

Module Assignment Submission

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Module No:	BMSK5009
Module Title:	Developing a high-performance culture

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Introduction

Background of the Organisation

Lextan is a leading sunbed salon company based in Wales and parts of the UK, offering self-service tanning facilities to customers in modern, clean, and affordable salons. The company has grown rapidly over the past few years, with multiple locations and a loyal customer base. Each salon aims to deliver a consistent customer experience, focusing on cleanliness, safety, and convenience.

As a manager within Lextan, my role includes overseeing daily operations, ensuring customer satisfaction, maintaining compliance, and supporting staff. Because we work with both customers and automated equipment, staff behaviour, teamwork, and culture are extremely important.

Structure of the Report

The report is divided into three main parts:

Part 1: A critical assessment of culture and context within Lextan.

Part 2: An evaluation of Lextan in its wider environment using analytical tools.

Part 3: A critical appraisal of cultural and ethical behaviour and how it affects performance.

Critical Assessment of Organisational Culture and Context

Understanding Organisational Culture

Organisational culture refers to the shared values, beliefs, and behaviours that shape how employees interact and work together. It defines “how things are done” in a business (Schein, 2010; Tadesse Bogale, 2024). The context, on the other hand, refers to the environment and circumstances that shape the organisation its purpose, structure and external influences (Johnson & Scholes, 1999; Chalmers, 2023). Understanding both culture and context is key to recognising what drives or limits performance.

Lextan's culture has been shaped by its history, leadership, and customer-focused approach. As a fast-growing organisation in the beauty industry, its culture is built on efficiency, customer service, and teamwork. However, as with many small-to-medium service businesses, there are challenges such as maintaining consistent standards across branches and ensuring that all employees feel valued and supported (Braithwaite et al., 2017; Machado, 2008).

Lextan's culture is built around teamwork, efficiency, and great customer service. This helps the company run smoothly and keep customers happy, which is important in the fast-paced beauty industry. Employees work together to reach shared goals and keep up the company's good reputation (Shah et al., 2023)

However, as Lextan grows, this culture also creates some problems. Focusing too much on speed and results can make staff feel tired or undervalued (Zhang & Chen, 2023). Differences between branches can also lead to uneven service or misunderstandings among staff.

The company works in a competitive market where trends change quickly. To stay successful, it needs to be both efficient and flexible. Lextan should support its employees more, encourage open communication, and make sure leaders in all branches share the same values. This would help create a stronger, more united culture that supports both staff and business growth. (Mikušová & Čábelková, 2023).

Applying Schein's Three Levels of Culture

Schein (2010) identified three levels of organisational culture: artifacts, espoused values, and underlying assumptions.

Artifacts: These are the visible aspects of culture, such as uniforms, branding, and salon layout. At Lextan, the consistent presentation across all salons clean, modern décor, branded staff uniforms, and standardised operating procedures reflects professionalism and consistency. (Cacciattolo, 2015).

Espoused Values: These are the stated beliefs and strategies, such as Lextan's commitment to safe tanning and customer care. (Hu et al., 2022). The company encourages a friendly and welcoming environment, supported by training and performance expectations.

Underlying Assumptions: These are the unseen beliefs that truly drive behaviour. At Lextan, the underlying assumption is that customer satisfaction is key to success, and that every team member plays a vital role in achieving this. However, at times, the focus

on targets and speed can put pressure on staff, which may affect motivation and performance. (Mba & Agwu, 2021).

Schein's model helps explain why culture at Lextan feels positive and driven but can sometimes feel demanding, especially during busy periods. The challenge for management is balancing high expectations with support and recognition. (Lapshun, 2020).

Handy's Cultural Typology

Handy identified four types of organisational culture: power, role, task, and person. Lextan shows elements of both role culture and task culture. (Handy, as cited in Silva & Fernandes, 2015).

In a task culture, teamwork and collaboration are key. Staff often support each other during busy times, sharing tasks to ensure customers are served quickly and effectively. (Javaheri et al., 2023; Kumdi & Belias, 2017).

The combination of these two types helps Lextan maintain order while encouraging teamwork. However, too much focus on rules can sometimes make staff feel restricted. Encouraging more input and creativity from employees could strengthen engagement.

Hofstede's Cultural Dimensions

Applying Hofstede (Hofstede as summarised in Godart, 2012; Chalmers, 2023):

Hofstede's model helps understand workplace values through dimensions such as power distance, individualism vs. collectivism, and uncertainty avoidance.

