

# From Reflection to Sustainability: Mapping Psychological Dynamics, Collective Culture, and Supportive Leadership within Front Office Teams in Hotels

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## Abstract

*This study investigates the relationships among team psychological safety, participation-supportive leadership, collectivism, team reflexivity, and team sustainability within front office teams in the Indonesian hospitality sector. Utilizing a quantitative research design, data were collected from 387 respondents across major cities, including Surabaya, Jakarta, Denpasar, and Yogyakarta. The findings indicate that higher levels of psychological safety significantly enhance team reflexivity, allowing team members to engage in open communication and collaborative problem-solving. Additionally, participation-supportive leadership fosters an inclusive environment where team members feel empowered to contribute their ideas, which is essential for effective decision-making. Collectivism serves as a moderating factor, influencing the relationship between leadership and team dynamics, thereby highlighting the importance of cultural values in shaping team interactions. The study underscores the necessity of creating a psychologically safe climate that encourages risk-taking and innovation, ultimately leading to improved team sustainability and performance. Limitations include the cross-sectional design, which restricts causal inferences, and the focus on a specific cultural context, potentially affecting the generalizability of the findings. Future research should explore longitudinal designs and incorporate additional cultural dimensions to enhance the applicability of the results. By providing insights into culturally sensitive practices, this study contributes to the understanding of team dynamics and sustainability in organizational settings, particularly within the hospitality industry.*

**Keywords:** *Front Office Teams, Leadership, Organizational Psychology, Sustainable Team Performance, Workplace Culture.*

## Introduction

In today's highly competitive hospitality industry, maintaining team sustainability has become a fundamental goal (Baum et al., 2016), particularly for front office teams who serve as the primary interface between hotel services and guests (González-González & García-Almeida, 2021; Hashmi et al., 2023). Team sustainability refers to the team's capacity to endure, adapt, and thrive over time, despite continuous demands and evolving guest expectations (Arora et al., 2023; Martono et al., 2020; Mohanty & Mohanty, 2018). Front office teams directly influence guest satisfaction, loyalty, and the overall hotel experience, making their sustainability critical to a hotel's operational success (Karatepe & Karadas, 2015; Puspita & Helmi, 2022). However, high turnover rates, stress, and burnout are recurring issues within these teams, particularly in high-pressure environments like hospitality (Han et al., 2016; Oyefusi, 2022). Given these challenges, understanding the factors that foster team sustainability is of strategic importance, yet limited research has been conducted to identify these drivers, especially in non-Western cultural contexts where values and workplace dynamics differ significantly (Mohanty & Mohanty, 2018).

Several studies have identified several key factors that contribute to team sustainability. For instance, team psychological safety is crucial in fostering an environment where members feel at ease sharing ideas, acknowledging mistakes, and taking risks without fear of judgment or repercussions (Abror & Patrisia, 2020; Edmondson & Lei, 2014; Newman et al., 2017). This environment of trust and openness is especially valuable in hospitality settings, where employees regularly interact with guests and must quickly resolve conflicts and respond to diverse customer needs. When psychological safety is established, Team members are more inclined to communicate transparently, offer mutual support, and adopt behaviours that foster the team's durability and success (Teng et al., 2024; Teoh et al., 2021).

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Alongside psychological safety, participation-supportive leadership has emerged as a critical factor in promoting team sustainability. Leaders who adopt a supportive style that encourages active involvement, decision-making, and empowerment among team members foster a sense of shared responsibility and commitment to team goals (Park et al., 2017; Zhang & Bartol, 2010). Such leadership is particularly effective in the hospitality industry, where frequent customer interactions demand a high degree of teamwork and adaptability (Huertas-Valdivia et al., 2019). In the Indonesian context, where hierarchical and collectivist values often shape workplace relationships, supportive leadership aligns well with cultural norms, fostering team cohesion and resilience through a participative approach that respects the collective identity of the group (Artina et al., 2020).

Team reflexivity, the practice of team members evaluating and reflecting on their strategies, objectives, and methods to enhance performance, is also recognized as a vital element of team sustainability (Schippers et al., 2015). Reflexivity enables teams to adapt to new challenges, refine their practices, and reinforce shared goals, thereby supporting long-term team viability in the face of changing demands. In high-pressure and dynamic environments like front office operations, where teams must continuously adapt to meet guest expectations, reflexivity allows for ongoing learning and improvement, which is essential for sustaining team effectiveness over time (Baerheim et al., 2023).

