Does bullying reduce occupational commitment in hospitality employees? Mixed empirical evidence from resource conservation theory and embodied cognition perspectives

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ABSTRACT

The hospitality industry receives the most bullying and harassment claims, and hotel employee bullying has created some damaging psychosocial risks. using a mixed research approach, this study integrates resource conservation and embodied cognitive theories within a stimulate-organism-response framework to explore the relationship between hotel employees' experiences of bullying and their occupational commitment, and underlying mechanisms of sensory and psychological cognition. This study qualitatively examines the inner framework of employees' bodily sensory perceptions, resource dynamics allocation mechanism, and key influencing factors and dimensions of occupational commitment, and quantitatively verifies the effect of guest bullying on occupational commitment. The findings show that guest bullying and occupational stigma perception positively influenced occupational commitment. Organizational resources positive moderate the relationship between guest bullying and occupational commitment. The study highlights the mechanisms associated with employees' ability to maintain high occupational commitment despite bullying, underlines the driven and self-motivated nature of individual psychological and behavioral adjustment in a specific cultural context, and unveils the inherent "black box" of organizational behavior under the embodied cognition perspective.

1. Introduction

Workplace bullying has been noted as a highly destructive psychosocial risk factor, with its prevalence in hospitality organizations ranging between 11% and 20% in 2010 (Nielsen et al., 2010). Some note that the hospitality industry receives the most bullying and harassment claims (Roper and Menten, 2017). Teo et al. (2020) report that on average, 16% of hotel employees report experiencing undesirable behaviors at work. Research has also examined the antecedent and consequential mechanisms of workplace bullying (Jung and Yoon, 2018). The focus is on the bullying process and internal bullying, with many systematically examining workplace bullying. This includes Einarsen et al. (2011), who define workplace bullying as offending,

socially excluding someone, or negatively affecting work tasks. A specific negative activity, interaction, or process can be also considered workplace bullying if it occurs repeatedly and regularly (e.g., once a week), and lasts for a certain period. However, studies have not reached generalizable conclusions on the temporary and unpredictable nature of guest bullying or the systematic nature of workplace bullying. Some do note that tourism and hospitality employees are more exposed to persistent bullying than those in other industries (Ram, 2018).

Resource conservation theory provides a theoretical explanatory mechanism for bullying among hotel employees. It emphasizes that resource sharing and exchange in organizations is an important channel for individuals to gain resources for accumulation and development in modern society (Chen et al., 2015). However, it does not offer in depth

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explanation for the dynamic process perception and psychological cognition of hotel employees experiencing bullying. Instead, the stimulate-organism-response (SOR) framework can provide insight into the dynamic process of how bullying arises (Fang et al., 2020). The framework involves the environment or stimulus (Stimulate) that triggers the behavior and response, the organism that makes the response (Organism), and the actual response (response). SOR has been widely used to study the correlation between input (stimulus), process (organ), and output (response) (Kim et al., 2020).

Deviant behaviors (bullying, incivility, stress, and gossiping) can negatively impact employee satisfaction (Shehawy, 2022). Some studies have examined the psychological and behavioral dimensions which influence negative outcomes for hotel employees experiencing bullying. These include reduced emotional commitment to the organization, bullying's impact on employees, and organizational consequences like financial costs, employee behavioral changes, social costs leading to service disruption or employee turnover, and loss of trust (Rajalakshmi and Naresh, 2018; Teo et al., 2020). Others also note that bullying is a part of the negative hotel culture which negatively impacts employee satisfaction (Alexander et al., 2012). Specifically, the underlying reasons for bullying in the hospitality industry can be related to the nature of hotels being a labor-intensive industry, high standardization requirements, a hierarchical structure, and the powerlessness of employees (Patah et al., 2010).

To the best of our knowledge, studies have not investigated the psychological behavioral decision-making mechanisms of hotel employees' sensory and cognitive agency following bullying (Said and Tanova, 2021). Moreover, research ignores both the self-activity of hotel employees as individual beings and the mechanisms at play in individual sensory experiences. Here, embodied cognitive theory can be useful (Merleau-Ponty, 2002). This theory emphasizes the importance of the body and senses arising within organizational behavior; further exploring the psychological experience caused by the senses facilitates a deeper understanding of an individual's experience of bullying (Xiang et al., 2021). Incidental sensory input can lead to cognitive responses (Kock and Ringberg, 2019). However, the mechanisms underlying the study of embodied experiences of attitudes and behaviors of hospitality employees experiencing bullying remain under-explored. Further, while some studies on the hospitality industry support the association between body and mind, this association remains limited, and the mechanisms underlying the role of bullying and senses in hospitality employees need to be clarified.

This study uses SOR as the research framework, combining resource conservation theory and sensory marketing theory under embodied cognition. We use a mixed methods research approach with an exploratory time-series design and have three core research questions: First, how do the mechanisms of bodily sensory process effects and resource dynamics allocation operate among hotel employees after bullying encounters? Second, how are the key influences and dimensions of hotel employees' occupational commitment in guest bullying situations systematically presented? Third, what are the mechanisms by which guest bullying acts on the occupational commitment of hotel employees? Hospitality research is increasingly focused on the impact of bullying on employees' work attitudes and well-being (Hsu et al., 2019; Jung and Yoon, 2018) and most understandings of bullying are on its prevalence (Hodgins et al., 2020). Here, we use SOR as the basis of the research framework to extensively explore the self-adjustment effects of hotel employees' micro-psychology and behavior in bullying situations. Next, we broaden the research depth of resource conservation theory on the boundary of micro-decision making and psychological stress accumulation. Finally, we undertake an in-depth exploration of the role of bullying and senses in the workplace through the sensory marketing theory under the perspective of embodied cognition. Together, this provides a clearer explanation of the causal mechanism of how hotel employees enhance the intensity of occupational commitment by self-adjusting their embodied cognition. It also highlights the theoretical

integration and practical significance of positive organizational behavior of hotel employees using empirical evidence on bullying situations. Finally, this study provides a practical reference for human organizational change regarding business operation and in the important context of a recovering hospitality industry in the post-COVID-19 world.

2. Literature review and theoretical foundation

2.1. Current research on resource conservation theory in organizational behavior

This study introduces resource conservation theory based on stress theory, which has evolved from focusing on physiological reactions to focusing on physiological, psychological, and behavioral reactions. Stress theory has two main models: process-oriented stress model and environmental balance model (Lazarus and Folkman, 1984). However, these models do not distinctly define nor offer a standardized methodology or tools for comparing individual needs and resource capacity. Further, the mechanism of their internal relationship is unclear.

While it is based on stress theory, resource conservation theory can better reveal and explain the dynamics of individual behavior and resource capacity use in stressful situations. Hobfoll (1989) posits that resource conservation assumes that people try to maintain and protect resources they value, and the potential or actual resource loss is a threat; the author defines resources as individual characteristics, conditioned energy, and other things that make individuals feel valuable, such as materiality. Halbesleben et al. (2014) suggest that at its core, people are motivated to preserve existing resources and acquire new ones, and that resources involve "anything that the individual perceives as contributing to the achievement of his or her goals." Regarding intrinsic dynamic effects of resource conservation, Dohrenwend (1978) proposes a value-added spiral and a loss spiral effect of resources: Individuals with more resources are less vulnerable to the resource loss attack, and they accumulate resources and cultivate a value-added spiral. Contrarily, individuals who lack resources are not just vulnerable to the pressure of resource loss; the presence of such pressures leads to accelerated resource loss, thereby forming a resource loss spiral. Kobasa (1979) and Kobasa et al. (1981) propose that individuals make prior cognitive assessments of multiple roles as a way to decide which roles to reduce or abandon, and what decisions to invest in terms of the antecedent decision conditions.

Resource conservation theory reveals the psychological motivation of individuals to conserve, acquire, and utilize resources, bringing new insights into how resource depletion and gain perspectives address and reveal problems, such as stress and emotional exhaustion (Hobfoll, 1989). Hobfoll et al. (2018) add two new resource conservation principles to the original resource conservation theoretical framework: the acquisition paradox and despair. Under the first principle, resource loss situations amplify the value of resource acquisition and resources acquired while resource loss is ongoing, thereby gaining greater positive momentum compared to precautionary resources. Under despair, an individual exhibits a new stress coping pattern of making aggressive or even irrational behavioral responses; this shows a potential mechanism linking stress and overreaction.

Relevant hospitality research analyzes the stress formation process from the resource flow perspective. This can explain hotel employees' behavior motivation, and have predictive and revealing power about employees' behavioral decisions under resource constraints. Therefore, it can reveal the mechanism connecting hotel employees' behavior and work outcomes. For example, Fan et al. (2021) combine the resource conservation and generation perspective of resource preservation theory with moral identity and recovery levels to explain how and when hotel employees' deviant behaviors affect direct work engagement. Halbesleben et al. (2014) argue that resource loss from hotel employees' work experiences threatens employee well-being, while employees' deviant

behaviors can motivate them to escape high-pressure environments and maintain current resources.

Resource conservation theory has developed from a stress-response model into a motivational theory of individual resource stock and dynamic changes to explain individual behavioral motivations. It has integrated the mechanisms of stress generation and dynamic changes, individual stress coping behaviors and outcome generation mechanisms, and individual stress coping strategies and management development mechanisms. All these can help in understanding organizational stress coping skills (Chen et al., 2015; Hobfoll et al., 2018). Empirical research in the hospitality industry using resource conservation theory has explored the application of the dynamic effects of resources, attrition due to job demands, and effectiveness of using resources for individual characteristics. However, to the best of our knowledge, few have explored the micro and behavioral factors of individuals, such as the potential mechanisms of the physiological and psychological effects on individuals after experiencing significant stress. Here, we apply resource conservation theory to the physiological perceptions and psychological cognition of hotel employees in bullying situations, and explore their decision-making behaviors and psychological adjustment processes after coping with bullying from a sensory perspective.

