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**A Meta-Analysis of the Relationship between Service Teamwork Mechanisms and
Customer Service Outcomes**

Abstract

Purpose

In many contemporary service organizations, service teams or service units are the main engines used to deliver key services to customers, client or patients. However, it remains unclear how teamwork mechanisms (i.e., the ways team members work together) influence customer service outcomes, and whether these relationships vary across different service contexts. To advance knowledge on the nature of teamwork in service teams and to set an agenda for further work in this area, there is a need to integrate and synthesize findings across the diverse literature on service teamwork.

Design/methodology/approach

Using a meta-analytic approach, we analyzed a substantial pool of relevant effect sizes (a total of 372 effect sizes from 82 studies, with 14,291 service teams/units) to examine the effects of affective, behavioral, cognitive, motivational as well as perceptual teamwork mechanisms on customer service outcomes. We also investigated two key service context variables (service climate and service type) as boundary conditions on these effects.

Findings

We found that cognitive teamwork mechanisms were more strongly positively associated with customer evaluative outcomes than other mechanisms, whereas motivational and perceptual teamwork mechanisms had stronger associations with financial outcomes. Further, four of the five teamwork mechanisms demonstrated stronger correlations under a high service climate. The strength of the correlations between the teamwork mechanisms and customer service outcomes also exhibited different patterns when considered for different service types.

Originality

The results of this study provide an integration of previous research on service teamwork and fill two important gaps in the knowledge: (1) which aspect of teamwork is more important in determining customer service outcomes and (2) does the effect of teamwork on customer service outcomes differ across different service contexts.

Keywords: teamwork; meta-analysis; customer service outcomes

Service organizations (e.g., hospitals, hotels, department stores, banking and consulting firms) are increasingly using team or group-based structures to deliver their core services to customers, clients or patients (Chandrashekar & Mohan, 2019; Deeter-Schmelz & Ramsey, 2003). Given the importance of service teams in contemporary organizations, there is a need to better understand the nature of ‘teamwork’, defined as “the dynamic, moment-to-moment behaviors and interactions that occur between team members while working on the task” (Salas *et al.*, 2000, p. 341), in the service context. Within service research, the importance of teamwork in delivering customer value has long been acknowledged and emphasized (Bartsch *et al.*, 2021; Berry *et al.*, 1994). For example, Berry *et al.* (1994) noted that building teams was one of the five imperatives for improving service quality and encouraged service managers to “create the richest form of service teamwork” (p. 34). Seminal studies in the service literature, such as Schneider *et al.* (2009) and De Jong *et al.* (2005), have substantially advanced our understanding of the ways service teams should be managed and organized for the delivery of customer value.

Although service teams are integral to the customer value creation process and customers’ evaluations are highly contingent on the nature and quality of teamwork, there is a lack of consistency in the way teamwork has been conceptualized and operationalized. On the one hand, some studies approach and measure service teamwork broadly (e.g. Lamb *et al.*, 2011; Ogbonnaya *et al.*, 2018; O’leary *et al.*, 2010), which omits nuances within different aspects of teamwork. This can lead to over-generalized insights about teamwork as a panacea and provides limited guidance in terms of actionable practical insights to help organizations effectively manage service teams. For example, in Ogbonnaya *et al.* (2018), teamwork within hospitals was operationalized as “individuals’ perceptions of shared objectives, collaborative effort, and social interaction within the team context” (p. 479), and hypothesized to predict patient satisfaction. However, it would be reasonable to expect the same team to vary

significantly on these aspects (e.g. to what extent the objective is shared, effort is collaboratively exerted, as well as the frequency and quality of interactions among team members). Grouping them all together and assuming they have the same effect will lead to an unnecessarily oversimplified conclusion (that teamwork either has an effect or does not have an effect).

On the other hand, there are also studies dedicated more attentively towards one or a few aspects of teamwork, and that measure how certain narrowly defined teamwork variables can influence customer outcomes (e.g., group efficacy, De Jong *et al.*, 2005; team engagement, García-Buades *et al.*, 2016; team empowerment, Kirkman *et al.*, 2004). However, these studies tend to only examine the effects of a few focal teamwork variables, without considering other aspects of teamwork. In reality, service teams are likely to differ on multiple aspects of their teamwork, in terms of ‘microdynamics’ (Humphrey & Aime, 2014) and processes that team members use to work interdependently with each other to achieve service goals for customers. For example, teams can have a sense of collective commitment towards the team goal, maintain a certain level of cohesion amongst their members, and constantly review and plan for team activities at the same time. These coexisting teamwork processes may contribute to service outcomes to varying degrees and in different ways. Without comparing effects between variables capturing these microdynamics, service team research cannot offer advice regarding which aspect of teamwork companies should prioritize. Also, as noted by Salas *et al.* (2000), there is inconsistent use of terms in the various team taxonomies and nomenclature, leading to much confusion as to whether these variables actually capture distinctive and independent aspects within teamwork. For example, collective motivation among all team members has been operationalized in multiple ways across studies, such as collective commitment (Eldor, 2020), engagement (Salanova *et al.*, 2005), efficacy (Baek *et al.*, 2018) as well as task orientation (Mathisen *et al.*, 2004). Studies

that examine these variables' effects separately may overlook significant overlap between them. Thus, to better understand the relationship between teamwork and customer service outcomes, one needs to take a more balanced view towards operationalizing teamwork, acknowledging nuances within the construct yet evaluating its effect more holistically.

Finally, insufficient attention has been given to the specific service context in which the service teams are embedded. This a significant gap in our knowledge as service organizations vary in service policies and procedures they implement, as well as the nature of service they provide for customers. Service teams operating within different service context also face different service challenges, including different customer profile and expectations. Although studies have investigated service context moderators, such as service leadership (George & Bettenhausen, 1990) and store busyness (Grandey et al., 2011), these studies are individual studies and therefore limited in the specifics of the individual sample. To advance knowledge in the field, we need to synthesize knowledge across the literature, such as a meta-analysis which integrates multiple studies across a diverse range of different service contexts and can provide comprehensive assessment of moderating factors.

In sum, there is an important need to integrate the literature on service teamwork, which is currently scattered across multiple disciplines and areas of study. This is a critical knowledge gap in the literature. Demonstrating this, Table 1 provides a summary of published meta-analyses on the antecedents of customer service outcomes such as customer satisfaction and perceived service quality. As can be seen, the dominant focus in the extant literature is summarizing mostly individual-level predictors (e.g., employees' characteristics and behaviors) of customer service outcomes, assuming a dyadic relationship between service providers and customers. Only three meta-analyses have investigated team-level antecedents (i.e. Harter *et al.*, 2002; 2003; Hong *et al.*, 2013) of customer service outcomes, and all of them focused on a single construct rather than capturing the multifaceted nature of teamwork

(e.g. service climate, employee engagement, employee satisfaction). In addition, there is a lack of knowledge on the heterogeneity of the service contexts in which different service teams are embedded.

Insert Table 1 about here

To our knowledge, this is the first comprehensive meta-analysis aimed at deciphering how teamwork contributes to customer service outcomes. Our study makes two important contributions towards the current service literature. Firstly, this study synthesizes existing empirical studies on service teams and provides a more succinct picture of how different service mechanisms contribute to customer outcomes. Such a synthesizing effort allows us to take a more balanced view in terms of how the teamwork mechanism can be operationalized. More specifically, we do this by drawing on an integrative conceptual framework, that is, Lu *et al.*'s (2023) recent A-B-C-M-P theoretical framework (see also Delice *et al.*, 2019; Mathieu *et al.*, 2008) of team mechanisms, which conceptualizes the multidimensional nature of teamwork into affective, behavioral, cognitive, motivational and perceptual mechanisms. Based on this framework, we are able to demonstrate which aspects of teamwork have been shown to contribute to customer value, thus offering more actionable yet still generalizable guidance for service organizations. In addition, our synthesis will provide new insights into the aspects of teamwork that play the most pivotal role in enhancing customer service outcomes, and therefore the aspects of teamwork service organizations should prioritize in their management (Mathieu *et al.*, 2000).