Despite the insights offered by existing literature, a significant gap remains regarding how these variables interact within collectivist cultures like Indonesia, where collectivism, characterized by prioritizing group goals, mutual support, and harmony over individual achievements, plays a defining role in social and workplace dynamics (Hofstede, 2011; Triandis et al., 1988). While collectivism is known to promote cooperation and harmony, its moderating effect on the relationships between psychological safety, supportive leadership, reflexivity, and team sustainability has yet to be explored in depth, particularly within a non-Western context. This research offers a unique contribution by investigating team sustainability within Indonesia's specific cultural context, filling a notable gap in existing studies, focusing on collectivism as a moderating factor. By examining the moderating role of collectivism, this study provides culturally relevant insights that are often absent from Western-centric literature, thus offering a new perspective on team dynamics and sustainability in a collectivist society (Artina et al., 2020).

To bridge these gaps, this study is based on Social Exchange Theory (SET), which suggests that social behaviour is driven by reciprocal exchanges of resources, whether tangible or intangible (Blau, 1964; Cropanzano & Mitchell, 2005). Within this framework, psychological safety and supportive leadership can be viewed as exchanges that foster team members' commitment, reflexivity, and adaptability, ultimately enhancing team sustainability. By examining collectivism as a moderating factor, this study seeks to uncover how these cultural values shape these exchanges in a collectivist setting like Indonesia, where shared responsibilities and group harmony are highly valued (Hofstede, 2011).

This study seeks to fill an essential gap in the literature by investigating how team psychological safety, participation-supportive leadership, and reflexivity impact team sustainability within Indonesia's hospitality sector. This study is anticipated to offer valuable insights for both academic literature and practical applications by providing insights into culturally sensitive practices that enhance team sustainability in front office operations, which are essential for maintaining competitive advantage and delivering consistent service excellence in the hospitality sector.

The objectives of the study are as follows:

- **To Examine the Relationship Between Psychological Safety and Team Reflexivity:** This objective aims to investigate how team psychological safety influences the ability of team members to engage in reflexive practices, facilitating open communication and collective learning within front office teams in the hospitality sector.
- **To Assess the Impact of Participation-Supportive Leadership on Team Sustainability:** This objective focuses on evaluating the role of leadership styles that promote participation and

inclusiveness in enhancing team sustainability and performance, particularly in high-pressure environments like hospitality.

- **To Explore the Moderating Role of Collectivism:** This objective seeks to understand how collectivist cultural values moderate the relationships between psychological safety, leadership support, and team reflexivity, thereby influencing overall team dynamics and effectiveness.
- **To Investigate the Interconnectedness of Psychological Safety, Leadership, and Cultural Factors:** This objective aims to provide empirical evidence on the interactions between psychological safety, supportive leadership, and collectivism, highlighting their combined effects on team reflexivity and sustainability.
- **To Contribute to the Literature on Team Dynamics in Hospitality:** This objective intends to enrich the existing literature by integrating social exchange theory (SET) to explain the reciprocal influences of psychological, leadership, and cultural factors on team performance, particularly in non-Western cultural contexts.

The significance of this study lies in its potential to enhance team performance and sustainability within the hospitality sector by exploring the interplay between psychological safety, participation-supportive leadership, and collectivism in Indonesian hotel front office teams. By providing a culturally contextualized understanding of how these factors influence team dynamics, the research offers valuable insights for hotel managers and leaders to foster supportive environments that promote collaboration and reflexivity. Additionally, the study contributes to the broader literature on organizational psychology by integrating social exchange theory to explain the reciprocal influences of psychological and cultural factors on team effectiveness. Ultimately, this research not only addresses practical challenges faced by the hospitality industry but also enriches academic discourse, paving the way for future studies on team dynamics in diverse cultural contexts.

## Literature Review

This study builds upon established frameworks in organizational psychology to explore how psychological safety, participation-supportive leadership, and team reflexivity influence team sustainability, especially within the collectivist culture of Indonesian hotels. By examining these relationships, this research provides insights into how front office teams in hotels can achieve sustained team performance in high-pressure, customer-facing roles.

The conceptual model for this study captures the proposed relationships between psychological safety, participation-supportive leadership, team reflexivity, and team sustainability, with collectivism serving as a moderating variable. Psychological safety and supportive leadership are anticipated to foster team reflexivity, which in turn enhances team sustainability. The model further hypothesizes that collectivism strengthens the influence of both psychological safety and supportive leadership on team reflexivity, providing a culturally contextualized understanding of team dynamics.