At Lextan:

Power distance is moderate. Managers are approachable, but decisions still come from higher levels.

Individualism is balanced with collectivism. Staff are encouraged to work together, but performance is often measured individually (e.g., sales and upselling).

Uncertainty avoidance is high, meaning employees prefer clear rules and predictable routines, which explains why Lextan uses strict operational procedures.

This analysis shows that while Lextan has a positive, inclusive culture, it can sometimes feel overly structured. Reducing uncertainty through better communication and development opportunities could make the culture even stronger. This supports

the idea that Lextan's culture is structured but at times restrictive (Neves & Cullen, 2023).

Johnson and Scholes' Cultural Web

Johnson and Scholes (1999) identified six elements of the "Cultural Web": symbols, stories, rituals, control systems, power structures, and organisational structure. Applying this to Lextan: The heavy reliance on routine can limit innovation (O'Doherty & McDonald, 2020).

Symbols: The Lextan brand, logo, and uniforms symbolise professionalism and consistency.

Stories: Staff often share stories about long-term customers or successful team efforts, reinforcing pride in customer service.

Rituals: Daily cleaning checks, opening/closing routines, and staff meetings help maintain standards.

Control Systems: Performance reviews, customer feedback, and mystery shopper reports ensure accountability.

Power Structures: Managers hold decision-making authority but try to involve staff in discussions.

Organisational Structure: A clear hierarchy exists, but managers act as mentors rather than enforcers.

This cultural web shows that Lextan's culture is strong and consistent but relies heavily on routine and systems, which can sometimes limit innovation.

The Current Organisational Culture

Lextan has a generally positive culture. Most employees enjoy working there because of the friendly environment and the flexibility of the job. The company promotes high standards of cleanliness and customer service, which gives staff a clear sense of purpose. (Machado, 2008).

However, because many salons are run by small teams or individual staff, communication can sometimes be inconsistent. However, working alone or in small teams can lead to isolation and communication gaps (Neumann et al., 2024). Managers must rely on trust, responsibility, and regular check-ins. There is a good level of independence, but this can sometimes make staff feel isolated.

This independence can sometimes lead to poor communication or make staff feel alone. Managers are good at getting tasks done but could give more feedback and support to help staff grow. More teamwork and regular check-ins would make the culture stronger and more connected.

Leadership tends to be task-focused, which aligns with typical role cultures but may reduce opportunities for development (Shah et al., 2023).

Application of Cultural Theories

If we apply Handy's model, (Handy typology: Silva & Fernandes, 2015). Lextan mostly fits a role culture clear responsibilities, procedures, and expectations. However, some parts show task culture, where teamwork and flexibility are important.

According to Schein's model, (Schein, 2010). Lextan's "artefacts" include its brand image, uniforms, and salon layout. Its "values" are about safety, cleanliness, and professionalism. The deeper "assumptions" are that customers come first, and staff should be reliable and self-sufficient.

Overall, this mix of structure and independence helps the business run smoothly but can limit innovation if communication isn't strong.

This combination supports performance but may restrict innovation (Zhang & Chen, 2023).

Organisational Context

Lextan operates in a fast-growing and competitive tanning industry where customer expectations are always changing (Braithwaite et al., 2017). The business must provide quick, friendly service while making sure all health and safety rules are followed (Chalmers, 2023), especially those about UV exposure. Because tanning can sometimes face public criticism, Lextan also needs to protect its reputation by showing that it takes safety and professionalism seriously. (Neves & Cullen, 2023)

The company's context is also influenced by new technology (Nosratabadi et al., 2020) and changing public health trends. (Mba & Agwu, 2021). Tools like self-check-in systems, online booking, and automated payments are becoming more common, which helps the business run efficiently but also requires training and adaptation from staff. As Lextan continues to expand, it must find the right balance between growth, customer care, and ethical responsibility. Keeping high standards and supporting staff through these changes will help the organisation stay successful in a demanding market.

Relationship Between Culture and Context

The culture at Lextan is strongly influenced by its context as a fast-growing business within a highly regulated industry. Because the company must follow strict health and safety rules, (Neves & Cullen, 2023). especially those related to UV exposure, its procedures are very structured to ensure compliance and quality. This creates a culture focused on professionalism, consistency, and responsibility. Staff understand what is expected of them and take pride in maintaining high standards across all branches.

These same rules and routines can sometimes make the workplace less flexible and limit creativity. (O'Doherty & McDonald, 2020). Employees may feel they have little say in decisions or few chances to share ideas for improvement. Communication across different salons can also vary, which may lead to misunderstandings or a sense of disconnection among staff.