2.2. Introduction of sensory marketing theory based on embodied cognitive psychology

Krishna et al. (2010) note that sensory marketing incorporates the five senses of consumer experience (sight, sound, smell, taste, and touch), and influences consumer perception, judgment, and behavior. Sensory marketing focuses on the relationship between the senses and consumer behavior, where individual emotions and judgments are generated through the stimulation of a full range of physical senses by external environmental elements (Barsalou, 2008). Krishna (2012) further proposes a sensory marketing conceptual model, which emphasizes how sensory marketing can interact with the external world by examining the multidimensional human senses. The author uses this model to derive the multidimensional sensory characteristics of the consumer experience, and how they shape attitudes and behaviors.

While the psychological basis of sensory marketing is embodied cognitive theory, Barsalou (2008) proposes that there is a strong relationship between bodily experience and psychological states, sensory experience, and bodily sensations as unique invisible sources of information that consciously influence people's cognition, emotions, and behaviors. Importantly, the stimulation of the bodily senses from the external environment can directly affect the individual's psychological states (Krishna and Schwarz, 2014). Specifically, individuals acquire and experience information about their surroundings through the co-integration of the senses, resulting in authentic perceptions and experiences. Moreover, environmental structures (material body) and social attitudes (constructed body) influence the quality of experiences (Small et al., 2012), and individuals' prior knowledge, both subjective and objective, enables them to derive more from specific stimuli (Clarkson et al., 2013). Thus, embodied cognition theory shows that people subconsciously refer to their affective state and make judgments about objects (situations, people, selves, or environments) which are unrelated to their physical senses (Kock and Ringberg, 2019). Embodied cognition emphasizes that cognition and sensory experience are intertwined (Krishna et al., 2017).

In summary, the introduction of sensory marketing theory based on embodied cognition theory speaks of the body as a situational experience, and that physical observation can better uncover body value and affective cognitive processes in organizational behavior. Studies have explored the mechanisms underlying the high relevance of incidental cognitive responses, attitudes, and behavioral embodied experiences in the hospitality industry (Lv et al., 2021). However, the exploration of bidirectional cognitive processes between individuals and groups in hospitality contexts needs to be explored in depth. This study introduces

a sensory marketing theory based on embodied cognition of "mind-body integration" and comprehensively investigates how the bullying induced bodily senses and cognition affect an individual's mental processes (Krishna and Schwarz, 2004). The research mechanism related to the psychological basis of sensory marketing provides the theoretical framework logic for the mechanism of action in self-adjustment of frontline hotel employees in bullying situations in this study.

2.3. Adapting the SOR framework to the current context

Mehrabian and Russell (1974) have proposed the SOR theory. This model integrates individual responses to explain people's perceptions and emotions in response to external stimuli, and the resulting positive or negative behaviors. When an organism is exposed to a stimulus, internal states (i.e., cognitive and affective states) are actualized, which in turn drive approach or avoidance behaviors. The stimulus is "the influence that arouses the individual" (Eroglu et al., 2001). The organism is the effective cognitive state of the individual, comprising the entire process that intervenes between the individual's stimulus and response. Finally, the response is "everything that the individual does regarding the acquisition, processing, retention, and retrieval of information" (Loureiro and Ribeiro, 2011). SOR has been widely used across disciplines to study correlations between inputs (stimuli), processes (organs), and outputs (responses) (Kim et al., 2020). Importantly, it can provide insights into the dynamic processes that shape human behavior (Fang et al., 2020).

The SOR framework has been used to examine the formation of tourist behavior under different tourism contexts (Su et al., 2014), and has received extensive attention in the hospitality industry (Heung and Gu, 2012). For example, He et al. (2022) have explored the interrelationship between spatial stigma, negative emotions, environmentally responsible behavior, and self-validation using a SOR framework. Jani and Han (2015) incorporate the Big Five elements of personality into the SOR model to explore its moderating effect on hotel environment-guest consumption emotions and loyalty relationship. Chang (2016) uses the service marketing triangle model to explore service climate and employee engagement as moderators of individual-level stimulus (service landscape)-organism (guest sentiment)-response (behavioral intention) at the firm level.

Although the SOR framework has been relatively well established in hospitality guest-host interaction and service quality research topics, few empirical studies have used the framework to explore organizational behavior research. This study uses the SOR framework to examine how the bullying of hotel employees acts as a stimulus to drive their physical sensory and cognitive responses to the bullying, and ultimately, affects their actual response outcomes (i.e., occupational commitment).

2.4. Workplace bullying research hypothesis and framework

Scholars view workplace bullying as "a situation in which one or more individuals perceive themselves to be continually affected by the negative behaviors of one or more individuals over a period of time, and in which the target has difficulty defending themselves against these behaviors" (Lutgen-Sandvik et al., 2007, p. 847). Page et al. (2018) highlight a key features of the definition of bullying: the repetitive and persistent nature of bullying. Ram (2018) argues that bullying is often associated with a structural imbalance of power. Hotels have high work pressure, low discretion, loose management control, and poor work organization (Bohle et al., 2017).

Meanwhile, Skarlicki et al. (2008) define guest bullying as disrespectful, demeaning, and even aggressive behaviors displayed by guests towards service employees while consuming these services. It can also include guests' inappropriate expectations, and verbal and physical aggression (Wang et al., 2013).

Guest bullying can also perpetuate employees' perception of professional stigma. In turn, this leads to low job performance and high

willingness to leave (Pinel and Paulin, 2005). Together, this can affect professional attitudes and employees' work behaviors, thereby causing lower occupational commitment (Lee et al., 2000). Persistent guest bullying can leave employees uncompensated for the resources they consume at work and increase work stress, creating an imbalance of resources and generating emotional exhaustion (Koopmann et al., 2015). Grandey et al. (2004) empirically show that frontline employees' emotional exhaustion is related to being abused.

Workplace bullying can also increase individual emotional exhaustion (Srivastava and Dey, 2020) and anti-productive behavior (Jung and Yoon, 2018). The field of organizational behavior has also identified adverse effects of workplace bullying on job performance (Khalique et al., 2018), propensity to leave (Yun and Kang, 2018), absenteeism (Magee et al., 2017), and reduced individual satisfaction and engagement (Valentine and Fleischman, 2018).

Hypothesis 1. Guest bullying positively affects occupational commitment.

Hypothesis 2. Guest bullying positively affects professional stigma perception.

Hypothesis 3. Guest bullying positively affects emotional exhaustion.

Hypothesis 4. Guest bullying affects occupational commitment through the perception of occupational stigma.

Hypothesis 5. Guest bullying affects occupational commitment through emotional exhaustion.

Organizational resources can help in coping with the negative effects of guest bullying, such as effective organizational commitment, thereby reducing employees' willingness to leave (Hayes, 2013). When employees' perception of occupational stigma rises, it triggers individuals to protect resources and they can attenuate the impact of occupational stigma perception by using organizational resources. After bullying, if employees lack effective resources to control their behavior, organizational care is an important external resource and becomes the compensation channel for resources. Through this channel, employees receive more external resource replenishment and can reduce extreme states like emotional exhaustion (Podsakoff et al., 2007). Thus, intervention via organizational resources can maintain the balance of employees' endowment of resources, increase their effective response to negative situations, reduce resource depletion caused by work stress or external non-organizational factors (such as guest bullying), alleviate emotional depletion, and thus, enhance occupational commitment (Hobfoll, 2001). Based on these arguments, we propose the following hypotheses.

Hypothesis 6. Organizational resources moderate the effect of guest bullying on occupational commitment.

Hypothesis 7. Organizational resources moderate the effect of guest bullying on occupational stigma perception.

Hypothesis 8. Organizational resources moderate the effect of guest bullying on emotional exhaustion.

Fig. 1 outlines our research framework based on the SOR framework. Guests' demand bullying and attacked bullying serve as antecedent stimuli to guest bullying. Perceived professional stigma and emotional exhaustion constitute the organism level components of hotel employees' reactions to guest bullying encounters. These culminate in to occupational commitment as the actual outcome of hotel employees' reactions to bullying encounters, with organizational resources moderating the reactions.

There is some detailed theoretical research on the micro psychology and behavior of hospitality employees in the context of resource conservation theory. However, the dynamics of the antecedents and consequences of resource operations are unclear, especially the "black box" of how hotel employees react to resources through bodily perception and cognition to realize the sensory mechanism of action through "mind-body interaction;" this a relatively abstract concept that has not yet been explored. Furthermore, existing resource conservation theory research has focused more on organizational behavior and cognition, and less on the gap between bodily sensory perception and environment-psychology-attitude behavior of mind-body interaction. Our study seeks to fill these gaps. We propose a theoretical analysis framework, as shown in Fig. 1, in which bullying affects individuals through the senses, generates multisensory interaction, and influences occupational commitment through the conduction mechanism. In the case of bullying situations, the process of employee resource accumulation determines resource operations in the employee's psychological decision-making process, which indirectly affects their attitudes and behaviors.

