a strong sense of identification are more likely to voluntarily engage in EA due to a sense of attachment and belonging. Employees will engage in EA for an organisation if they feel that what they send out is given back to them. Therefore, trust and identification provide a psychological and cognitive basis for an employee's willingness to engage in EA. Specifically, trust and identification ensure that an employee fully and voluntarily engages in EA. Conversely, a lack of trust or identification will result in a loss of interest in the programme, thereby leading to its unethical implementation. Therefore, EOR-TI predicts to what degree an employee is willing to engage in EA.

Correlation between Personal Resources (PRs) with Employee-Organisation Relationships (EORs) and Employee Advocacy (EA)

According to SET, ORs (i.e., positive OS) engender trust that prompts employees to exchange their PRs, such as EA and commitment, for their employer's support. However, supportive ORs are unstable and likely to degrade (Ten Brummelhuis & Bakker, 2012). Based on the COR theory, employees will invest their PRs (e.g., commitment) to recover from the loss of ORs and to prevent future losses (Halbesleben et al., 2014). Hence, they may be more committed to their job and consistently use EA to acquire more social support from their friends and families (Tsarenko et al., 2018).

According to SIT, ORs (i.e., IB) increase the employees' identification with brand values. Based on the COR theory, employees with abundant PRs are usually in a better position to obtain more ORs (Hobfoll et al., 2018). Hence, when employees are equipped with sufficient brand knowledge, it is easier for them to become involved in knowledge sharing such as EA.

Taken together, based on SET and SIT, ORs (i.e., OS and IB) facilitate employees' investment of PRs into work. Then, the COR theory highlights that when employees invest more PRs, they are full of energy. They can be more engaged in EA to represent their organisation, thus further obtaining more ORs. Therefore,

they tend to be intrinsically motivated to perform such knowledge-sharing behaviour. Hence, this study proposes that the PRs of employees mediate the effect of organisational antecedents on EA.

Correlation between Situational Motivations (SMs) with Employee-Organisation Relationships (EORs) and Employee Advocacy (EA)

Another category of individual antecedents is employees' PSPs. STOPS underpins SFs to EA. A high-quality EOR influences the PSPs of employees (Kim & Sung, 2016), which will then influence their SMs to resolve the issue by engaging in communicative actions such as EA (Kim & Grunig, 2011). Based on RMT and STOPS, employees with favourable EORs care about their company and perceive fewer constraints in solving an organisational issue. When an organisational issue occurs, such employees will be situationally motivated to engage in the dissemination and sharing of positive information with the internal and external public to protect their organisation from threats (Lee et al., 2019). Therefore, this study proposes that an employee's PSPs mediate the effect of EOR-TI on EA.

In summary, the proposed model illustrating the interplay between OFs, PFs, and SFs reflects the possibility of combining different theories to capture more about EA, rather than a limited lens to look at it. The combined influence of the perceived OS and IB fosters EORs, depending on the employees' trust and identification with the values of the organisation. Personal resources (PRs) buffer the effects of OFs to alleviate the stress of decreasing ORs. The EOR that is formed before a specific event takes place potentially motivates employees to engage in EA when the organisation is in crisis.

Theoretical Implications

The integrative framework serves as a guide for hospitality practitioners to design studies on EA from an enlarged perspective.

First, the current study argues that ethical and intrinsic EA is motivated by two states of mind of the employee: (a) "I trust my employer, so I engage in EA"; and (b) "I identify with my employer, so I engage in EA". The EOR that is shaped based on this psychological and cognitive state further determines the willingness of an employee to engage in EA. Thus, to launch a sustainable EA programme, different combinations of high/low trust and high/low identification can be explored. This would help determine how willing an employee is to engage in EA. Future studies can also specify the distinct effects of EA on the internal and external public. For example, can customers discern between EA that is voluntary, less voluntary, or even compulsory? Does EA with varying levels of voluntariness benefit organisations to the same extent; why and how does this happen? Is it ethical for an employee to

engage in EA out of self-interest (e.g., money, job promotion) with less identification with the promoted content? How can the right employees be motivated to engage in EA using the right content?