To strengthen the culture, Lextan could focus on developing a more high-performance environment where feedback, training, and recognition are part of everyday work. (Lapshun, 2020). Encouraging open communication and teamwork would help employees feel more valued, motivated, and involved in achieving shared goals. This balance between structure and collaboration would allow Lextan to stay compliant while also promoting growth and innovation.

Implications for High-Performance Culture

For Lextan to build and maintain a high-performance culture (Nosratabadi et al., 2020)., the company needs to focus on improving internal communication and support between all salons. Clear and regular communication would help staff feel connected

and make it easier to share information, ideas, and best practices. This would also reduce confusion and make operations more consistent across the business.

Providing ongoing training and recognising staff achievements are also important. When employees feel valued and supported in their professional development, they are more likely to stay motivated and deliver better results. Recognition can be as simple as praising good work or offering small rewards that show appreciation for effort and success. (Hu et al., 2022).

By taking these steps, Lextan can create a culture where staff feel connected, confident, and supported. This would lead to higher motivation, better service quality, and stronger overall performance across the organisation.

Lextan's culture is strong in structure and standards but needs more focus on communication and staff development. Its context demands professionalism and safety, which shape its culture, but high performance requires balance between structure and engagement.

The Relationship Between Culture and Context

The tanning industry is highly influenced by public perceptions, safety regulations, and health trends. Lextan's culture has adapted to these contextual pressures by promoting safe tanning, investing in staff training, and maintaining compliance with health standards.

The relationship between culture and context at Lextan is mutually reinforcing. The external context (health regulations and competition) drives the need for a disciplined culture, while the internal culture (commitment to customer care) helps the organisation respond effectively to these external pressures.

Critical reflection: Lextan's culture supports performance but could evolve towards more empowerment, creativity, and recognition to fully achieve a high-performance culture.

Lextan's culture and context work closely together to shape how the company operates. Because the tanning industry is so regulated and competitive, Lextan needs a disciplined and professional culture to meet safety standards and protect its reputation. The company's focus on customer care and training helps it handle these challenges and maintain high-quality service.

However, to keep improving, Lextan should make its culture more open and empowering. Encouraging new ideas, giving more recognition, and involving staff in decision-making would help build stronger motivation and creativity. This would not

only support high performance but also make the organisation more adaptable to future changes in the industry.

Evaluation of the Organisation in its Broader Environment

Introduction to Organisational Evaluation

Every business operates within a wider environment that affects how it performs, grows, and responds to change. For Lextan, understanding this environment is essential for making effective decisions and staying competitive in the tanning industry. External factors such as economic trends, health and safety regulations, new technology, and shifting social attitudes all have an influence on how the company operates. For example, changes in disposable income can affect how often customers use tanning salons, while increased awareness of skin health may influence public views on tanning.

Technology also plays an important part in shaping how Lextan works. Systems like online booking, automated check-ins, and digital marketing allow the business to operate more efficiently and connect better with customers. At the same time, strict health and safety regulations mean that the organisation must ensure every branch follows the same high standards to protect both customers and staff.

By regularly evaluating these factors, Lextan's managers can spot risks and opportunities early. Understanding how internal culture connects to this external environment helps improve decision-making, training, and long-term planning. This evaluation process allows Lextan to adapt quickly, maintain strong customer relationships, and continue developing a successful and responsible business.

PESTEL Analysis

Supported by research showing that external factors shape service-industry culture and performance (Zhang & Chen, 2023; Mba & Agwu, 2021).

Political:

The tanning industry is affected by government health policies and safety laws. Local councils may also influence business operations through licensing.

Economic:

The cost-of-living crisis has affected customer spending. However, self-care and beauty services often remain a priority for many people.

Social:

There is growing awareness about skin safety and body image. Some customers use sunbeds for confidence or seasonal mood benefits.

Technological:

Lextan uses modern systems for booking and payment, including self-service check-in. Technology also helps with monitoring and compliance.

Environmental:

The company must manage energy use and waste. Customers are becoming more environmentally conscious.

Legal:

Strict laws cover health and safety, data protection, and employee rights. Non-compliance could damage the brand.

SWOT Analysis

Identifies strong systems but weak communication and limited career progress common issues in service operations (Braithwaite et al., 2017).