3. Methodology

3.1. Research design

The impact of guest bullying on individual service workers and their work response has been studied across disciplines, such as organizational behavior (Skarlicki et al., 2008). Much research has been conducted on the psycho behavioral outcomes of guest bullying on employees' willingness to leave and service disruption (Karatepe et al., 2009; Spector and Fox, 2002). However, research has paid less attention to the mechanisms underlying individual employees' behavioral psychological processes, such as embodied cognition and sensory after guest bullying. Tapping into this mechanism can sort out the cyclical changes in employees' experiences of bullying. Further, the key factors affecting occupational commitment in the hospitality industry can be identified through the embodied cognition perspective. This study used an exploratory chronological design with a mixed methods research approach. We utilize a two-stage sequential design with a qualitative study in the first stage to help shape and explain the quantitative study in the second stage (Greene et al., 1989), which explores the
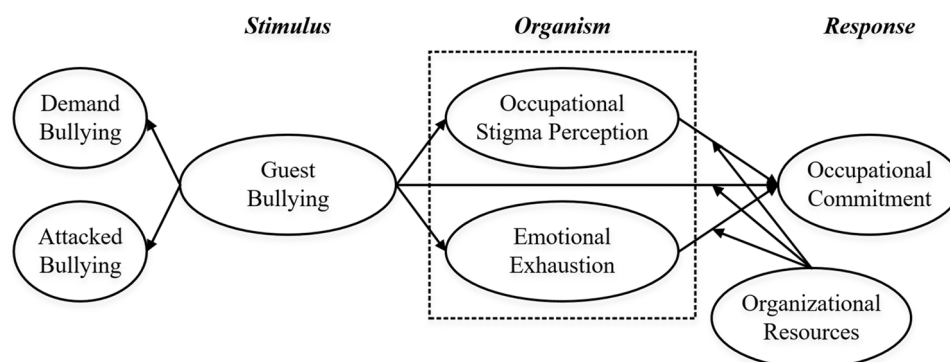

Fig. 1. Research Framework.

phenomenon of interest quantitatively (Creswell et al., 2003).

3.2. Methodology for Study I

Interviews were conducted with 18 hotel employees who have experienced guest bullying in a five-star hotel in Fuzhou, China. The basic information of the interviewees and the outline of the interviews are presented in Appendices A and B, respectively. All interviewees were hotel employees with an average age of 24 years and had experienced 3.5 bullying encounters on average. Participants were equally distributed in each gender, with 70% and 30% being frontline and management employees, respectively. Overall, the sample met the study requirements of Study I. The interview outline was designed with questions belonging to three themes: bullying, resource use, and sensory narratives.

This study followed the requisite research ethics. Because the interview topics were sensitive and could cause adverse memories for the interviewees, after agreeing with the interviewees, no interviews were recorded. The researcher took notes and did not share the content of the interviews with a third-party. Participants provided informed consent. To protect interviewees' privacy and information, this study used anonymous symbolic identifiers (e.g., R1, R2, R3, and R4).

We adopted narrative analysis coding. Specifically, we followed the classical method of narrative analysis with a six-part narrative model (Patterson, 2008); it follows the most common story structure, with a corresponding coding structure of pointing, progress, commentary, outcome, and response. The narrative analysis method incorporates many concepts from the humanities, literary criticism, and other social sciences, and can be used to code and analyze participants' narratives from an interdisciplinary perspective (Daiute and Lightfoot, 2004). It is suitable for exploring participants' introspective and interpersonal experiences and behaviors to understand their psychological journeys through stories, like exploring participants' subject positioning and self-representation (Goffman, 1959). Here, the sensory narratives of the physical and psychological interactions of hotel employees in bullying situations were explored through in-depth interviews; therefore, the research questions were a better match with the coding method of narrative analysis.

3.2.1. Data collection and analysis

Study I is based on constructivism and exploring the value of the role of bullying on employees' sensory perceptions, and the factors which intrinsically influence occupational commitment. It holds a relativistic approach ontologically, as facts are pluralistic during the bullying narrative interviews, and epistemologically, facts can vary depending on the situation and bullying experience. It is subjective, and the methodology is dialectical and interpretive. The fourth author of this research team is the general manager of the case hotel. Through their referral, the first author conducted in-depth interviews with 18 hotel employees who had experienced bullying from October 8 to November 1, 2021. The researcher communicated with the interviewees' bullying and sensory narratives at the right time during the interview process, based on the interview outline, to ensure that the they did not deviate from narrative and rule out validity threats to the findings through researcher identity reflection. Theoretical saturation was reached by the 16th interviewee. To ensure uniformity in data collection and analysis, the first author conducted all interviews, with the corresponding author and first author working together on narrative coding.

The data analysis was conducted in two stages: plot/storyline identification and narrative structure construction. Storyline identification was divided into two steps. First, the interview texts were repeatedly read to remove the thematic words that were unrelated to the core concepts until the fragments (subplots) of the themes were generated (Emden, 1998). Second, the subplots were coded with a focus on combining the analogical and contextual analysis methods. A total of 32 main episodes were sorted out. Next, using the category analysis

method, these were categorized into five categories. Some partially coded categorization examples are shown in Tables 1 and 2.

In the second stage of narrative structure, the aim is to refine the storyline as a unit of analysis through horizontal comparison. We are looking for commonalities and patterns in the bullying and sensory narratives of hotel employees, and the factors influencing occupational commitment, i.e., the narrative structure diagram (see Fig. 2). The researcher coded according to the Labov six-part narrative model (Patterson, 2008), forming a total of 18 narrative structure diagrams as a final generic model of the story structure.

3.3. Methodology for Study II

Study II was based on the findings of Study I. The important variables from the findings of Study I were refined, and dependent, independent, mediating, and moderating variables were extracted by combining existing scales from existing studies; based on this, we derived our hypotheses and estimation models. This study was conducted in eight five-star hotels in Fuzhou, China, based on convenience sampling. Stata16.0 was used data analysis and hypothesis testing. Fig. 3 outlines the roadmap of this study.

Table 1
Examples of categorization of factors influencing occupational commitment of hotel employees (partial).

Corresponding category	Theme Plot	Part of the original information (representative statements of the interviewees)
Sensory Interaction	Visual and auditory interaction	(R14) When I was handling an escalated complaint, the guest got very emotional and pushed us while cursing at us.
	Auditory and tactile interaction	(R12) A guest did not want to check in and wanted to enter the room, we dragged him to keep him out, but he suddenly lay down on the floor and did not get up, this image is ridiculous and irritating.
	Visual and tactile interaction	(R12) The first thing I think about when I encounter bullying is how to establish the right perception.
Sensory Preservation	Adjustment of cognition	(R16) I try to keep my emotions calm, but first I have to accept reality.
	Emotional recovery	(R17) Sometimes I don't understand why this industry has to put up with this, but our mission as a service industry is clear.
	Reconstruction of cognition	(R2) I often use aromatherapy oils after work to help me feel calm so I can repair any negative emotions I've experienced at work.
Sensory Compensation	Olfactory compensation	(R2) Sometimes I will eat something sweet to make myself happy.
	Taste compensation	(R14) After a bullying experience I think it's better to react than to accept passively.
Resource allocation	Self-coping	(R15) Sometimes I comfort myself on how to better handle conflicts with guests
	Self-soothing	(R3) I think the most important thing after a bullying encounter with a guest is to adjust my own mindset and try to self-adjust with my own resources as much as possible.
	Self-adjustment	(R16) We need to give ourselves energy and regulate through interpersonal relationships so that we can be energized to face our work better.
	Self-empowerment	(R17) Sometimes I don't understand why this industry has to put up with this, but our mission as a service industry is clear.

Table 2

Examples of categorization of factors influencing occupational commitment of hotel employees (partial).

Corresponding Category	Theme Plot	Some of the original information (representative statements of the interviewees)
Pull Factor	Body Restoration	(R6) Once I was pushed by a guest while dealing with an escalation complaint and I didn't stand up and fell down. Then I still got up and tried to control my body.
	Resource Stock Judgment	(R7) Every time I encountered verbal abuse from guests, I would console myself and think of ways to give myself positive mental cues.
	State Restoration	(R9) I think of many ways to recover my mood and emotions and try to keep myself stable.
	Positive Psychology	(R2) I've taken a few positive psychology training sessions at work, but it's still hard to apply it in the workplace.
Push factor	Resource cost estimation and decision making	(R13) Sometimes I encounter guests who behave in an extreme manner and I am left with a psychological shadow, how to deal with this shadow, I am always looking for countermeasures.
	Individual traits and motivation	(R14) Different people have different ways of dealing with bullying, for example, I am an optimistic person, and I usually think about it when I encounter such situations.
	Physical Stress Capacity	(R11) I find that sometimes my body has a self-regulating effect after facing violent behavior from guests and it will quickly return to its normal level.
Moor factor	Restructuring the body	(R10) How to deal with the extreme and violent behavior of guests towards us, I think self- physical protection and maintaining standard norms are the most important.
	Body-Mind Balance	(R17) Balancing the physical and psychological is what we need to focus on, only when we achieve a balance between mind and body we will have the foundation to continue to do well.
	Identity Perception	(R16) Sometimes we can't perceive ourselves as a mere service provider, we are also a coordinator in times of sudden crisis.
	Sensory recovery	(R12) When the physical and psychological impact, we will have sensory stimulation and injury, how to restore the stability of sensory perception is important.