Our second contribution is to explore whether the relationships between teamwork mechanisms and customer service outcomes differ depending on the broader service organization context. This effort allows us to understand whether teamwork should be managed differently in different service organizations. In particular, in this study, we

examine the moderating roles of (1) service climate and (2) service type (i.e., different types of service that service organizations provide to customers, Jaakkola *et al.*, 2017) in the link between teamwork mechanisms and customer service outcomes. It is important to discuss the moderating roles of these two specific variables as they holistically capture the nuances within the service organization contexts that teams tend to face, thus allowing us to make our conclusion more generalizable. For example, the difference in the service climate, defined as a “positive and strong shared perception that policies, practices, and procedures, as well as the behaviors that are rewarded, supported, and expected, focus on service” (Bowen & Schneider, 2014, p. 6), holistically captures service firms’ differences in leadership, operations, marketing, human resource management, and support systems. Service type, on the other hand, allows us to capture different business environment that the team is facing (e.g. different industries)

Service Teamwork

To advance knowledge on teamwork in the service context, we first draw on the general literature on teamwork, which has been prolific and gone through significant advancement and integration over recent years (Humphrey & Aime, 2014; Mathieu *et al.*, 2008; Mohammed *et al.*, 2021), including several meta-analyses (e.g., LePine *et al.*, 2008; Stewart, 2006) and systematic reviews (Mathieu *et al.*, 2008; Mathieu *et al.*, 2019; Mohammed *et al.*, 2021). These studies have substantially advanced knowledge on how work-group features and patterns emerge over time from interactions among team members (Kozlowski & Klein, 2000) and the importance of different teamwork dynamic constructs in determining a range of team outcomes, such as team performance and member wellbeing. However, most of these studies are decontextualized, and have a dominant focus on understanding general performance outcomes rather than customer service outcomes. Mostly, these studies tend to focus on performance operationalized as task proficiency or supervisor

evaluation (e.g. Beal et al., 2003; Bell, 2007; Bell et al., 2011). The service context is unique in its focus on the provision of customer value as a core competitive advantage and a core competency towards which most service organizations strive (Subramony, 2017; Subramony & Pugh, 2015). A lot of the time, customers will focus on different dimensions than supervisors/neutral observers when evaluating service performance. In addition, with regards the team literature, teams mostly focus on decision-making tasks rather than customer service tasks. Hence, there is a need for service-specific insights into how service team members interact with each other, and how these interactions influence important customer service outcomes (e.g., customer satisfaction, service quality, customer loyalty, retention and customer engagement, Groth *et al.*, 2019).

In this study, we focus on two categories of customer service indicators that have predominantly been used to capture the amount of value customers derive from service: customer evaluative outcomes and financial outcomes. Customer evaluative outcomes (e.g., customer satisfaction, perceived service quality) are the most common way to operationalize customers' experience during the service process (Groth *et al.*, 2019). We also include financial outcomes as those variables are proxies for the behavioral aspect of customer service experiences (e.g., volume purchased, repurchase intention, word of mouth, etc.). Indeed, there is ample evidence that positive customer experiences and customer loyalty translate into better financial performance, such as profit, return of investment and market share or value (Hong *et al.*, 2013; Schneider *et al.*, 2009; Storbacka *et al.*, 1994).

An Integrative Conceptual Framework of Service Teamwork

Scholars have long been attempting to provide a generalizable typology to capture the nature of teamwork while considering its varied and multifaceted nature (e.g., Ilgen *et al.*, 2005; Marks *et al.*, 2001; Mathieu *et al.*, 2008; Rapp *et al.*, 2021). 'Team mechanisms' is a

higher-level umbrella term that has been used to capture teamwork activities involving team members' collective and/or interactive thoughts, emotions and behaviors (Lu *et al.*, 2023; Mathieu *et al.*, 2019; Salas *et al.*, 2017). According to the 'A-B-C' classification, team mechanisms have been categorized into three broad states: affective or motivational states (A), behaviors (B) and cognitions or perceptions (C) (DeChurch & Mesmer-Magnus, 2010; Ilgen *et al.*, 2005; Kozlowski & Ilgen, 2006; Mathieu *et al.*, 2019; Rapp *et al.*, 2021; Salas *et al.*, 2017). Further research has advanced the original formulation of the A-B-C classification (Mohammed *et al.*, 2021; Rapp *et al.*, 2021). Recently, Lu *et al.* (2023) conducted an in-depth analysis of team mechanisms and, based on empirical insights, proposed a more comprehensive, adapted A-B-C-M-P framework of team mechanisms, capturing affective (A), behaviors (B), cognitions (C), motivation (M) and perceptions (P). Table 2 provides the definitions as well as examples of each category of team mechanisms.

 Insert Table 2 about here

As the ABCMP framework provides a comprehensive classification of teamwork mechanisms based on empirical evidence, we next apply it to explain potential relationships between different types of teamwork mechanisms and customer service outcomes. Past research has consistently shown that higher-quality team mechanisms are beneficial for team effectiveness (see summary, Lu *et al.*, 2023). It could thus be speculated that a higher quality of team mechanism could also be related to more successful customer service outcomes. As previous research suggests, higher-quality teamwork mechanisms enable better collaboration and higher collective efforts from team members (Salas *et al.*, 2015), both of which are crucial for driving customer satisfaction. First, when service delivery requires inputs from different members, good coordination among members means customers will have smooth transfers between different phases of their service journey (Lemon & Verhoef, 2016). When

such coordination does not exist, however, customers will have to integrate those aspects of the service themselves, as if they were being provided by different organizations (Eichentopf *et al.*, 2011). Such unexpected efforts towards integration being required of the customers, as Sweeney *et al.* (2015) argued, will significantly lower the value customers derive from the service, thus creating a dissatisfying experience. Also, coordination among service employees will heighten service quality, such as by speeding up response times and enabling consistency to be maintained over time (Chandrashekar & Mohan, 2019).

In addition, higher-quality team mechanisms contribute to customer service outcomes by elevating members' efforts towards collective effectiveness. For example, as Seibert *et al.* (2011) claimed, team members' collective sense of ownership (a motivational mechanism) will be manifested as more proactive approaches taken during the customer service process, such as being willing to customize the service product and constantly seeking feedback and improvement (Rank *et al.*, 2007). Similarly, a healthy climate of teamwork (a perceptual mechanism) tends to normalize teamwork behaviors within the service unit (Ehrhart & Naumann, 2004), which over time fosters members' collective identity and shared responsibility for delivering good service (Cheng & Wang, 2015). This shared approach about valuing teamwork and feeling collectively empowered in service delivery has been linked to highly favorable customer outcomes (e.g. Nazifi *et al.*, 2021).

Overall, we expect that higher-quality teamwork mechanisms (across the ABCMP framework) will, at varying levels, be positively related to customer service outcomes. However, though much work has been done to progress the classification of team mechanisms, there is a lack of empirical evidence based on examining all of the different types of mechanisms simultaneously. Further, it is unclear which type of mechanism might be more relevant in the context of service work and bringing about effective customer service outcomes. Existing research has shown the possibility of some team mechanisms exhibiting a

stronger effect in driving team service performance than others. For example, in Schulte *et al.* (2009), team affect (affective mechanism) was shown to be more strongly correlated with service quality than organizational climate (perceptual mechanism). In Peng *et al.*'s (2022) study, team service adaptive behaviors (behavioral mechanism) were shown to be correlated more strongly with customer satisfaction than team members' shared perception of team-level support for learning (perceptual mechanism). These pieces of evidence, however, are relatively scattered and not based on a systematic comparison of strengths of correlations between different categories of team mechanisms. Hence, one of the objectives of this paper is to apply the meta-analytic approach to also deciphering which mechanism has the strongest effect on team customer service performance. Such evidence could prove useful to service team managers in deciding where to invest their time and effort in order to build a high-performing customer-oriented team.

Exploratory Question 1: Which teamwork mechanisms (relative to each other) exhibit stronger relationships with customer service outcomes?