A SWOT analysis is a useful tool for evaluating an organisation's internal strengths and weaknesses, as well as the external opportunities and threats that may affect its performance. For Lextan, completing a SWOT analysis helps to understand what the company does well, where improvements are needed, and how external factors such as competition, customer trends, and changing regulations can influence its success. This assessment supports better planning and decision-making, ensuring the business remains strong in a competitive industry.

Strengths	Weakness
Strong brand and loyal customers	Limited time training
Modern facilities and systems	Communication gaps
Clear safety procedures	Limited career progression
Affordable pricing	Staff always work alone
Opportunities	Threats

Growing interest in self-care	Public health criticism of tanning
Expansion to new areas	Rising costs and competition

Evaluation:

Lextan's strengths lie in its brand and customer loyalty. Weaknesses include the limited development opportunities for staff, which can impact motivation. The company has strong opportunities to grow through diversification and technology, but it must manage threats like competition and energy costs.

McKinsey 7S Framework

Highlights the need for staff development and stronger leadership style (Neumann et al., 2024; Shah et al., 2023).

Strategy: Focused on customer service, brand consistency, and affordable tanning.

Structure: Flat structure with central management and local autonomy.

Systems: Digital systems for booking, maintenance, and reporting.

Shared Values: Safety, cleanliness, reliability.

Style: Supportive but directive leadership.

Staff: Friendly, customer-focused, but often young and part-time.

Skills: Strong customer service skills, but limited management training.

Evaluation of Findings

The environment offers both stability and challenge. Lextan's strong brand and clear systems help it perform well, but the business must keep adapting to changing trends and regulations. A key issue is keeping staff engaged and supported when many work independently.

Conclusion for Part Two

Evaluating Lextan within its broader environment shows that while the organisation is well positioned, it operates in a fast-changing industry. A focus on staff development, sustainability, and technology will be key to maintaining competitive advantage and supporting a high-performance culture.

Implications for Organisational Performance and Collaboration

Understanding the environment shows that teamwork, communication, and training are critical. Collaboration could be improved through better internal communication, shared meetings, or digital platforms where staff can exchange ideas. Improving collaboration and communication would have a strong positive impact on Lextan's overall performance. When staff across different salons share ideas and experiences, it helps create consistency in service and strengthens team relationships. Better internal communication reduces misunderstandings, builds trust, and ensures everyone works toward the same goals.

Regular meetings and digital platforms can make it easier for employees to stay connected, even when working in separate locations. Training sessions that encourage teamwork and idea-sharing would also help develop confidence and problem-solving skills. By focusing on these improvements, Lextan can build a more united workforce that delivers better customer service and contributes to long-term business success.

Summary of Key Findings

Lextan operates in a challenging but opportunity-rich environment where changes in customer expectations, health trends, and technology constantly shape the way it does business. The company's brand reputation and operating systems are strong, providing a solid foundation for continued growth and success. However, to maintain a high level of performance in such a competitive industry, Lextan needs to place greater focus on people development and internal collaboration.

Investing in staff training and personal development will help employees build confidence, improve skills, and feel more valued in their roles. Encouraging open communication between salons and creating opportunities for teamwork can help share best practices and ensure a consistent customer experience. By developing a culture that values learning, communication, and teamwork, Lextan can strengthen its workforce, enhance service quality, and remain a trusted and progressive leader within the tanning industry.

Critical Appraisal of Cultural and Ethical Behaviour

Understanding Culture and Ethical Behaviour

Ethical behaviour means doing what is right, fair, and responsible. In a workplace, this includes honesty, respect, equality, and following rules. Culture and ethics are closely linked because a positive culture encourages people to act ethically. Ethical behaviour is shaped by workplace culture (Neves & Cullen, 2023).

Lextan staff generally act ethically, following safety rules and maintaining professionalism (Hu et al., 2022). pressure from sales targets or customer conflict can create ethical challenges (Zhang & Chen, 2023).

Employee Behaviour

Most Lextan employees act ethically. They follow safety procedures, respect customers, and keep salons clean. Because many work alone, they must show responsibility and integrity. However, ethical challenges can arise, such as timekeeping, fairness in workloads, or how feedback is given. However, ethical challenges can arise when staff feel under pressure to meet sales targets or deal with difficult customers. As a manager, I encourage open communication and lead by example. This helps staff understand that ethical behaviour is part of professional performance, not separate from it.

Relationship Between Culture and Ethics

Lextan's culture promotes safety and trust, which supports ethical behaviour. But limited communication and feedback systems can sometimes make staff unsure about expectations. Ethical behaviour improves when staff feel valued and understand the company's values clearly.