3.3.1. Data collection

420 questionnaires were placed in eight five-star hotels in Fujian Province, China, through convenience sampling. 400 questionnaires were returned (95.2% return rate). Regarding age, 3.75% participants were under 18 years old, 45.25% were 18–25 years old, 22.25% were 26–30 years old, 27.50% were 31–40 years old, and 1.25% were 41–50 years old. 22.25% were men and 77.75% were women. Department-wise, 14.75% served in the front office, 21.00% in food and beverage, 24.25% in room, 3.75% in security, 18.00% in the back office, 14.75% in administration, 1.25% in the recreation and sports center, and 2.25% in other departments. Regarding position, 6.25% were interns, 34.50%

were general employees, 18.75% were foremen, 9.75% were supervisors, 30.25% were department managers, and 0.50% were directors and above. Regarding the nature of position, 71.50% and 28.5% were in guest and non-guest service roles, respectively. The distribution of service departments and jobs was even and reasonable, respectively.

3.3.2. Measurement

The scales used here were based on existing scales. For guest bullying, the guest aggression bullying scale developed by Wang et al. (2013) was adopted, with a total of 10 questions. For perceived professional stigma, Shantz and Booth's (2014) scale was referred to, with a total of five questions. The scale for emotional exhaustion was adopted from Maslach et al. (2001), and included emotional exhaustion, de-humanization, and personal fulfillment subscales, and a total of five questions. Organizational resources were simplified using the International Organizational Care Scale (Eisenberger et al., 1986) with five question options. Finally, occupational commitment was adopted from the (Blau, 1985) scale, and the original scale was optimized to seven questions.

The reliability of the scales were tested using Stata 16.0. The reliability of guest bullying, perceived professional stigma, emotional exhaustion, occupational commitment, and organizational resources scales were 0.953, 0.824, 0.821, 0.880, and 0.786, respectively. Thus, the items used in the questionnaire have high internal consistency and good reliability. Tables 3.

The questionnaire survey method is prone to common method bias (CMV) problems, which can lead to incorrect conclusions. The effects of CMV can be reduced and detected by two methods: procedural control and statistical testing. In terms of procedural control, this study eliminates the respondents' concerns by randomly arranging the questionnaire items and anonymously filling in the answers to protect privacy. Both these reduce the common method bias at the source. In terms of statistical testing, this study adopts the single factor test method of Podsakoff and Organ, (1986) to perform factor analysis on all questionnaire items. We obtain the first principal component loadings at unrotated 37.97% (i.e., CMV did not exceed 50%), indicating that the common method bias does not affect the results.

4. Findings

4.1. Study I: Qualitative findings

4.1.1. A processual framework construct for sensory interaction of bullying experienced by hotel employees

Combining the coding results and the narrative structure chart, Study I finds that hotel employees correspond to the sensory interaction, sensory preservation, and sensory compensation stages during the bullying encounter, post-bullying, and in the post-bullying effect cycle, respectively. That is, a continuous process occurs sensorially after a hotel employee encounters bullying. This process affects the hotel employee's cognition, emotions, mind-set, and behavioral decisions, as shown in Fig. 4. All five senses of the employee experience interactions when they face bullying: it generates visual and tactile, auditory and tactile, and visual and auditory interactions. These interactions generate emotional and psychological fluctuations in employees during bullying. Further, the physical sensory interaction strengthens the cognitive and mental reactions that can stay with them to form negative emotions or mindsets.

I worked in the front office, and when the requirements for prevention became high in 2020, takeout could only be delivered to the front desk for guests to pick up their own food. One guest insisted that I deliver the takeout to the room, and I could only patiently talk about the immunization requirements. The guest got angry and hung up the phone directly to come to the front desk, slapped me directly on the face, and then started a 10-minute-long verbally abusive rant. It was the first time I encountered such a situation; I just felt my face hurt and my head was
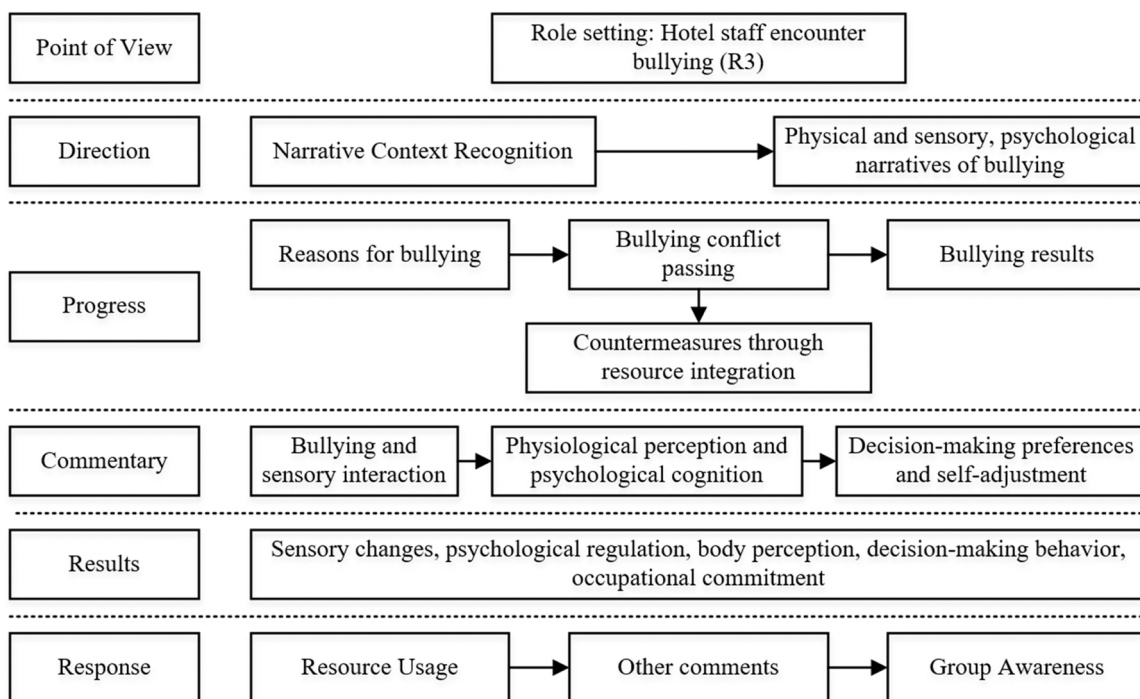
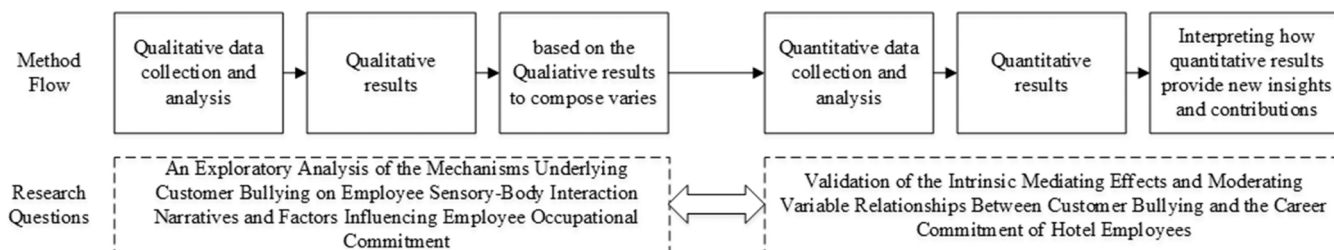**Fig. 2.** General Model of Narrative Structure (R3).

Fig. 3. Research Roadmap.

buzzing. Although I was only half a meter away from the guest, I could only hear a blurred sound in my ears, and the guest was tired of scolding me and continued to ask me to send the take-out to his room. My whole body was in a dazed state until the end of the day at midnight. (R3, Female).

After experiencing bullying, some employees would enter the sensory preservation stage, whereby they would preserve their individual resources for the negative sensory experience of bullying and not actively continue to stimulate the sensory experience. Rather, through the integration and optimization of their individual resources, they would adjust their emotions and cognition to prevent the further expansion of the negative sensory intensity, as interviews of R3 and R6 subsequently show.

When I encountered guest violence and verbal insults, I realized that the aftermath was quite heavy after I returned home, and at that time, I felt like quitting immediately and leaving this hotel. Then I thought carefully that the hotel industry under COVID-19 was not progressing well, and I would encounter such a situation everywhere I went. I forced myself to watch some soft music videos with relaxation elements, to calm my body and mind [,] and repair my emotions. (R3, Female).

I had a guest check-in with a companion who did not want to check-in and sneaked up the fire escape stairs to get into the room, and was stopped by our security staff, then the guest laid down in the lobby and made a scene. This has happened many times, I also gradually get used to it, every time the guest took it out on me, I will comfort myself, telling

myself that the hotel industry is like this, the guest is first, I cannot be bothered with the guest, colleagues will also comfort me. When I am depressed I look more at the hotel's art space and design, and feel much better. (R6, Male).

When employees encountered a period of bullying, some showed psychological effects with a long self-adjustment cycle, mainly at the cognitive level, such as stress reactions to the bullying incident and the stimulating effect of bad memories. Some gave feedback on how to self-respond to these negative psychological impact effects. We found that sensory, olfactory, and gustatory compensation became important. Thus, the sensory compensation that occurs during this phase after a bullying encounter is a phenomenon in which sensory experiences appear to interact and influence each other during the psychological and physiological adjustment process. Interviewee R2 showed the compensatory relationship between auditory and gustatory sensations after a guest bullying encounter.