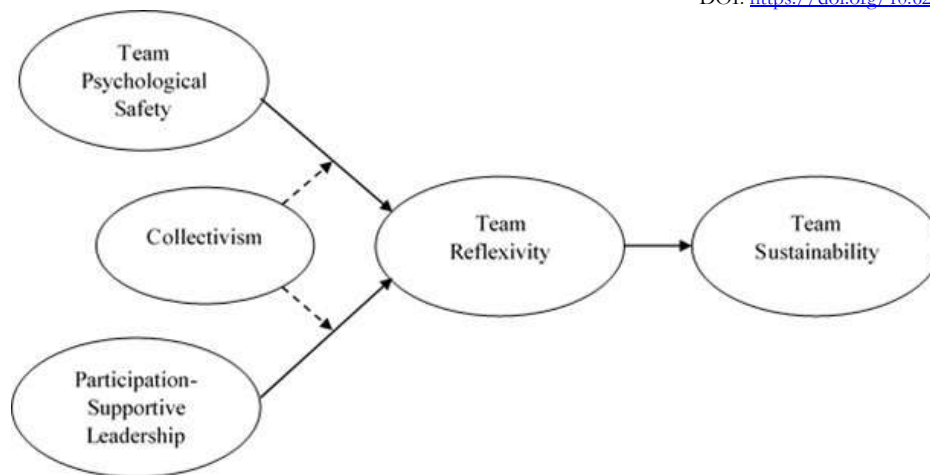


Figure 1. Study Framework

The concept of psychological safety was first introduced by Kahn (1990) and later expanded upon by Edmondson (1999) as a team climate where members feel comfortable taking interpersonal risks. Research has demonstrated that psychological safety facilitates team learning and adaptive performance, making it a critical factor for effective team functioning in complex environments (Abror & Patrisia, 2020; Edmondson & Lei, 2014). According to Teoh et al. (2021) and Teng et al. (2024), psychological safety enables team reflexivity by allowing members to openly discuss mistakes, share diverse perspectives, and collectively explore new solutions. In high-stakes settings such as front office hotel teams, where rapid response and adaptation are crucial, psychological safety promotes reflective practices that allow teams to continuously assess and improve their approaches (Hu et al., 2018). Consequently, we hypothesize:

*H1: Psychological safety has a positive effect on team reflexivity.*

Participation-supportive leadership emphasizes inclusivity in decision-making, fostering an environment where team members feel encouraged to share their ideas and opinions openly. Such leadership has been associated with improved team cohesion, engagement, and overall performance, as it fosters a collaborative climate conducive to reflexive practices (Park et al., 2017; Zhang & Bartol, 2010). In a participative leadership environment, team members are more inclined to participate in reflective discussions, allowing them to evaluate their goals, strategies, and processes collaboratively (Carmeli et al., 2013). Studies have further linked supportive leadership with enhanced team learning and adaptability, especially in environments that demand high responsiveness, such as hospitality (Huertas-Valdivia et al., 2019). Based on these previous studies, we propose:

*H2: Participation-supportive leadership has a positive effect on team reflexivity.*

Team reflexivity refers to the extent to which team members jointly reflect on and adjust their functioning, is vital for long-term team effectiveness and adaptability (Schippers et al., 2015). Reflexive practices enable teams to continuously improve by evaluating past performance and adjusting strategies accordingly, which is particularly important for sustainability in dynamic, service-oriented sectors like hospitality (Vink & Koskela-Huotari, 2022). Studies have shown that teams with high reflexivity are better equipped to handle change, reduce conflicts, and enhance cohesion, all of which contribute to sustained performance (Baerheim et al., 2023; Joo et al., 2023). Thus, we hypothesize:

*H3: Team reflexivity has a positive effect on team sustainability.*

Collectivism, which emphasizes interdependence, cooperation, and prioritization of group goals, has been widely studied as a cultural value influencing team dynamics (C. C. Chen & Unal, 2023; Qin et al., 2024). Research indicates that collectivist cultures foster stronger social bonds and a greater focus on maintaining harmonious relationships within teams (S. Chen et al., 2021; Merkin, 2015), which can enhance the effects

of both psychological safety and supportive leadership on reflexivity. In collectivist contexts, team members may place higher value on collaborative reflection, especially when leaders actively promote a participative and psychologically safe environment (Qin et al., 2024). Accordingly, collectivism is expected to amplify the positive impact of psychological safety and participation-supportive leadership on team reflexivity. Based on this rationale, we hypothesize:

*H4: Collectivism moderates the link between psychological safety and team reflexivity, enhancing this relationship when collectivism is high.*

*H5: Collectivism moderates the connection between participation-supportive leadership and team reflexivity, strengthening this relationship under high collectivism.*

## Research Methodology

This study utilizes a quantitative research design with a cross-sectional survey method to investigate the relationships between team psychological safety, participation-supportive leadership, collectivism, team reflexivity, and team sustainability within front office teams in the hospitality sector in Indonesia. Ethical considerations are addressed by informing all participants about the study's purpose, their right to opt out, and the privacy of their responses. Participation is voluntary, and data collected will be anonymized to protect respondents' privacy.

Data collection was conducted over a seven-month period from February to August 2024. The sample comprises 387 respondents from major cities in Indonesia, including Surabaya, Jakarta, Denpasar (Bali), and Yogyakarta. These cities were selected due to their high concentration of starred hotels, providing an appropriate context for examining team dynamics within the hospitality industry. The sample criteria in this study required that respondents be front office staff with at least one year of work experience and currently employed at a hotel of at least a three-star rating. This ensures that the sample is composed of individuals who have substantial exposure to front office operations and team dynamics within professional hospitality settings.

Each variable was measured using established, validated scales that have been adapted to fit the particular context of front office teams in the hotel sector. All item responses are captured on a 5-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The concept of team psychological safety was assessed with 7 items through psychological safety scale (Edmondson, 1999), which measures team members' perceptions of safety in expressing themselves within their team. This scale includes items such as "I feel secure taking risks within this team" and "Nobody on this team would intentionally behave in a way that hinders my efforts". These items reflect the extent to which team members feel secure in sharing their thoughts without fear of negative repercussions. Participation-supportive leadership was evaluated using 10 items from the Empowering Leadership Questionnaire developed by Arnold et al. (2000), which gauges how much leaders encourage team members to contribute their ideas and participate in decision-making processes. Sample items include "My leader supports me in sharing my ideas and opinions" and "My leader allows me to participate in decision-making". These statements capture the degree of inclusiveness and support provided by leaders, which is essential for fostering a collaborative work environment. Furthermore, the measurement of collectivism was adapted from 6 items in Triandis & Gelfand (1998) and focuses on capturing respondents' orientation toward group goals, cooperation, and loyalty within the team. Example items such as "I prefer working in a team rather than working alone" and "Group success is more important to me than individual recognition" reflect the collective values that may shape team members' interactions and commitment to group objectives. Team reflexivity was assessed using 11 items from the reflexivity scale by Schippers et al. (2015), which examines the extent to which teams engage in collective reflection and adaptability. Items such as "We frequently discuss how effectively we are working together" and "Our team often reflects on its performance" measure the frequency and depth of reflective practices within the team, highlighting their capacity to learn and improve over time. Finally, team sustainability was measured through 5 items of Carmeli et al. (2013) scales, which focus on the team's ability to adapt, remain resilient, and maintain performance over time. Sample items include "Our

team is capable of adapting to unforeseen changes" and "Our team can sustain its performance in challenging conditions." These items provide insight into the team's endurance and flexibility, essential qualities for achieving long-term sustainability in a dynamic work environment.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), a technique well-suited for complex models with multiple relationships and latent variables. PLS-SEM was chosen for its robustness in handling small to medium sample sizes and exploratory relationships. The analysis involved evaluating the measurement model for reliability and validity, then testing the structural model to evaluate the hypothesized relationships and explanatory power. Interaction terms were included to analyze the moderating effects of collectivism on specific relationships within the model.

## Results

Following the methodology outlined by Hair et al. (2021), the measurement model's reliability and validity were assessed through examining internal consistency reliability, discriminant and convergent validity. Table 1 displays the outer loading values for all indicators, allowing for an assessment of convergent validity, which is considered high when outer loading values > 0.70.