Application of Critical Thinking Models

To understand how staff behave and make decisions at Lextan, two easy thinking models can be used: the Toulmin Model of Argument and Pearson's RED Model. The Toulmin model helps break down arguments into basic parts: what someone claims, their reasons for it, and how those reasons support the claim. This lets managers see if decisions are fair and based on good reasons.

Pearson's RED Model stands for Recognize assumptions, evaluate arguments, and Draw conclusions. It helps people check if they are making decisions based on facts and not just guesses. Both models make it easier for managers to understand why staff act a certain way and how to guide them fairly and clearly.

Toulmin Model

The Toulmin model helps to build a clear argument by looking at what we believe, the proof we have, and what that means. (Hu et al., 2022)

Claim: Lextan has a mainly positive and ethical culture.

Evidence: Staff follow safety rules, respect customers, and take pride in their salons.

Warrant (reason): This happens because the company values good service, trust, and responsibility.

Backing: Company policy supports customer wellbeing.

Conclusion: Lextan's culture supports good behaviour, but stronger communication and feedback would make it even better.

This shows that culture and behaviour are linked people act based on what the organisation values and how clearly it communicates.

Pearson's RED Model

The RED model stands for Recognise, Evaluate, Draw conclusions. It helps people think carefully about situations. (Hu et al., 2022)

Managers sometimes assume that all staff understand the same standards or always make the right choice.

Evaluated arguments: It's important to look at why someone decided. Was it based on company values or just what felt easiest at the time?

Draw conclusions: When we think about our actions, we can learn from them and improve the culture.

Chatfield Model:

This model focuses on reflective questioning what, why, how, what if, so what, what next

By asking these questions, I help staff reflect on their actions and learn from mistakes.

For example, “What happened? Why did it happen? How can we handle it better next time?” This supports a learning culture.

Synergies Between Culture and Ethics

Culture and ethics are closely connected. A positive culture supports ethical behaviour because people feel respected, trusted, and valued. When staff work in a culture of fear or pressure, they are more likely to act unethically. (Neves & Cullen, 2023).

A strong culture supports good ethics, and good ethics make the culture stronger. At Lextan, both depend on leadership, fairness, and respect. (Shah et al., 2023). Managers need to set clear examples and be approachable.

Recommendations for Improvement

Moving forward, Lextan should continue building a high-performance culture by linking performance targets with ethical behaviour. For example, recognising teamwork and customer satisfaction not just sales can help sustain both morale and ethics.

By promoting reflection, discussion, and learning, the company can ensure that ethical behaviour remains a natural part of its high-performance culture

Conclusions and Recommendations

Overall Conclusions

This report has critically assessed the culture, context, and ethical behaviour within Lextan. Through the application of recognised theories, the company has built a strong foundation for a high-performance culture, characterised by teamwork, customer focus, and professionalism. (Lapshun, 2020; Mikušová & Čábelková, 2023).

Using Schein, Handy, Hofstede, and Johnson & Scholes, we can see that Lextan’s culture is structured and consistent but could become more empowering and innovative. The PESTEL and SWOT analyses showed how external and internal factors shape performance, while the McKinsey 7S framework highlighted areas for improvement in staff development and systems.

The critical appraisal of ethics demonstrated how culture and ethical behaviour are interdependent. Ethical conduct at Lextan is supported by company values, leadership

behaviour, and critical reflection using frameworks like Toulmin and Pearson's RED. Maintaining this connection is vital to achieving long-term success and collaboration.

To build on this, Lextan should:

Continue to promote open communication and ethical reflection.

Offer more staff development and recognition opportunities.

Strengthen digital systems and sustainability practices.

Reinforce shared values across all branches.

A high-performance culture is not achieved overnight; it develops through consistent leadership, ethical practice, and employee engagement. By valuing people as well as performance, Lextan can continue to thrive in a competitive market and maintain its reputation as a trusted and professional brand.

Recommendations

Improve Communication: Use regular team meetings, group chats, or online platforms to connect all staff.

Provide Training: Focus on leadership, communication, and customer service.

Encourage Collaboration: Create opportunities for staff to share ideas and experiences.

Recognise Achievement: Reward good performance and commitment.

Strengthen Ethical Awareness: Promote fairness, respect, and responsibility through clear values.

Reflection

Through managing at Lextan, I've seen how important culture and behaviour are in building a successful team. Writing this report has shown me that developing people, communicating clearly, and promoting ethics are key to long-term success.

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