The most extreme example I encountered was when a guest faked a membership for a little bit, and I did not expose it to give the guest face, but I did not expect the guest to scold me for more than half an hour at the front desk, scolding me with all kinds of nasty words, and I did not have the energy to receive other guests. A week after this happened I still had a psychological shadow, the guest's abusive words would appear in my mind from time to time, especially every time before going to bed. I gave myself a calming aromatherapy and prepared some sweet treats to slowly adjust my perception of these accidents and demand bullying,

Table 3
Variable detection and confidence validity.

Variable Options		Factor Loading	AVE	CR
I feel negative emotions when a guest commits a minor act of violence against me	Guest bullying	0.759	0.7066	0.9686
Guests need special treatment, I feel powerless		0.505		
I felt helpless when my guests took their bad moods out on me		0.858		
Guest makes excessive demands		0.835		
The guest makes unreasonable demands		0.932		
The guest thinks he or she is more important than others		0.848		
Guests beat me. I felt physically angry		0.832		
I felt pain from the heavy physical violence of guests		0.879		
I feel dizzy when a guest asks for a service that cannot be provided and loses his temper		0.893		
Guests verbally abused me. I felt hearing loss		0.888		
The guest uses aggressive language		0.937		
The guest makes non-service related requests		0.82		
The guest uses a superior tone		0.856		
I am physically and mentally exhausted from my current job	Emotion exhaustion	0.834	0.6763	0.9125
I feel exhausted after work every day		0.879		
I feel very tired when I wake up in the morning to face the day's work		0.782		
Working all day is very stressful for me		0.784		
Work makes me feel like I'm going to collapse		0.829		
Most people who are not in our industry do not see us as equals	Occupational stigma perception	0.728	0.5604	0.8633
When interacting with people from other industries, I find that they will explain all my actions because of my profession		0.855		
Bias about people in the hospitality industry affects me personally		0.656		
Many people who are not in our industry have a hard time seeing us as equals		0.694		
A lot of people who are not in our profession have a lot of negative thoughts about our profession		0.793		
The hotel I work for cares about my goals and values	Organizational resources	0.753	0.5492	0.858
I am surrounded by people who help me when I am in trouble		0.778		
		0.615		

Table 3 (*continued*)

Variable Options		Factor Loading	AVE	CR
If I need help, other people in the hotel are happy to help me				
I am satisfied with my current environment, work processes, and rules and regulations		0.729		
I will combine my resources or those of the hotel to solve problems I encounter		0.815		
My current career is an ideal, lifelong pursuit	Occupational commitment	0.884	0.6528	0.9292
My current career is ideal and I am not willing to give it up		0.795		
I am willing to continue in my current career as long as my financial situation is not strained		0.821		
I like my current career very much		0.738		
I would choose my current profession if the pay is the same		0.834		
I am satisfied with my current career and it meets my expectations		0.782		
I spend a lot of time reading materials related to my current career		0.794		

Notes: AVE - Average Variance Extracted; CR - Composite Reliability.

and I slowly found that I was able to step into a normal work rhythm. (R2, Female).

In summary, the sensory interaction stage of hotel employees in bullying situations is processual in nature. The entire process is from body to consciousness and then from consciousness to body, which constitutes a processual framework of sensory interaction in bullying situations. In the early stage of bullying, the body transmits more information and stimulates consciousness, allowing the consciousness to produce self-adjustment and correction. At the late stage of bullying, the sensory compensation advances the consciousness of the body's role. This stimulates the body to express balance and synergy, and thus, helps hotel employees restore their cognitive and mental state.

4.1.2. Employees' mechanism of resource allocation dynamics after bullying

After bullying, why do some employees quickly repair themselves physically and mentally, while others take a longer time to adjust and adapt? How do the five senses interact internally after bullying? How do hotel employees use resources to drive themselves away from the physical and psychological effects of bullying? By combining the coding results of Study I and the sensory narrative structure diagram, we can answer these questions by examining the mechanism for resource allocation dynamics under sensory interaction. This study found two motivational module action mechanisms: the intrinsic influence association of sensory interaction, and the resource motivation drive action (see Fig. 5).

Multiple sensory interactions were present in the intrinsic influence association module of sensory interaction, including visual and tactile, tactile and gustatory, visual and auditory, auditory and tactile, and olfaction independently, respectively. The five senses have synergistic and integrative effects in response to complex bullying situations.

Using a cross-sectional comparison of data from 18 sensory narrative structure maps, we found that after experiencing bullying, employees' sensory experiences included the following: visually, it involves
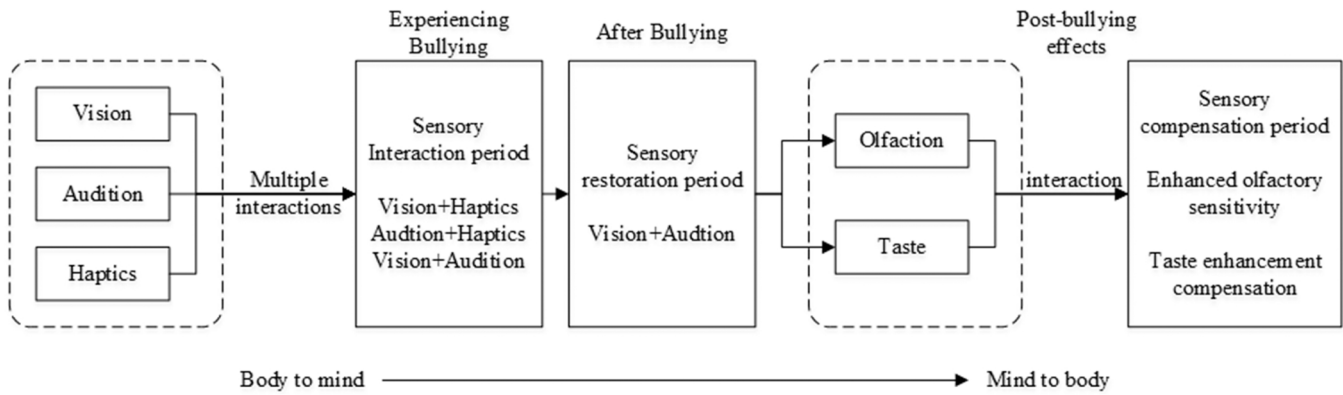
Fig. 4. A Processual Framework Construct for Hotel Employees' Bullying Sensory Interactions.
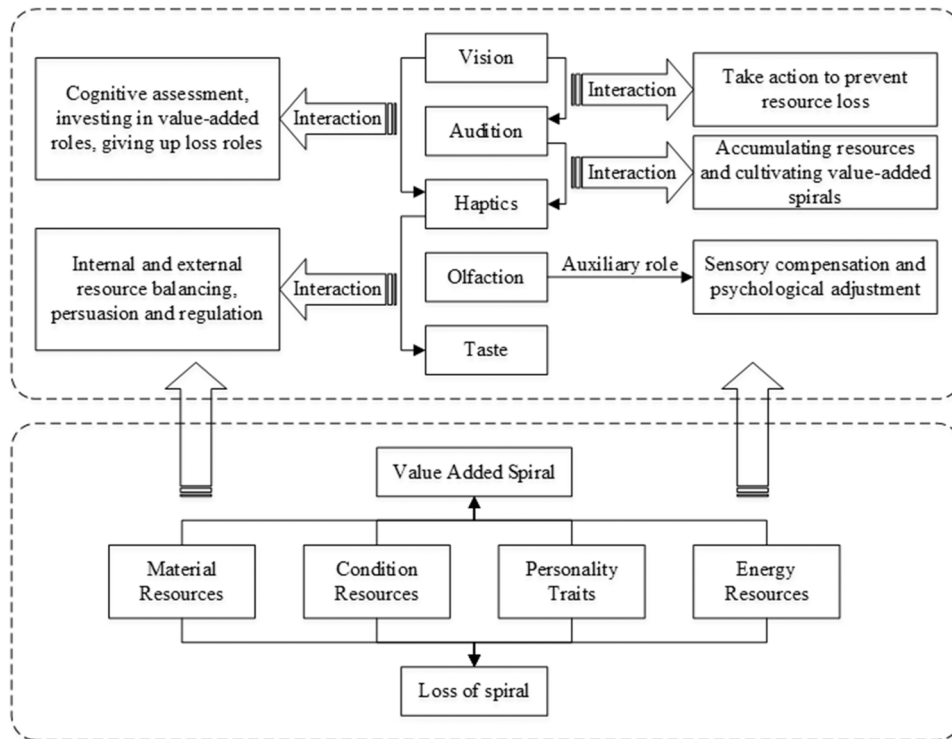

Fig. 5. Resource Allocation Dynamics of hotel Employees After Bullying Under Sensory Interaction.

negative experiences regarding the outcome of the bullying scene, such as the scene of the guest after committing bullying, etc.; auditorily, it is the negative effect of the auditory senses and negative psychological impact of the guest's use of abusive language on hotel employees; and from a tactile sense, it is the physical pain and other negative perceptions that the guest imposes on hotel employees after engaging in behavioral bullying. The guest's bullying behavior prompts negative sensory stimulation and creates a state of emotional exhaustion, which in turn affects the individual's occupational commitment.