The Moderating Role of Service Climate

The service climate represents service employees' "positive and strong shared perception that policies, practices, and procedures, as well as the behaviors that are rewarded, supported, and expected, focus on service" (Bowen & Schneider, 2014, p. 6), and is a strong predictor of customer service outcomes (Hong *et al.*, 2013). In examining the service climate and team mechanisms, it is interesting to note that the two are different phenomena. Whereas the service climate captures units' outward orientation towards customers, team mechanisms capture members' inward experiences and behaviors towards each other. Theoretically and practically, both the service climate and team mechanisms are important ingredients for high-performing service teams, and both are recognized as important phenomena to examine in the

service literature. However, scant empirical attention has been paid to examining their interactive effects.

We propose that a stronger service climate will amplify the effect of teamwork dynamics on customer service outcomes. More specifically, we argue that both the service climate and teamwork are necessary to drive favorable customer service outcomes (Bowen & Schneider, 2014), and that customer service quality will be compromised when either the service climate or teamwork is taken out of the equation. More specifically, without a strong and positive service climate, internal team mechanisms (ABCMP) may not be transferrable outwards to benefit customers and bring about desirable customer evaluative and financial outcomes. For example, when the service climate is low, the service unit members' collective orientation may revolve around how to minimize everybody's workload, rather than how to create customer value. On the other hand, a strong service climate will guide a collective effort, nurtured by teamwork mechanisms, towards facilitating customer value. A higher level of service climate will provide team members with more motivation to utilize the synergy established within the team to satisfy customers. In other words, while well-maintained teamwork mechanisms provide teams with the capability and resources to deliver customer-oriented services, a strong service climate provides them with motivation to do so. This argument is consistent with Ehrhart *et al.*'s (2011) finding that the service climate interacts with the service unit's level of resources to predict customer outcomes. This is also consistent with studies such as Mayer *et al.* (2009) and Gittell (2002), which have highlighted the coordination function of the service climate (see also Bowen & Schneider, 2014). As Gittell (2002) mentioned, the service climate not only drives employees' customer orientation but also helps build shared knowledge, shared goals and mutual trust among team members, all of which are important mechanisms through which teamwork dynamic constructs make an impact. In this way, the service climate adds to the value generated by internal teamwork

dynamics by providing a more customer-oriented direction for team members' collective effort. Thus, we argue that a high service climate should elevate and amplify the effect of teamwork dynamic constructs by providing employees with motivation and additional means for achieving positive customer service outcomes:

Hypothesis 1: The relationships between teamwork mechanisms (affective, behavioral, cognitive, motivational and perceptual) and customer service outcomes are stronger when the service climate is higher.

The Moderating Role of Service Type

Services provided in modern settings can vary across different sectors, industries and occupations. As the nature of service differs depending on the product being offered or the context of the service itself, there are indeed different challenges in terms of operations, marketing and management (Jaakkola *et al.*, 2017). In this study, we follow a recent framework provided by Jaakkola *et al.* (2017, p. 336) that distinguishes service types based on contact intensity and technological complexity. We chose this four-typology framework due to its relevance for modern-day service settings, as well as its development, arising from rigorous and empirical research based on a contemporary sample. According to this framework, services low on customer interaction (labor and contact intensity), complexity and technological intensity are identified as “routine-intensive services”. Examples are delivery and logistic services, as well as banking and insurance. Meanwhile, services low on contact intensity but high on complexity and technological intensity are identified as “technology-intensive services” (e.g., engineering, mobile and web-based services). On the flip side, services high on contact intensity but low on technological intensity are identified as “contact-intensive services” (e.g., retail, catering and hospitality). Lastly, services requiring

high contact and technological intensity are identified as “knowledge-intensive services” (e.g., legal services, business consulting and medical services).

Due to the differences in contact and technological intensity across different services, we expect that certain service types may require more effective teamwork in order to bring about desirable customer service outcomes. First, we argue teamwork mechanisms that could help facilitating collective effort (i.e. affective mechanisms and motivational mechanisms) should exhibit stronger relationship with outcomes among service types that require high customer contact (contact intensive services and knowledge intensive services). As these types of service require more extended interaction between employees and customers, employees’ collective effort, manifested as customer oriented behaviors or citizenship behaviors, is more likely to be perceived and picked up by the customers (de Jong et al. 2004). For example, Gracia *et al.*, (2016) argued that team affect might be highly relevant in customer care, hospitality and retail settings, where customer interaction is key to delivering positive customer experiences. Thus, here we first hypothesize:

Hypothesis 2: The relationships between affective/motivational teamwork mechanisms and customer service outcomes are stronger within contact intensive/knowledge intensive services

Secondly, we argue teamwork mechanisms that facilitate collaboration and common understanding (i.e. behavioral and cognitive mechanisms) would play a more important role among service types that involve more usage of technology (technology-intensive services and knowledge intensive services). For these service types, quality of service delivery hinges heavily on service teams’ utilization of technologies, requiring team members to establish common ground in terms of how to engage with the technology. In addition, involvement of technology into service delivery process would also increase division of labor among service

team members (Lim & Kim, 2014). Such clear division of labor would render it less likely for one member to possess all necessary skills to compete service delivery, making collaboration more crucial (Bettencourt et al., 2002). Following this line of reasoning, we hypothesize that:

Hypothesis 3: The relationships between behavioral/cognitive teamwork mechanisms and customer service outcomes are stronger within technology intensive/knowledge intensive services

Method

Literature Search

In order to comprehensively capture customer service outcomes, we followed Groth *et al.*'s (2019) systematic review of the service literature, which identified a comprehensive list of key terms capturing customer service outcomes. More specifically, we searched for keywords related to the following categories: service quality (e.g. service quality and patient care quality), customer satisfaction (e.g. customer satisfaction, customer emotion and service satisfaction), customer loyalty (e.g. customer commitment, repeat purchase, word of mouth, customer loyalty and service loyalty), customer relationship (e.g. customer rapport and customer trust), customer engagement and delight (e.g. customer retention, customer engagement and customer delight), customer service performance (e.g. service effectiveness and service performance) and general terms (e.g. service outcome and customer outcome). The following keywords were adopted as search terms for service units: group, team, branch, store, unit and ward.

We employed three search strategies to ensure we made a comprehensive and exhaustive search of previously published quantitative empirical studies that have examined customer service outcomes. We firstly conducted a bibliographical search on electronic databases (ISI Web of Knowledge, EBSCO, PsycInfo) up until May 2022, for articles, book

chapters and dissertations. Secondly, we manually searched across major service as well as marketing journals including *Journal of Marketing*, *Marketing Science*, *Journal of Marketing Research*, *Journal of the Academy of Marketing Science*, *Journal of Retailing*, *Journal of Business Research*, *Journal of Service Research*, *Journal of Service Management and Service Industrial Journal*. Finally, in order to comprehensively cover all service studies conducted at the unit level, we also backward-traced all studies included in Hong *et al.*'s (2013) most recent meta-analytic study.

Screening Procedures

After conducting an initial search, we had a total of 33,929 papers that potentially met our criteria for inclusion in our meta-analysis. We then used Covidence, a platform designed to facilitate systematic reviews, to screen papers across two stages. Prior to each screening stage, we established common ground with respect to the screening standards. During the first screening phase, three independent researchers screened the title and abstract of 1,000 papers, based on the relevance to the topic of service teams. At this stage, the screeners included abstracts that (1) involved quantitative data (either field or experimental data), (2) suggested measurement of customer service outcomes and (3) suggested measurement of team/unit-level constructs. Any discrepancies in inclusion or exclusion decisions were discussed and resolved among the screeners. The interrater agreement at this stage was quite satisfactory ($rwg=0.91$). After a consensus had been achieved, one researcher screened the papers remaining at this stage. The first stage of title and abstract screening resulted in 439 papers being entered into the next stage.

In the second phase of screening, we conducted a full-text review of the 439 papers obtained from the first phase. Two independent screeners were tasked with reviewing each paper to identify relevant variables for our study. The main inclusion criterion was that the

paper must have measured correlations between teamwork mechanisms and customer service outcomes at a collective level. Any disagreements between the two screeners regarding the inclusion of the paper were discussed and resolved before the extracting and coding took place. After completing the second phase of screening, we had reached a total sample of 82 papers that met our inclusion criteria. We followed PRISMA systematic review guidelines (Moher et al., 2009) and summarized our screening procedure in Figure 1 .

