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Abstract

Emergent perspecti...   ...ers as a means
to define and cocrea...   ...pirically tests
hypotheses regardin...   ...satisfaction for
both customers and ...   ...t of professional
financial services. Using data collected from 349 pairs of customers and service employees in two
national groups (Hong Kong and the United States) of a global financial institution, this study examines
how (1) CP drives performance outcomes (i.e., customer satisfaction, employee job satisfaction, and
employee job performance) through the creation of economic and relational values and (2) the effects
of CP on value creation depend on participants' cultural value orientations. Promoting CP could be a
double-edged sword for firms: CP enhances customers' economic value attainment and strengthens
the relational bond between customers and employees, but it also increases employees' job stress and
hampers their job satisfaction. Moreover, the effects of CP on value creation depend on the cultural
values of both customers and service employees; this result implies that arranging customers and
service employees with "matched" cultural value orientations could facilitate the creation of value
through CP.

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