Resources play a driving role in employee bullying, prompting employees to deploy their material resources, conditioned resources, personality traits, and energy resources to cultivate the value-added spiral effect. Under the mechanism of dual interaction of the four senses and the independent action of one sense, hotel employees use their resources to adapt. In the visual and tactile interaction, hotel employees first conduct a cognitive assessment after encountering bullying, cultivate positivity and positive resources, eliminate negative resources and abandon the corresponding vulnerable role, and shift their focus

rationally. Regarding the visual and auditory interaction, when hotel employees encounter verbal bullying, they first integrate their own experiences and take effective action to stop the loss of inner emotional energy. Regarding the auditory and tactile interaction, when hotel employees encounter violence and verbal bullying together, they actively focus on resources that can add value, such as organizational resources and external support resources, to prevent resource loss, control individual emotions, and protect physical and mental resources. Regarding tactile and gustatory interactions, when hotel employees encounter physically violent bullying, they use existing quality resources to balance internal and external resources, and use taste to compensate for physical loss. Finally, regarding the singular role of smell, hotel employees use olfactory compensation to reduce the negative effects of emotions and stress after experiencing bullying, and take aromatherapy, essential oils, and other taste-assisted products to create sensory compensation and psychological adjustment. The details of the aforementioned mechanisms of sensory interaction and resource allocation dynamics of hotel employees are reflected in the interviews with

respondents R7, R4, R3, and R15. These interviews demonstrate that after bullying, organizational resources have a moderating effect on emotional exhaustion, perceived professional stigma perception, and occupational commitment.

What I encountered on the other hand was an unreasonable guest who did not insult me directly, but personally attacked me by demeaning those who work in the hotel industry, using the service attributes as the main point. I was thus lectured by him for a full hour, during which I was unable to receive other guests and received complaints from other waiting guests. It was my third year in the hotel industry and I wanted to leave and change my environment, but I did not in the end. I took the initiative to adjust myself in time and through the accumulation of contacts in the hotel, I chose to transfer to the back office service support department. Yes, our industry often carries a stigma, but the service industry is also valuable, and there are two sides to this career. (R7, Male).

I encountered a dual incident of physical violence and verbal bullying, an incident that had a significant impact on me, especially during the bullying episode, where I felt the physical pain and verbal stimulation almost broke me. After the incident was resolved, my first thought was not to leave my job, but to recover my losses through legal means and to recover my reputation and moral damages through the relevant policies of the hotel union assistance reasonably and legally. I calmly handled these processes in multiple ways, and my mood calmed down, and my daily work resumed. I thought about the downturn of the hotel industry under COVID-19, and that it might be more rational to seize the available resources to compensate for myself. (R4, Female).

How did I deal with the mindset adjustment of being bullied repeatedly by guests? I have a secret, which is to eat a meal of my favorite food, then light a favorite aromatherapy lamp, sleep in a soft bed, and everything is fine. Maybe it has to do with my personality, the guests do have a superior mindset, but in our eyes, we are there to serve them well. (R3, Female).

Our hotel has an employee assistance program with a third party, including a counseling program for bullying. Sometimes I think the job has too much stereotypes and professional stigma, and I want to change careers and leave, but the employee assistance program gives us a lot of inspiration, or at least let me know that every industry is not good. (R15, Male).

4.1.3. Composition and dimensions of critical influencing factors of hotel employees' occupational commitment in bullying situations

By forming thematic codes through the narrative analysis of the interview transcripts, this study identified five critical influencing factors and 18dimensions of hotel employees' occupational commitment (see Fig. 6). Different factors act at different temporal levels. The push factors affecting employees' occupational commitment mainly lie in the context of employee bullying, with main driving path being mind-body. Employees assess the resource remediation layer of the cost, personal traits, motivations, and occupational perceptions to resist the loss caused by bullying. Regarding resource costs, employees evaluate and make decisions through resource cost estimation, resource comparison, and resource integration. Regarding personal traits and motivation, employees improve self-awareness, effectiveness, and self-esteem levels. Finally, regarding career cognition, they do pre-training, manage psychological expectations, and enhance self-awareness. Employees optimize their physical stress capacity when they encounter bullying through mindfulness, form sensory interaction and compensation mechanisms, and attenuate the impact on occupational commitment perceptions.

Pull factors dominate during the short time after bullying, with the dominant path being body-mind. The body becomes an important regulatory channel; employees continue to repair the stimulation and damage to the body in the short-term after a bullying episode. They assess their resource stock and use resource channels to distribute resources, improve resource utilization efficiency, and restore the physical
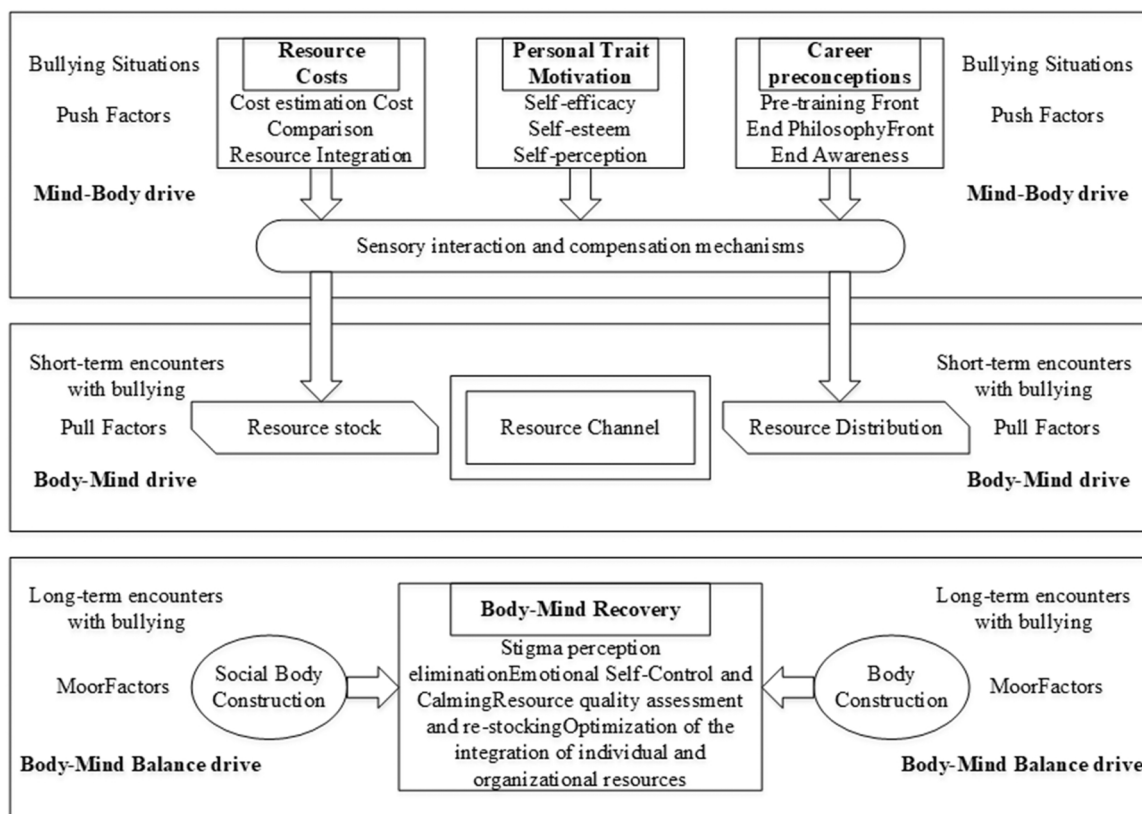
Fig. 6. Composition and Dimensions of Critical Influencing Factors of Hotel Employees' Occupational Commitment in Bullying Situations.

state, thus cultivating the inner mental state and a positive psychological state of mind. This can strengthen their occupational commitment. Meanwhile, they judge the level of support from organizational resources; if there is adequate support, it will also strengthen occupational commitment.

Moor factors are involved in the long-term after employee bullying. The driving path of this state is the drive for physical and mental balance. In the process of physical and mental recovery, employees need to reconstruct the body's social and physical nature, including rational processing of professional stigma perceptions, negative emotional impact reduction, self-control deterioration pacification, resource quality assessment, and personal and organizational resource optimization. These moor factors and segmentation dimensions anchor employees to maintain positive occupational commitment. They are important constructs for employees to achieve physical and psychological balance and reconfiguration, self-identity perception, and bodily sensory perception recovery after experiencing bullying.

The critical influencing factors of hotel employees' occupational commitment in bullying situations are based on the three paths of mind-body interaction, which provide the motivational basis of mind-body interaction at different temporal stages of bullying encounters. This clarifies the mechanism of influence dominated by the mind-body interaction of occupational commitment change after employees' bullying encounters, and provides the antecedent arguments and foundations for the subsequent quantitative study.

4.2. Study II: Quantitative findings

4.2.1. Correlation analysis

After verifying the reliability of the data and passing the common method bias test, correlation analyses was conducted using parametric tests for each variable separately, including the six control variables of sex, age, department, position, job nature, and bullying experience, as well as guest bullying, perceived professional stigma, emotional exhaustion, organizational resources, and occupational commitment (see Table 4).

The results showed the Pearson correlation coefficient of guest bullying, perceived professional stigma, emotional depletion, and organizational resources with occupational commitment was 0.405, 0.486, 0.442 ($p < 0.01$), and 0.737 ($p < 0.05$), respectively. Thus, these four factors significantly influenced occupational commitment.

4.2.2. Cointegration test

To check for multicollinearity, when examining the moderating role of organizational resources in the relationship between guest bullying and occupational commitment, the variables were centered during the construction of the interaction term. Meanwhile, the variance inflation factor values of each variable after the treatment were less than 3 and much lower than 10 (see Table 5). Therefore, there was no high degree of covariance among the variables (Berk, 1977), and thereby indicating that multicollinearity among the variables had a low impact on the study results.

4.2.3. Regression analysis

We used a linear regression model. Guest bullying was the

Table 5

Variable covariance test.