Insert Figure 1 about here

Data Coding

All three coders were trained for this project. We extracted and coded correlations between teamwork dynamics and customer service outcomes from the 82 papers identified in the previous phase. Because different variables had been used to capture the teamwork mechanisms, we created a coding system to categorize each variable using Lu *et al.*'s (2023) ABCMP framework. The teamwork-related variables were coded into either the affective, behavioral, cognitive, motivational or perceptual category. Following LePine *et al.*'s (2008) approach, we first selected 10 studies and asked all three coders to code them together to establish interrater agreement, which was found to be quite satisfactory ($\text{rwg}=0.84$). We then proceeded by dividing the remaining papers across all the coders.

In terms of customer service outcomes, we coded all outcome variables into either customer evaluative outcomes or financial outcomes. Additionally, we coded other relevant information from the papers to test our hypothesized moderators of the relationships between teamwork mechanisms and customer service outcomes. More specifically, we coded the service climate level by extracting relevant information from those studies which measured the service climate. We followed the approach of Hong *et al.* (2013) by including studies that

reported either (1) individual employees' perceptions of the service climate, which were aggregated to a higher level of analysis, or (2) individuals' report of the service climate at the collective level. The mean score of the service climate measurement was extracted. When multiple variables were used to capture the service climate within a single study, we calculated the average and used that to represent the mean service climate of that sample.

For service types, we coded the information based on the framework provided by Jaakkola *et al.* (2017), which distinguished services based on contact intensity and technological intensity. Four service types were established based on different combinations of high and low intensity of the two types (i.e., routine-intensive, technology-intensive, contact-intensive and knowledge intensive). We categorized each effect into different service types based on information provided in the sample and study context sections of the corresponding studies. For example, studies in hospitality and restaurant settings were coded as contact-intensive services. We note that the number of studies reporting financial outcomes is relatively small. Thus, when testing for moderation, we grouped both categories of outcome variables (i.e., customer evaluative and financial outcomes) together to ensure sufficient power and degrees of freedom.

Analysis

Using the meta-analytic method described by Hunter and Schmidt (2004), we corrected each primary correlation for attenuation due to unreliability in both the predictor and the criterion, and then computed the sample-weighted mean of these corrected correlations. If the reliability coefficient was not reported, we followed LePine *et al.*'s (2008) practice and used the average reliability within each category to correct the correlation. In particular, the average reliabilities of each category of teamwork mechanisms are 0.91 for

affective mechanisms, 0.88 for behavioral mechanisms, 0.90 for cognitive mechanisms, 0.88 for motivational mechanisms and 0.85 for perceptual mechanisms.

In addition to reporting the reliability-corrected correlation (r_c), to estimate the variability around this correlation we report the 80% credibility intervals (80% CV) and 95% confidence intervals (95% CI) associated with the corrected correlation. In addition, we report the Q as well as the I^2 statistic to test for heterogeneity in the correlations. The heterogeneity test reveals whether correlation coefficients from the data sample can be assumed to be derived from the same population. When significant heterogeneity exists within the sample, it is recommended that a random-effects model be used to test the relationship. Therefore, heterogeneity testing not only helps us to understand the degree of difference within data, but also determines the analytical model to be used for the meta-analysis, which is a necessary step in the meta-analysis process (Feng *et al.*, 2021). We follow Feng *et al.* (2021) in using the Q -value as well as I^2 to examine heterogeneity. Studies should assume there is heterogeneity when the Q -value test is significantly different from 0. On the other hand, when $I^2 > 50\%$, this means that there is high heterogeneity in the sample.

Hypothesis Testing and Findings

Heterogeneity and Publication Bias

The heterogeneity test results for this meta-analysis are shown in Table 3. As can be seen, for all categories of teamwork mechanisms, both heterogeneity tests indicate significant variances between studies (affective mechanisms: $Q = 487.63$, $p < .001$, $I^2 = 84.2\%$; behavioral mechanisms: $Q = 175.44$, $p < .001$, $I^2 = 57.3\%$; cognitive mechanisms: $Q = 127.39$, $p < .001$, $I^2 = 68.6\%$; motivational mechanisms: $Q = 448.91$, $p < .001$, $I^2 = 74.8\%$; perceptual mechanisms: $Q = 256.31$, $p < .001$, $I^2 = 75.8\%$). Therefore, we applied the random-effects model in this study.

We also assess the degree to which our extracted effect sizes may suffer from publication bias. Publication bias, resulting from the higher likelihood of significant correlation being published, may distort the conclusions of meta-analysis. Therefore, before the meta-analysis, the publication bias of the papers must be tested to ensure the authenticity of the results. We performed Egger's test of the intercept (Egger *et al.*, 1997) to assess the possibility of our results being influenced by publication bias. According to Egger's test, an intercept that is significantly different from zero suggests the potential for publication bias, but for the studies that we extracted, we found no evidence of publication bias ($t = 1.19$, $df = 472$, n.s.).

Overall Main Effect

The overall main effect test results are shown in Table 3. We present correlations with customer evaluative outcomes and financial outcomes separately. In general, all categories of teamwork mechanisms demonstrate moderate positive correlations with customer evaluative outcomes. More specifically, cognitive mechanisms ($r = 0.25$, 95% CI [0.19, 0.30]) exhibit the strongest effect size, while the effect sizes for all four other categories are significantly weaker (affective mechanism: $r = 0.19$, 95% CI [0.13, 0.24]; behavioral mechanism: $r = 0.19$, 95% CI [0.15, 0.22]; motivational mechanism: $r = 0.18$, 95% CI [0.14, 0.22]; perceptual mechanism: $r = 0.20$, 95% CI [0.14, 0.27]). For financial outcomes, the motivational and perceptual mechanisms demonstrate moderate positive correlations (motivational, $r = 0.27$, 95% CI [0.21, 0.33]; perceptual, $r = 0.19$, 95% CI [0.11, 0.26]). The correlations for the other three categories, on the other hand, are only weak or not significant (affective, $r = 0.04$, 95% CI [0.02, 0.06]; behavioral, $r = 0.04$, 95% CI [-0.04, 0.13]; cognitive, $r = 0.08$, 95% CI [-0.04, 0.21]).

Given that the number of studies investigating the relationship between teamwork mechanisms and financial outcomes is relatively small, we also provide all the correlations between the teamwork mechanisms and general customer service outcomes (with customer evaluative and financial outcomes combined). The results are shown in Table 4. All correlations are moderate and positive, with cognitive mechanisms exhibiting the strongest correlation ($r = 0.23$, 95% CI [0.18, 0.28]).

 Insert Tables 3 and 4 about here

Moderation Analyses for Service Climate

In order to test Hypothesis 1, we performed meta-regression analysis to examine the effect of the average service climate on the relationship between teamwork mechanisms and customer service outcomes. The results of the meta-regression analysis are shown in Table 5. In brief, the service climate demonstrates a significantly positive effect on four correlations between teamwork mechanisms and customer service outcomes (affective mechanisms: $b = 0.06$, $p < .001$; cognitive mechanisms: $b = 0.18$, $p < .001$; motivational mechanisms: $b = 0.08$, $p < .001$; perceptual mechanisms: $b = 0.06$, $p < .001$). These sets of results are generally consistent with Hypothesis 1, which proposed that the relationship between teamwork mechanisms and customer service outcomes would become stronger as the level of service climate became higher. However, its effect on the relationship between behavioral mechanisms and customer service outcomes is not significant ($b = -0.02$, *n.s.*). Thus, the results of the meta-regression analysis show support for Hypothesis 1 in regards to affective, cognitive, motivational and perceptual mechanisms, but not for behavioral mechanisms.