Second, when experiencing an unpleasant organisational environment, employees may invest in their PRs to cope with it. They will also consistently advocate to maintain harmonious personal relationships, which creates a reservoir of sustaining PRs for future enhancement. It is worth noting that how individuals cope with ORs reflects their personality (Leandro & Castillo, 2010), person-role fit (Chien et al., 2021), and culture (Schwartz & Bilsky, 1990). Thus, the proposed framework provides an alternative perspective to the study of EA, which focuses on combining SET or SIT with the COR theory. Future studies are necessary to explore how employees' self-regulation mediates the effect of ORs on their EA. Specifically, those variables representing individual coping strategies, such as employee self-efficacy, personality traits, and the quality of the relationship of the employee with the message receiver, need further investigation. Additionally, this proposed framework also incorporates STOPS to strengthen the theoretical explanation for the relationship between OFs and EA. To this end, future studies can also explore how EOR affects the PSPs and SMs of employees for EA.

The last direction for future studies concerns the population sample. Prior studies only included samples of employees from a single industry and were mostly conducted in Western countries. As employees' perceptions of EOR quality may vary across cultures, industries, job descriptions, and other demographic factors, it may influence their motivations to engage in EA (Chang et al., 2024; Hussain et al., 2021; Jung et al., 2021; Konar et al., 2018). Future studies are necessary to examine various industries and cultural contexts. For example, how does the supervisor-subordinate *guanxi*, a concept rooted in Chinese Confucianism, affect EA? Do demographic factors moderate the relationship between EOR and EA?

Practical Implications

The review offers three implications for practice. First, hotel organisations may benefit from the integrative framework in launching an ethical EA programme. The continuous drive for EA should be a quality EOR based on trust and identification. Employees should both believe their hotel employer will reward them and agree with the promoted content, so they will engage in EA. Thus, EA should come from long-term internal incentives rather than immediate rewards. An employee's referrals by perks alone, without trust or identification, would fail to establish a sustainable incentive. They will perceive more difficulties in acting on their thoughts, will be less knowledgeable about offering sharable content, and will experience burnout in using their network-based PRs for the sake of the company.

Secondly, the integrative framework suggests that EA is not exclusively propelled by organisational management, but is a jointly-planned result with individual efforts. An EA programme may not be executed efficiently without considering PRs. For example, when recruiting employees who may potentially engage in EA, HR managers should place more emphasis on their personality traits, rather than on applicants with higher educational qualifications alone. A candidate with perseverance is more likely to engage in EA in a deteriorating work environment. Finally, a favourable EOR shapes an employee's PSPs. Considering the importance of an employee's PSPs in motivating EA, hotel leaders should make efforts to shape a quality EOR in daily management rather than after an issue occurs.

Conclusion

The aim of this study was to conduct an integrative review of EA with a particular emphasis on its drivers and RMT as the framework. This was also in response to the call for a deeper theoretical and practical understanding of how to motivate EA using the RM approach (Lee & Dong, 2023). It is recommended that future studies explore the joint effects of OFs, PFs, and SFs on EA and that different combinations of high/low trust and high/low identification in determining perceived relational quality be considered to achieve a more ethical EA programme.

Limitations and Future Research

First, despite an extensive review of the literature, the conclusions were limited because the review did not provide meta-analytic insights. More literature on this topic will pave the way for meta-analytic reviews in the future. Next, although the review procedure followed a robust protocol, all the published articles might not have been exhaustively considered due to the limitations of the search terms used, and the inclusion and exclusion criteria. Furthermore, this study did not include book chapters and dissertations on EA. Future studies may broaden the scope of the study and the findings.

Statements and Declarations

The research received funding from the project supported by the Education Department of Hainan Province, Project No. Hnky2023-71, as well as the project from Hainan College of Economics and Business, Project No. hnjmk2022216. The authors have no competing interests to declare that are relevant to the content of this article.

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