Variables	Tolerance	Expansion factor
Guest Bullying	2.290	0.437
Occupational stigma perception	1.910	0.523
Emotional Exhaustion	1.580	0.635
Organizational resources	1.450	0.691

independent variable; occupational stigma perception and emotional exhaustion were mediating variables; organizational resources was a moderating variable; occupational commitment was the dependent variable; and sex, age, department, position, job nature, and bullying experience were standardized and used as control variables and were standardized. The respective interaction terms were used testing the mediating and moderating effects. The results are reported in Table 6.

Model 1 examined the relationship between guest bullying and occupational commitment only, and found a positive and significant relationship ($\beta = 0.173$, $p < 0.01$). Thus, hypothesis H1 was supported.

Model 2 examined the relationship between guest bullying and occupational stigma, and found no significant relationship ($\beta = 0.051$, $p = 0.323$). Thus, hypothesis H2 was not supported.

Model 3 examined the relationship between perceptions of occupational stigma and occupational commitment only, and found a positive and significant relationship ($\beta = 0.317$, $p < 0.001$). Thus, hypothesis H3 was supported.

Model 4 introduced occupational stigma into the relationship between guest bullying and occupational commitment to check its mediating effect. The results showed that occupational commitment was positively and significantly influenced by both guest bullying ($\beta = 0.163$, $p < 0.01$) and occupational stigma ($\beta = 0.196$, $p < 0.001$). Comparing Models 2 and 4 revealed that the main effect values decreased for both guest bullying (β decreased from 0.173 to 0.163) and occupational stigma (β decreased from 0.204 to 0.196). However, Model 2 shows that guest bullying does not affect perceptions of professional stigma. Hence, the mediating effect was not present. To examine the role of mediating variables more precisely, we further tested the KHB method (Karlson et al., 2012) and found that the mediating effect of professional stigma was not significant. Thus, hypothesis H4 was not supported.

Model 5 examined the relationship between guest bullying and emotional exhaustion only, and found a positive and significant relationship ($\beta = 0.331$, $p < 0.001$). Thus, hypothesis H6 was supported.

Model 6 examined the relationship between emotional exhaustion and occupational commitment only, but did not find a significant relationship ($\beta = 0.089$, $p = 0.130$). Thus, hypothesis H5 was not supported.

Model 7 introduced emotional exhaustion into the relationship between guest bullying and occupational commitment. The results showed that while guest bullying positively and significantly affected occupational commitment ($\beta = 0.165$, $p < 0.01$), emotional exhaustion did not ($\beta = 0.024$, $p < 0.704$). Comparing Models 5 and 7 revealed slightly larger main effect values (β increased from 0.163 to 0.165), but insignificant values for emotional exhaustion. This indicates that emotional exhaustion did not partially mediate the relationship between guest bullying and occupational commitment. To examine the role of

Table 4

Descriptive statistics and correlation analysis.

Variables	Mean	SD	1.	2.	3.	4.	5.
Guest bullying	5.749	1.585	1				
Occupational stigma perception	5.260	1.102	0.308 ***	1			
Emotional exhaustion	5.040	1.355	0.565 ***	0.643 ***	1		
Organizational resources	5.478	1.044	0.377 ***	0.394 **	0.372 ***	1	
Occupational commitment	5.489	1.318	0.405 ***	0.486 ***	0.442 ***	0.737 ***	1

Notes: *** , ** , and * indicate significance at $p < 0.001$, 0.01, and 0.05 (all two-sided), respectively.

Table 6

Results of multivariate stratified regression of occupational commitment (mediating effect).

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
	OC	OSP	OC	OC	EE	OC	OC
Independent Variables							
Guest Bullying	0.173 **	0.051		0.163 **	0.331 ***		0.165 **
Mediating variables							
Occupational stigma perception			0.204 ***	0.196 ***			
Emotional exhaustion						0.089	0.024
Control variables	Controlled	Controlled	Controlled	Controlled	Controlled	Controlled	Controlled
Constant terms	-1.279 ***	-0.907 ***	-1.456 ***	-1.101 ***	-1.245 ***	-1.488 ***	-1.250 ***
R^2	0.321	0.349	0.330	0.346	0.537	0.307	0.322

Note: *** , ** , and * indicate significance at p < 0.001, 0.01, and 0.05 (all two-sided), respectively.

mediating variables more precisely, the HKB method test was used. However, the mediating effect of emotional exhaustion was not significant. Thus, hypothesis H8 was not supported.

Model 8 examines the moderating role of organizational resources in the relationship between guest bullying and occupational commitment. The results in Table 7 show that while guest bullying positively and significantly affects occupational commitment (β = 0.109, p < 0.05), organizational resources do play a positive moderating role between the two (β = 0.116, p < 0.01). This indicates that organizational resources can balance resource supplementation and has a moderating effect on occupational commitment. Thus, hypothesis H6 is supported. Fig. 7 shows a plot of the moderating effect of organizational resources, where the regression line of guest bullying and occupational commitment at low organizational resource levels was flatter, and shows a significant difference compared to the smoother regression line at high organizational resource levels.

Models 9 and 10 examines the moderating role of organizational resources in the relationship between guest bullying, and occupational stigma and emotional exhaustion, respectively. However, we find no moderating role for both (β = 0.036, p = 0.330; and β = 0.042, p = 0.210, respectively).

In summary, guest bullying positively and significantly influenced hotel employees' occupational commitment and emotional exhaustion. Occupational stigma perception also positively and significantly influenced occupational commitment., Organizational resources positively moderated the relationship between guest bullying and occupational commitment. However, both occupational stigma perception and emotional exhaustion do not mediate this relationship. Finally,

Table 7

Multiple stratified regression results for occupational commitment (moderating role).

Variable	Model 8	Model 9	Model 10
	Occupational commitment	Occupational stigma perception	Emotional exhaustion
Independent variable			
Guest Bullying	0.109 *	-0.011	0.333 ***
Mediating variables			
Occupational stigma perception	-0.003		
Emotional exhaustion	-0.080		
Moderating variables			
Organizational resources	0.738 ***	0.369 ***	0.130 **
Interaction items			
CB#OR	0.116 ***	0.036	0.042
Constant term	-0.780 ***	-0.608 *	-1.137 ***
R^2	0.613	0.427	0.546

Notes: *** , ** , and * indicate significance at p < 0.001, 0.01, and 0.05, respectively (all two-sided); t indicates significance at p < 0.1 (two-sided); guest bullying# organizational resources indicates the interaction between the two.
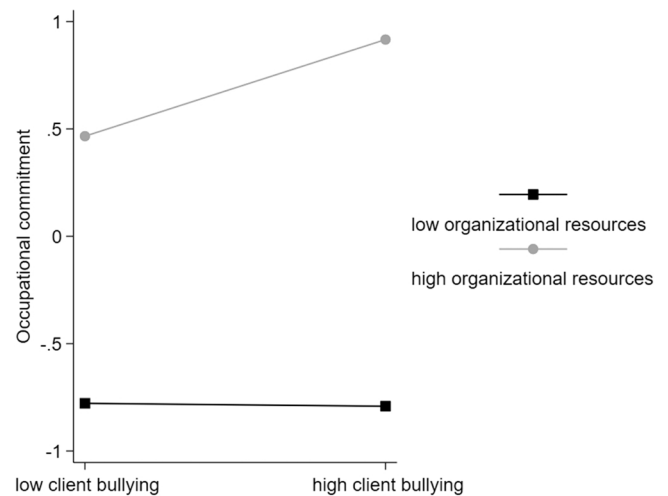

Fig. 7. The Moderating Role of Organizational Resources.

emotional exhaustion does not significantly affect occupational commitment.

5. Discussion

5.1. Conclusion

Using SOR as a research framework, this study explores the internal framework of hotel employees' perceptions of bullying, resource dynamics allocation mechanisms, and crucial influencing factors and dimensions of occupational commitment under guest bullying. We found that guest bullying affected employees' occupational commitment. Further, occupational stigma perception and emotional exhaustion (organizational resources) played a mediating (moderating) role.

We used an exploratory chronological design with a mixed methods approach. The qualitative study in the first stage adopted constructivist principles, and combined the resource allocation spiral from resource conservation theory and the multisensory synergistic interaction from sensory interaction theory to derive the process of compensation and repair of hotel employees' bodily sensory perceptions in bullying situations. Further, we used resource dynamics allocation to examine how employees improved the cultivation and iteration of their resources to reduce resource drainage.

Indeed, the quantitative study in the second stage revealed that guest bullying positively influenced hotel employees' occupational commitment and emotional exhaustion. Occupational stigma perception also positively influenced employees' occupational commitment. Further, organizational resources played a moderating role in the relationship between guest bullying and occupational commitment.

The second phase of quantitative research confirmed that hotel employees were able to reduce the negative effects of guest bullying

through sensory compensation and intrinsic resource nurturing. They cultivated strong professional identity and commitment, and organizational resources played an important moderating role. Together, this highlights the efficacy of the motivational mechanisms from resource conservation theory and the sensory compensation from sensory interaction theory. The internal transactions and flows of positive resources through management mechanisms, noted in resource conservation theory, created opportunities for employees to acquire and grow resources. This stimulated active employee engagement to achieve better organizational performance, and developed employee and organizational resilience through the acquisition spiral (Chen et al., 2015; Hobfoll et al., 2018).