 Insert Table 5 about here

Moderation Analyses for Service Types

In order to test Hypotheses 2 and 3, we calculated the correlations and their associated standard errors within different service type categories (i.e., subgroup analyses). The results from the subgroup analyses are shown in Table 6. The findings suggest that the relationships between teamwork mechanisms and customer service outcomes do differ across service types. We also tested the significance of the difference between the correlations using a t-test as suggested by Aguinis *et al.* (2008). Firstly, for correlation between affective mechanisms and service outcomes, this correlation is stronger under contact intensive services compared to routine intensive services ($t = 6.74, p < .001$), supporting the Hypothesis. Due to the lack of relevant studies, we avoided comparing the effect sizes of affective mechanisms within knowledge intensive services or technology intensive services. For correlation between motivational mechanism and service outcomes, we did not find any difference between different service types, failing to support our Hypothesis 1.

Secondly, for Hypothesis 2, we examined relationships between behavioral/cognitive teamwork mechanisms and customer service outcomes under different service types. For behavioral mechanisms, the correlation is stronger among knowledge intensive services (compared to routine intensive, $t = 4.84, p < .001$, compared to contact intensive, $t = 15.44, p < .001$), as well as technology intensive services (compared to routine intensive, $t = 3.62, p < .01$, compared to contact intensive, $t = 11.23, p < .001$). This set of result support our Hypothesis 3. On the other hand, for cognitive mechanisms, the correlation among technology intensive services is not significantly stronger than the ones in routine intensive services or contact intensive services, failing to support Hypothesis 2. Due to the lack of relevant studies, we could not compute correlation for knowledge intensive services.

Insert Table 6 about here

Discussion

This article reports a quantitative summary of empirical studies measuring different types of teamwork mechanisms within service units, as well as their respective effects on customer service outcomes. Following Lu *et al.*'s (2023) framework, five categories of teamwork mechanisms, affective, behavioral, cognitive, motivational and perceptual, were considered. In general, all five forms of teamwork mechanisms exhibited significantly moderate positive correlations with customer service outcomes (ranging from 0.17 to 0.22), confirming the importance of managing and monitoring teamwork dynamics within a service context. In addition, we examined how different service-related moderators might render the effects of the teamwork mechanisms stronger or weaker. Firstly, we found general support for a supplementary role played by the service climate in the relationship between teamwork mechanisms and customer service outcomes. Four out of five teamwork mechanisms exhibited a stronger correlation with customer service outcomes when the level of service climate was higher. Secondly, in regards to service type, all teamwork dynamics differed across different service settings, particularly having stronger effects in routine-intensive services than in contact-intensive services. We will now consider the implications of these findings for our understanding of service teamwork, for future directions in collective-level service research, as well as for pragmatic attempts to facilitate better customer service experiences delivered by service units.

Teamwork Mechanisms and their Effects on Customer Service Outcomes

We first examined the relationship between different categories of teamwork mechanisms and customer service outcomes. In general, our results highlight the importance

of managing teamwork within a service context in order to provide higher value for customers. While this general finding is not surprising, there are a number of nuances that are worth mentioning. First, our results suggest that cognitive mechanisms have the strongest correlation with customer evaluative outcomes ($r = 0.25$). This finding underlies the importance of nurturing common knowledge and understanding between team members. Interestingly, despite their importance, cognitive mechanisms represent the category that received the least amount of attention according to our meta-analysis (35 effect sizes are identified). This points to an important future direction for the service literature to address. Also, while all five mechanisms demonstrate significant correlations with customer evaluative outcomes, the correlations with financial outcomes are less straightforward. Three of the five mechanisms (affective, behavioral and cognitive) only demonstrate weak or non-significant correlations with financial outcomes. Despite the small number of studies examining these three categories of mechanisms ($k=5,8,6$, respectively), this set of results raises important concerns over whether the function of teamwork can be expanded into producing financial outcomes. For example, is it possible for teamwork mechanisms to foster unnecessary customer delight that cannot be turned into loyalty (Dixon *et al.*, 2010)? Future research should thus specifically theorize on the link between teamwork mechanisms and financial outcomes, and examine possible mechanisms that produce outcomes beyond customer satisfaction.

Second, our results suggest the uniqueness of the service context when examining the impact of teamwork mechanisms. Comparing our results with previous meta-analyses conducted within a general teamwork context, most of the mechanisms exhibit smaller correlations with outcome variables (affect: 0.31, Gully *et al.*, 2002; behavioral: 0.27, LePine *et al.*, 2008; cognitive: 0.38, Niler *et al.*, 2021). Such disparity might reflect the difference between service teams and other team forms (e.g. project teams), as well as the difference

between customer outcomes and general performance outcomes. For example, some of the direct manifestations of good teamwork, such as team cohesion, morale, etc., may not be immediately perceived by customers, and thus may not translate into customer satisfaction. Future research should thus specifically theorize on how teamwork mechanisms contribute to customer perceptions, rather than assuming better performance will guarantee better customer evaluations.

Moderation by Service Climate

We also examined how all of the teamwork dynamic variables interact with the service climate to predict customer service outcomes. In general, our findings demonstrate some support for our Hypothesis 1, which states that the positive effects of teamwork mechanisms should be stronger when the level of the service climate is also high. As the service climate and the teamwork mechanisms nurture cooperation in different ways, it is clear that both are important and have additive effects. As Mayer *et al.* (2009) put it, the service climate establishes routines and procedures that are customer oriented and thus give employees a common ground regarding how to behave (see also Gittell, 2002). However, sometimes even if all employees endorse the importance of service, they may differ from each other regarding how to implement it. In such cases, coordination facilitated by high-quality teamwork mechanisms becomes necessary, as this will make team members more likely to utilize the same approach to serve customers. On the other hand, a high-level service climate should also increase the effect of teamwork mechanisms by providing a common target for individuals' collaboration efforts. This set of results calls for future research to simultaneously measure the service climate and teamwork mechanisms, and examine their holistic impact on customer outcomes.

Moderation by Service Type

Our findings shed light on the underexamined area of teamwork across different types of services. In particular, we have established that the effects of team mechanisms can differ across various service types, and that certain mechanisms have stronger effects than others depending on the service type. More specifically, we found affective mechanisms to exhibit higher effect under contact intensive services. This mirrors Hong et al's (2013) argument that service teams' collective effort would matter more when customers are more regularly exposed to the service interactions. On the other hand, we also found that for technology-intensive services, behavioral mechanisms were shown to be the strongest drivers of service outcomes. We believe this is due to the need to effectively plan and coordinate team members so that they efficiently understand and manage the technological complexities of the work in these services. Without the effective management of processes, teams may fail to carry out the technological aspects of their work. This would take time and resources away from actually serving the customers and focusing on providing high-quality services.

Practical Implications

The results have important practical implications for enhancing customer evaluations and financial performance. While the overall function of teamwork in enhancing customer value has long been acknowledged, in this paper we focus on specificities within teamwork, and offer more actionable recommendations. More specifically, by demonstrating the distinctive impacts of different teamwork dynamics, we are able to provide more actionable guidelines regarding which specific aspects of teamwork should be emphasized. For example, one area which has been consistently overlooked within the area of service management is that of cognitive mechanisms, which have been shown to exhibit strong correlation with customer service outcomes. Managers of service teams need to consider the congruence of cognition in teams and make sure collective understanding is formed within them. As DeChurch and Mesmer-Magnus (2010) pointed out, two levers likely to be among the most

instrumental in shaping cognition are training and leadership. Thus, we advise service organizations to develop relevant interventions in order to facilitate common understanding.

In addition, our results suggest that organizations should simultaneously nurture a service climate as well as teamwork mechanisms within service teams. Both the teamwork literature and the service climate literature identify leadership and human resource management practices as important contributors towards sustaining the functioning of service teams (e.g. Hong *et al.*, 2013). However, this advice is mostly given towards each domain separately. Thus, here, we advise service organizations to consider practices that simultaneously improve the service climate as well as teamwork mechanisms. For example, implementing HR practices that specifically establish service delivery standards can not only highlight the importance of service excellence but also establish a common ground that will help team members to communicate and cooperate. Also, our results from our service types analyses highlight that the effects of teamwork mechanisms will differ based on the type of service a service organization is delivering to its customers. Thus, we suggest service organizations should consider conducting team task analyses (Arthur *et al.*, 2005) to specifically identify the nature of the services the teams are delivering.

Limitations and Future Research

As with all meta-analysis, the quality of the primary studies influences the quality of the insights obtained from summarized effects. As most studies are cross-sectional in design, the relationships examined in this paper cannot be interpreted causally. We cannot rule out the possibility of reverse causality, for example, reciprocal effects of customer service outcomes on teamwork dynamics due to the reciprocal feedback loop between customers and service providers. However, we based our model testing on a theory-driven approach so as to examine a comprehensive and integrated model of teamwork dynamics and how they

influence customer service outcomes. While team-level datasets are generally less prone to traditional issues such as common method variance, there is nevertheless potential for inflated correlations. We recommend that future research extends the service teamwork literature by continuing to untangle the different teamwork mechanisms, and to further unpack the questions of why, how and under what conditions the relationships in our model hold. Future studies can also explore the antecedents of teamwork mechanisms, such as team inputs, and model more comprehensive indirect pathways between antecedents, teamwork dynamics and customer service outcomes. There are also opportunities to expand on the types of outcomes, beyond those of the customers, for example service team members' wellbeing and withdrawal behaviors (e.g., team absenteeism and collective turnover). We see the current model as a starting point for future research in this area. In addition, the moderators we were able to examine were limited as studies tend to provide very little information regarding the service context. For example, the very brief descriptions of service context in the papers did not allow us to code the service type into more specific categories. Future meta-analyses should also consider additional boundary conditions, as we only examined two in this study. For example, they could look at the type of service teams (virtual, autonomous, face to face) and the nature of teams (e.g., team interdependency, team diversity). This will necessarily require future research to continue to conduct high-quality individual empirical studies at the team level, in a range of different service contexts, using different methods, so that a sufficient number of studies can be accumulated for future meta-analytical review.

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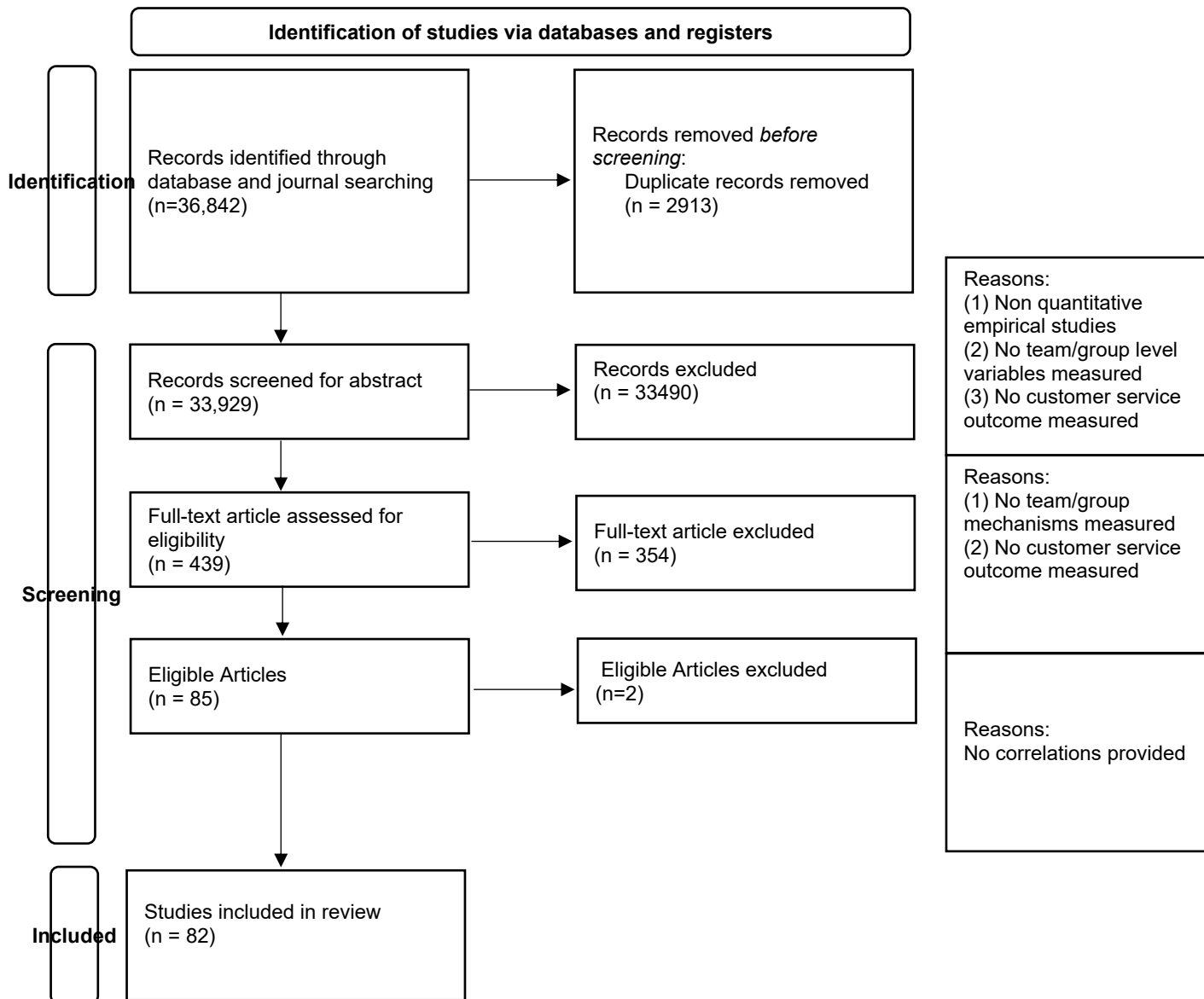


Figure 1: PRISMA Flow Diagram (*figure created by authors*)

Table 1. Summary of published meta-analysis studies in the service and marketing context (table created by authors)

Author	Paper	Level of analysis	Focal constructs	Outcomes
Barari, et al., 2021	A meta-analysis of customer engagement behavior	Individual level	Customer engagement	Loyalty; firm performance
Black et al., 2014	Service characteristics' impact on key service quality relationships: A meta-analysis	Individual level	Service quality	Behavioral intentions; financial performance; customer attitudes
Blut et al., 2015	How procedural, financial and relational switching costs affect customer satisfaction, repurchase intentions, and repurchase behavior: A meta-analysis	Individual level	Switching costs	Customer satisfaction; repurchase intention/behavior
Cano et al., 2004	A meta-analysis of the relationship between market orientation and business performance: evidence from five continents	Individual level	Market orientation; business performance	Business performance
Carrillat, et al., 2009	Examining the impact of service quality: A meta-analysis of empirical evidence	Individual level	Service quality	Customer satisfaction; attitudinal loyalty; purchase intention
Curtis et al., 2011	Customer loyalty, repurchase and satisfaction: A meta-analytic review	Individual level	Customer loyalty; repurchase; satisfaction	Customer loyalty; repurchase; satisfaction
de Matos, Henrique & Rossi, 2007	Service recovery paradox: A meta-analysis	Individual level	Service recovery	Performance evaluation
Feng et al., 2021	The impact of service innovation on firm performance: A meta-analysis	Individual level	Service innovation	Firm performance
Gelbrich & Roschk, 2011	A meta-analysis of organizational complaint handling and customer responses	Individual level	Service recovery	Loyalty; word of mouth
Gremler et al., 2020	Understanding and managing customer relational benefits in services: a meta-analysis	Individual level	Relational benefits	Customer loyalty; firm sales performance