Unlike previous studies on bullying of hotel employees (Einarsen et al., 2011; Rai and Agarwal, 2017), the key finding of this study was the stronger positive effect of guest bullying and occupational stigma perception on occupational commitment. This may be an Eastern culture specific phenomenon, where bullying may not always lead to negative outcomes, and hotel employees' self-empowerment and positive forms of stress coping can lead to positive outcomes (Majeed and Naseer, 2021). For example, Power et al. (2013) examine samples from six continents and find that compared to samples from cultural groups in Anglo, Latin American, and sub-Saharan African countries, Confucian culture samples find bullying more acceptable. Thus, cultural differences provide a clearer explanation of the positive and negative effects of bullying on hotel employees.

In this study, the three key influences of employees' intrinsic bodily sensory attunement–compensation, ego resource dynamics allocation, and occupational commitment–are positive physical and psychological responses to employees' cognitive assessments of facing and coping with stress. Employees perceive bullying as a challenge rather than a hindrance. This is consistent with Majeed and Naseer (2021), who suggest that bullying enables employees to perform better. Furthermore, here, hotel employees did not engage in service disruptive behaviors after bullying; rather, they developed positive decision-making behaviors and reinforced occupational commitment through the compensatory and empowering mechanisms of mind-body interactions. By contrast, in previous studies, hotel employees' service competencies and standards declined after bullying to prevent further depletion of their emotional resources; further, employees engaged in service disruptive behaviors (Miles et al., 2002). Therefore, this study highlighted the importance of cultural differences, and the dynamics of employees' physical and emotional interactions and resource operations.

5.2. Theoretical contributions

First, this study provides an integrated model for examining bullying based on resource conservation theory and embodied cognition theory. Using the SOR framework, our model explores the dynamic processes of stress and conflict generation in bullying situations in terms of the mechanisms underlying individual sensory perception responses and individual resource identification and functioning. The SOR framework integrates the intrinsic dynamic dimension of the senses under embodied cognition and the resource spiral change dynamics of resource conservation theory. This provides a new theoretical basis and rationale for examining the hotel employee-guest bullying research context. We reveal the intrinsic process of individual resource identification and resource operation at the micro-level in the original resource conservation theory, and provide new boundary action conditions from the sensory interaction theory. Our model analyzes the formation process of sensory interaction with conflict and stress; this not only explains the hotel employees' motivation to cope with bullying, but also has predictive power for employees' behavioral decisions based on effective resources and sensory perception. Further, it presents a powerful explanatory mechanism for the occurrence of bullying and occupational commitment of hotel employees (Hobfoll et al., 2018). This also study expands on the dynamic process of embodied cognitive roles in the SOR

framework. We highlight the importance of the senses as a tool for information reception and demonstrate that bodily sensations are subconscious triggers that lead to outcomes such as satisfaction or loyalty behaviors among hotel employees (Agapito et al., 2013). This shows that hotel employee bullying and sensory perception go beyond one-way cognitive processes (Sun and Lv, 2021), revealing the bilateral relationship between physical and psychological feelings in workplace bullying situations, and reinforces the interaction between psychological and sensory feelings (Krishna, 2012).

Second, this study expands the boundaries of the mechanisms of action of resource preservation and embodied cognitive compensation, which synergy with the perspective of cultural differences in Chinese localized contexts. Most scholars of the original resource preservation theory have emphasized the importance of individual resource protection, and argued from the perspective of job demands and individual characteristic resources (Morelli and Cunningham, 2012). We also highlight the commonality between the two theories, namely the compensation and synergy of sensory perception and resource operations. This provides research boundaries and conditions for potential causal action mechanisms between the two theories and theoretical indications, and serves as the basis of theoretical exploration of the causality of more transgressions in the hospitality industry.

Finally, this study illustrates the connection between organizational behavior theory and sensory theory for mind-body interaction. Studies have demonstrated the positive effects of embodied cognitive sensory experiences on the physical and mental health of individuals (Skavronskaya et al., 2020; Wolf et al., 2017). From an embodied cognitive perspective, these positive effects contribute to the efficacy of individuals' resource functioning and transformation processes. This provides a new perspective for understanding the mechanisms associated with employees' ability to maintain high levels of occupational commitment despite bullying situations. Further, we highlight the self-motivated nature of individual psychological and behavioral adjustment to bullying situations in hotels under cultural differences. This provides an explanatory basis for the "black box" inherent in embodied cognition of positive organizational behavior. We specifically use embodied cognition theory and methodology to place the body as an experience in the context of workplace bullying, and to discover body values and cognitive processes in organizational behavior without detaching the body from observation.

5.3. Practical Implications

Hotel managers must pay attention to the phenomenon of guest bullying in their organization's workplace. Specifically, the organization should mediate bullying by providing culture reinforcement, systematic training and counseling, and organizational behavior guarantees and measures. First, for organizational culture reinforcement, hotels can reinforce a collectivist culture within an Asian context which emphasizes interdependence, harmony, cooperation, and low-level competition (Triandis, 1990). Thus, when individual hotel employees face bullying situations, colleagues around them can undertake positive interactions, such as mutual help and risk control.

Second, regarding systematic training and consultation, hotels can dispense periodic psychological counseling and systematic training to frontline employees, like front desk staff, according to the frequency and reporting of specific situations. This can help weaken the negative perception of bullying experiences, and help employees feel less stress and have more emotional flexibility and autonomy in the workplace (Jung and Yoon, 2017). Crucially, hotels should pay attention to cultivating employees' positive thoughts. A meta-analysis of 56 randomized controlled trials covering a variety of settings showed that training programs based on positive thinking promote employee health and well-being (Vonderlin et al., 2020). Thus, hotels should not only focus on training systems that support positive thinking, but also ensure that the hotel work environment and community relationships allow

employees to maintain positive thinking and reduce stress, anxiety, and depression.

Finally, some scholars argue that the relationship between workplace leaders as well as employee behavior both positively drive the nature of work attitudes and company performance (Shehawy, 2022). Therefore, in terms of organizational behavior safeguards and measures, the hospitality industry should closely and consistently implement "anti-bullying" policies. Further, managers should be regularly trained so that they understand bullying and its possibilities (Said and Tanova, 2021). Crucially, hospitality federated organizations must urgently develop anti-bullying regulations and workplace bullying intervention strategies at the industry level considering the reality of power imbalances in the centralized and hierarchical organizational structures in the industry (Zhou et al., 2021).

5.4. Limitations and future research directions

This study has limitations, which may inform future research directions. First, the sample was from a city in southern China. We did not consider the geographical differences between southern and northern China, and the complexity of the actual bullying situation. The case sites of this study were five-star hotels. Future research can explore guest bullying under different cultural and geographical contexts, and hotel types to fully examine the frequency and intensity of guest bullying as well as coping strategies. Second, while a mixed-methods approach was used, the sample is only cross-sectional. Thus, our conclusions may have limited support. Future research can explore the micro-psychological behavioral changes of hotel employees after experiencing bullying at different stages through specific experimental methods and designing simulated situations of guest bullying, as well as longitudinal tracking experiments to measure changes in coping behaviors and hotel employee perceptions. Third, we also examined employee micro-psychological variables, and did not consider factors such as external environment and leadership management. Future studies can consider leadership ethics, organizational change, and organizational culture.

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Conflict of interest

The authors declare that they have no conflicts of interest for this work.

Appendix A. Interviewees profile

Interviewee/Department	Position	Age	Gender	Bullying Encountered
R1 (Front Desk)	Staff	23	Female	2
R2 (Front Desk)	Manager	24	Male	3
R3 (Front Desk)	Staff	22	Female	4
R4 (Front Desk)	Staff	20	Female	6
R5 (Front Desk)	Staff	19	Female	2
R6 (Front Desk)	Staff	21	Male	2
R7 (Front Desk)	Staff	22	Male	4
R8 (Guest Room)	Staff	21	Female	3
R9 (Guest Room)	Manager	26	Male	3
R10(Guest Room)	Staff	24	Female	2
R11 (Front desk)	Manager	28	Male	3
R12 (Front desk)	Manager	29	Male	4
R13 (Guest Room)	Staff	24	Female	5
R14 (Front desk)	Staff	23	Female	4
R15 (Front desk)	Manager	28	Male	6
R16 (Front desk)	Staff	22	Male	3
R17 (Front desk)	Staff	23	Female	4
R18 (Guest Room)	Manager	25	Female	4

Appendix B. Narrative analysis in-depth interview outline

- Bullying Narrative

  1- Please recall an incident of guest bullying that you encountered in a work scenario.
  2- What was the specific time, place, and scenario when you encountered the bullying ? .
  3- What was your immediate sensory experience or perception after guest bullying?
  4- How did you respond to the guest bullying incident after it occurred?
  5- What was the outcome of the guest bullying incident?
  6- How did your colleagues or the organization perceive the incident?

- Resource Use Narrative

  1- How did you deal with the guest bullying incident, either through your own resources or through the hotel's resources?
  2- Please share one of your responses to address the negative impact of guest bullying on you.
  3- Have you been around colleagues who have experienced guest bullying? What is your opinion? How did you help?
  4- What do you think is the role of resources in the process of experiencing guest bullying?
  5- What personal or organizational resources do you have available to address the negative effects of guest bullying?

- Sensory Narrative

  1- How did your senses change when you experienced guest bullying?
  2- How did you respond to the bullying through your senses?
  3- How long does guest bullying usually affect you? How did you overcome the effects during this time?
  4- What is your perception of the sensory phenomenon of guest bullying?
  5- What is your experience of sensory interaction with guest bullying after it has occurred?

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