Hancock et al., 2013	Meta-analytic review of employee turnover as a predictor of firm performance	Individual level	Employee turnover; firm performance	Productivity; financial performance; customer outcomes; safety & quality outcomes
Jung & Tanford, 2017	What contributes to convention attendee satisfaction and loyalty? A meta-analysis	Individual level	convention attendee satisfaction; loyalty	Satisfaction; loyalty
Khamitov et al., 2020	How well do consumer-brand relationships drive customer brand loyalty? Generalizations from a meta-analysis of brand relationship elasticities	Individual level	Brand relationship	Customer brand loyalty
Kim & Peterson, 2017	A meta-analysis of online trust relationships in E-commerce	Individual level	Online trust relationships	Loyalty; repeat purchase intention
Kirca et al., 2005	Marketing orientation: A meta-analytic review and assessment of its antecedents and impact on performance	Individual level	Market orientation	Organizational performance; customer consequences (quality; customer loyalty; customer satisfaction); innovation consequences; employee consequences
Ladeira et al., 2016	A meta-analysis of satisfaction in the banking sector	Individual level	Satisfaction	Worth-of-mouth; trust; behavioral intentions; repurchase intentions; loyalty; performance; intentions to switch
Ladeira et al., 2016	A meta-analysis of the antecedents and consequences of satisfaction in tourism and hospitality	Individual level	Satisfaction	Purchase intention; loyalty; trust; word-of-mouth
Li et al., 2020	Impact of risk perception on customer purchase behavior: A meta-analysis	Individual level	Risk perception	Customer purchase behavior
Lionello et al., 2020	Electronic service quality: A meta-analysis	Individual level	Electronic service quality	Loyalty
Nardi et al., 2020	A meta-analysis of the relationship between customer participation and brand outcomes	Individual level	Customer participation	Brand satisfaction; brand loyalty; brand performance

Orsingher et al., 2010	A meta-analysis of satisfaction with complaint handling in services	Individual level	Complaint handling	Word of mouth; overall satisfaction; return intent
Palmatier et al., 2006	Factors influencing the effectiveness of relationship marketing: A meta-analysis	Individual level	Effectiveness of relationship marketing	Expectation of continuity; word of mouth; customer loyalty; seller objective performance; cooperation
Ranjan, et al., 2015	A narrative review and meta-analysis of service interaction quality: New research directions and implications	Individual level	Service interaction quality	Customer satisfaction; loyalty and other behavioral outcomes
Santini et al., 2017	Student satisfaction in higher education: a metanalytic study	Individual level	Student satisfaction	Attitude toward the higher education institution; intention to recommend; involvement; loyalty; trust; word-of-mouth
Santini et al., 2018	Online banking services: A meta-analytic review and assessment of the impact of antecedents and consequents on satisfaction	Individual level	Satisfaction	Trust; loyalty
Santini et al., 2018	The role of satisfaction in fashion marketing: A meta-analysis	Individual level	Satisfaction	Attitude; behavioral intention; brand image; fashion involvement; intention to revisit; loyalty; trust
Schepers & Borgh, 2020	A meta-analysis of frontline employees' role behavior and the moderating effect of national culture	Individual level	Employee role behavior	Performance evaluation
Shin et al., 2021	Peer-to-peer accommodation: A meta-analysis of factors affecting customer satisfaction and loyalty	Individual level	Satisfaction; loyalty	Satisfaction; loyalty
Storey, et al., 2016	Success factors for service innovation: A meta-analysis	Individual level	Service innovation	Service innovation performance
Swan et al., 1999	Customer trust in the salesperson: An integrative review and meta-analysis of the empirical literature	Individual level	Customer trust	Satisfaction with the salesperson; positive attitudes; intentions; customer behavior-negotiating, sales, purchase choice
Szymansk & Henard, 2001	Customer satisfaction: A meta-analysis of the empirical evidence	Individual level	Customer satisfaction	Complaining behavior; negative WOM behavior; repeat purchasing

Tanford & Jung, 2017	Festival attributes and perceptions: A meta-analysis of relationships with satisfaction and loyalty	Individual level	Festival attributes and perceptions	Satisfaction; loyalty
Toufaily et al., 2013	Customer loyalty to a commercial website: Descriptive meta-analysis of the empirical literature and proposal of an integrative model	Individual level	E-loyalty	Customer profitability; share of wallet in \$; frequency of purchase on the site; number of visits; sensitivity to price; search for alternatives; word of mouth; willingness to pay more; willingness to purchase on the site/intention to buy; total satisfaction; cross-selling; customer retention
Vaerenbergh et al., 2014	A meta-analysis of relationships linking service failure attributions to customer outcomes	Individual level	Service failure	Customer satisfaction; behavioral intentions
Zheng et al., 2012	Paradigm shift of customer satisfaction studies in service research: A meta-analytical review of the antecedents of service satisfaction	Individual level	Service satisfaction	Customer satisfaction
Brown & Lam, 2008	A meta-analysis of relationship linking employee satisfaction to customer responses	Individual level; unit level	Employee satisfaction	Customer satisfaction; perceived service quality
Podsakoff et al., 2009	Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis	Individual level; unit level	Organizational citizenship behaviors	Productivity; efficiency; profitability; reduction of costs; customer satisfaction; turnover
Harter et al., 2002	Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis	Team/unit level	Employee satisfaction; employee engagement	Customer satisfaction; productivity; profit; employee retention; employee safety
Harter et al., 2003	Employee engagement, satisfaction, and business-unit-level outcomes: A meta-analysis	Team/unit level	Employee engagement; employee satisfaction	Customer loyalty; productivity; profitability; employee retention; employee safety
Hong et al., 2013	Missing Link in the Service Profit Chain: A Meta-Analytic Review of the Antecedents, Consequences, and Moderators of Service Climate.	Team/unit level	Service climate	Employee outcomes (job satisfaction; commitment; service behavior; service performance; service quality); Customer outcomes (customer satisfaction; customer loyalty); Financial performance (sales growth; revenue growth; profit growth)

Table 2. Summary of Team Mechanisms (table created by authors)

Teamwork Mechanisms	Definition (based on Lu et al. (2023) ABCMP framework)	Example constructs	Example studies in the service context
(A)ffective	<p>These are psychological states that involve feelings and emotions (Rapp et al., 2021). They comprise of higher or broader dimensions of feeling (i.e., positive and negative affect) (Emich & Lu, 2020), as well as more specific emotional experiences in response to specific stimuli (e.g., happiness, excitement, or anger). Additionally, within-team relationships also include affective elements. Thus, relationship-based team dynamics or feelings toward collective relationships also fall under this category. Relatedly, team attitudes (collective feelings of favor or disfavor among team members - Delice et al., 2019), are also part of this category. Higher quality affective mechanisms within teams can create a positive environment whereby teams can thrive, which is beneficial for attaining desirable customer service performance.</p>	<ul style="list-style-type: none"> • Group affective tone • Discrete collective emotions • Psychological safety • Group cohesion 	<p>Schulte et al. (2009); Subramony et al. (2011)</p>
(M)otivational	<p>Traditionally, team motivation has often been included as part of affective mechanism (e.g., Marks et al., 2001). However, unlike the broader affective dynamics, motivational dynamics refer to “beliefs regulating the intensity and direction of effort related to a particular task” (Latham, 2012; Rapp et al., 2021; as cited in Lu et al., 2023, p.2). They also represent variables that encompass the intensity and duration of collective efforts directed at specific shared team goals (Park et al., 2013). In service settings, not only that customers might perceive the high amounts of effort that frontline employees provide, but the actual quality of the service would also potentially be high as well.</p>	<ul style="list-style-type: none"> • Collective efficacy • Goal orientation • Engagement 	<p>Conway & Briner, 2015; de Jong et al. (2006)</p>
(B)ehavioral	<p>Research in shared behaviors is mostly integrated using Marks et al., (2001)’s framework, which used to term “team process” to capture members’ “interdependent acts that convert inputs to outcomes through cognitive, verbal and behavioral activities directed toward organizing taskwork to achieve collective goals” (p. 357). More specifically, Marks et al., (2001) proposed three different team processes: transitional process, action process, and interpersonal process. Transition processes describe actions that teams execute in order to reflect upon and interpret previous team accomplishments, as well as prepare for future actions. Action processes reflect activities that occur as team members work together toward the accomplishment of collective goals and objectives. Interpersonal processes represent those team activities that are focused on the management of interpersonal relationships. Establishing behavioral high-quality protocols for team members to plan, coordinate, and review saves each members’ time and effort to carry out those tasks on their own, enable more time to focus on delivering quality customer services. When such processes do not exist, members need to use their own time to coordinate with other members, which creates</p>	<ul style="list-style-type: none"> • Goal specification • Team monitoring • Team coordination • Conflict management 	<p>Bachrach et al. (2017); de Jong et al. (2004)</p>

	“operational disruption” (Hausknecht et al., 2009, pp. 1069) – handling these internal factors will distract employees from effectively serving customers.		
(C)ognitive	The existing literature on teamwork dynamics has highlight the importance of team recognition in influencing team effectiveness, as it its essential to complex problem solving (DeChurch & Mesmer-Magnus, 2010; Mohammed et al., 2021). Team cognition refers to team mechanisms where knowledge important to team functioning is mentally organized, represented, and distributed within the team and allows team members to anticipate and execute actions (DeChurch & Mesmer-Magnus, 2010). Traditionally, team cognition comprises both shared general perceptions, as well as constructs that encompass knowledge structure and transfer (see Kozlowski & Ilgen, 2006, Levesque, et al., 2001; Rapp et al., 2021). More recently, scholars such as Mohammed et al. (2021) has distinguished that team cognition rather focuses more on the knowledge building processes (cognitive processes), as well as the extent to which team members reach shared mental representations of team-relevant knowledge content and structure (cognitive representations). The effective management of knowledge within teams allow members to collectively understand core tasks, solve challenges, and come up with new ideas (Kozlowski & Ilgen, 2006; Mohammed et al., 2010). Thus, allowing for teams to better understand and cater to the needs of customers and attract high levels of service quality and output (Brueller & Carmeli, 2011).	<p>Cognitive processes</p> <ul style="list-style-type: none"> • Team learning <p>Cognitive representations</p> <ul style="list-style-type: none"> • Team mental models • Transactive memory 	Johnson (1996); Kirkman et al. (2004)
(P)erceptual	Traditionally included under team cognition, perceptual teamwork dynamics is different in that it does not encompass knowledge structure or transfer within teams (Lu et al., 2023). Rather team perceptions involve the collective recognition, organization, and interpretation of stimuli, which provides shared meanings to team members’ team experiences (Robbins & Judge, 2015). Effective levels of shared understandings of how things should be done or how team members are expected to behave and provide input are crucial in how teams function (Mathieu et al., 2008; Pirola-Merlo et al., 2002), as it enables teams to better cater to the needs of their customers. For example, higher quality diversity climate within teams (shared perceptions about the degree that business units value diversity, McKay et al., 2008), was found to relate to higher levels of team customer satisfaction.	<ul style="list-style-type: none"> • Team climate • Group norms • Perceived organizational support • Perceived social support 	Gelade & Young (2005); Simons & Roberson (2003)

Table 3: Correlations between Teamwork Mechanisms and Customer Evaluative/Financial Outcomes (table created by authors)

Teamwork Mechanisms	Customer Evaluative Outcomes							Financial Outcomes						
	k	n	r _c	95% CI	80% CV	Q	I ²	k	n	r _c	95% CI	80% CV	Q	I ²
<i>Affective</i>	73	11732	0.19	[0.13; 0.24]	[0.09; 0.29]	484.59	85.1% [81.9%; 87.8%]	5	264	0.04	[0.02; 0.07]	[-0.04; 0.11]	0.08	0.0% [0.0%; 79.2%]
<i>Behavioral</i>	68	9071	0.19	[0.15; 0.22]	[0.08; 0.27]	164.88	59.4% [47.0%; 68.9%]	8	667	0.04	[-0.04; 0.13]	[-0.10; 0.20]	5.25	0.0% [0.0%; 67.6%]
<i>Cognitive</i>	35	4836	0.25	[0.19; 0.30]	[0.10; 0.36]	110.04	69.1% [56.3%; 78.1%]	6	485	0.08	[-0.04; 0.21]	[-0.10; 0.36]	5.18	3.5% [0.0%; 75.5%]
<i>Motivational</i>	98	30781	0.18	[0.14; 0.22]	[0.06; 0.27]	404.46	76.0% [70.9%; 80.2%]	16	2605	0.27	[0.21; 0.33]	[0.15; 0.40]	20.85	28.1% [0.0%; 60.6%]
<i>Perceptual</i>	50	7472	0.20	[0.14; 0.27]	[0.09; 0.31]	233.85	79.0% [72.8%; 83.8%]	13	3759	0.19	[0.10; 0.26]	[0.00; 0.38]	22.43	46.5% [0.0%; 71.9%]

Note: k = number of samples included in meta-analysis; n: number of aggregated sample size; r_c = mean sample size weighted correlation corrected for unreliability in both measures; CI = 95% confidence interval for r_c; CV = 80% credibility interval for r_c.

Table 4: Correlations between Teamwork Mechanisms and Customer Service Outcomes (Combined) (table created by authors)

Teamwork Mechanisms	Customer Evaluative Outcomes						
	k	n	r _c	95% CI	80% CV	Q (df)	I ²
<i>Affective</i>	78	11996	0.1784	[0.13; 0.23]	[0.09; 0.31]	487.63** (77)	84.2% [80.9%; 87.0%]
<i>Behavioral</i>	76	9738	0.1715	[0.14; 0.21]	[0.08; 0.29]	175.44** (75)	57.3% [44.8%; 66.9%]
<i>Cognitive</i>	41	5321	0.2272	[0.18; 0.28]	[0.09; 0.36]	127.39** (40)	68.6% [56.7%; 77.2%]
<i>Motivational</i>	114	33386	0.1925	[0.16; 0.23]	[0.06; 0.29]	448.91** (113)	74.8% [69.8%; 79.0%]
<i>Perceptual</i>	63	11231	0.1962	[0.14; 0.25]	[0.09; 0.33]	256.31** (62)	75.8% [69.2%; 81.0%]

Table 5: Moderation Effect of Service Climate on Relationships between Teamwork Mechanisms on Customer Service Outcomes

(table created by authors)

	<i>Affective Mechanisms → All Outcomes</i>	<i>Behavioral Mechanisms → All Outcomes</i>	<i>Cognitive Mechanism → All Outcomes</i>	<i>Motivational Mechanism → All Outcomes</i>	<i>Perceptual Mechanism → All Outcomes</i>
k	18	17	15	19	18
Intercept	-0.08 (0.15)	0.38(0.08)**	1.13(0.33)**	-0.32(0.16)	-0.10(0.16)
Service Climate	0.06 (0.02)**	-0.02(0.01)	0.18(0.07)*	0.08(0.02)**	0.06(0.02)**
Residual Q	243.39**	32.29**	41.74	228.11**	243.39**

Table 6: Moderation Effect of Service Type on Relationships between Teamwork Mechanisms on Customer Service Outcomes*(table created by authors)*

Teamwork Mechanisms	All Customer Service Outcomes					
	k	r _c	95% Confidence Interval	Tau ²	Q	I ²
<i>Affective</i>						
Routine	47	0.15	[0.06,0.20]	0.06	684.26	93.3%
Contact	25	0.27	[0.22, 0.34]	0.06	159.53	85.0%
Technology	1	0.53	[0.37,0.67]			
Knowledge	2	-0.36	[-0.99,0.94]			
<i>Behavioral</i>						
Routine	31	0.16	[0.15,0.20]	0.02	108.79	72.4%
Contact	9	0.09	[0.03,0.13]	0.01	10.51	23.9%
Technology	16	0.26	[0.21,0.30]	0.01	39.61	62.1%
Knowledge	9	0.28	[0.20,0.32]	0.01	12.68	36.9%
<i>Cognitive</i>						
Routine	28	0.32	[0.27,0.38]	0.02	111.52	75.8%
Contact	8	0.03	[-0.10,0.16]	0.00	7.65	8.5%
Technology	5	0.23	[0.06,0.19]			
Knowledge						
<i>Motivational</i>						
Routine	54	0.26	[0.19,0.33]	0.06	529.95	90.0%
Contact	39	0.19	[0.14,0.24]	0.02	136.45	72.1%
Technology	7	0.12	[0.01,0.22]	0.00	7.24	17.1%
Knowledge	3	0.34	[-0.18,0.71]			
<i>Perceptual</i>						
Routine	34	0.22	[0.15,0.28]	0.03	101.63	67.5%
Contact	18	0.29	[0.17,0.40]	0.05	139.94	87.9%
Technology	4	0.32	[-0.12,0.66]			
Knowledge	3	-0.17	[-0.67,0.43]			