**Table 1. Outer Loadings**

Construct	Items	Outer Loading
Team Psychological Safety	<i>Safe1</i>	0.785
	<i>Safe2</i>	0.711
	<i>Safe3</i>	0.708
	<i>Safe4</i>	0.954
	<i>Safe5</i>	0.954
	<i>Safe6</i>	0.769
	<i>Safe7</i>	0.752
Participation-Supportive Leadership	<i>Lead1</i>	0.776
	<i>Lead2</i>	0.744
	<i>Lead3</i>	0.809
	<i>Lead4</i>	0.814
	<i>Lead5</i>	0.806
	<i>Lead6</i>	0.817
	<i>Lead7</i>	0.833
	<i>Lead8</i>	0.841
	<i>Lead9</i>	0.830
	<i>Lead10</i>	0.786
Collectivism	<i>Col1</i>	0.733
	<i>Col 2</i>	0.720
	<i>Col 3</i>	0.818
	<i>Col 4</i>	0.911
	<i>Col 5</i>	0.859
	<i>Col 6</i>	0.839
Team Reflexivity	<i>Reflex1</i>	0.830
	<i>Reflex2</i>	0.812
	<i>Reflex3</i>	0.816
	<i>Reflex4</i>	0.832
	<i>Reflex5</i>	0.824
	<i>Reflex6</i>	0.851
	<i>Reflex7</i>	0.831
	<i>Reflex8</i>	0.828
	<i>Reflex9</i>	0.835

Construct	Items	Outer Loading
Team Sustainability	<i>Reflex10</i>	0.834
	<i>Reflex11</i>	0.808
	<i>Sustain1</i>	0.816
	<i>Sustain2</i>	0.901
	<i>Sustain3</i>	0.784
	<i>Sustain4</i>	0.852
	<i>Sustain5</i>	0.742

The Table 1 shows the outer loading values for each indicator across various constructs, including team psychological safety, participation-supportive leadership, collectivism, team reflexivity, and team sustainability. In this analysis, outer loading values above 0.70 indicate strong convergent validity, meaning that the indicators reliably measure their respective constructs. Most indicators meet this threshold, suggesting a high degree of validity for these constructs. However, a few indicators, such as "Safe2" (0.711) and "Col2" (0.702), have slightly lower values but are still close to the acceptable threshold, maintaining the overall model's validity.

Convergent validity can also be assessed through the Average Variance Extracted (AVE) value, alongside outer loadings. While outer loadings focus on the correlation of individual indicators with their construct, AVE offers a comprehensive measure of a construct's capacity to account for the variance in its indicators. An AVE of 0.50 or higher shows the construct explains at least half the variance in its indicators, confirming sufficient convergent validity.

**Table 2. Construct Reliability and Validity**

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Collectivism	0.905	0.922	0.666
Participation-Supportive Leadership	0.944	0.949	0.650
Team Psychological Safety	0.926	0.917	0.618
Team Reflexivity	0.954	0.960	0.685
Team Sustainability	0.884	0.911	0.674

The AVE values in Table 2 indicate adequate convergent validity for all constructs, as each AVE is above the recommended threshold of 0.50. Specifically, collectivism (0.666), participation-supportive leadership (0.650), team psychological safety (0.618), team reflexivity (0.685), and team sustainability (0.674) all meet this criterion, demonstrating that over 50% of the variance in each construct's indicators is explained by the construct itself. Furthermore, the reliability of each construct is supported by Cronbach's Alpha and composite reliability values. Cronbach's Alpha and composite reliability values for all constructs exceed 0.70, confirming strong internal consistency and reliability, indicating that the model's constructs are both reliable and valid.

**Table 3. Discriminant Validity (Fornell-Larcker Criterion)**

Construct	Collectivism	Participation-Supportive Leadership	Team Psycholog. Safety	Team Reflexivity	Team Sustainability
Collectivism	<b>0.816</b>				
Participation-Supportive Leadership	0.527	<b>0.806</b>			

Team Psycholog. Safety	0.151	0.603	<b>0.786</b>		
Team Reflexivity	-0.123	-0.084	-0.057	<b>0.827</b>	
Team Sustainability	0.532	0.301	0.069	-0.138	<b>0.821</b>

The Fornell-Larcker criterion supports discriminant validity when each construct's AVE square root exceeds its correlations with other constructs (Fornell & Larcker, 1981). Table 3 demonstrates that each construct satisfies the Fornell-Larcker criterion for discriminant validity, with AVE square roots (on the diagonal) exceeding correlations with other constructs. This confirms that each construct is distinct and captures unique variance, supporting discriminant validity in the model.

After validating the measurement model, the structural model was assessed to test the hypotheses. Bootstrapping with 500 resamples was conducted to test the significance of the path coefficients. The results are summarized in the Table 4.

**Table 4. Path Coefficients and Hypothesis Testing**

Hypotheses	Path	T Statistics ( O/STDEV )	P Values	Remarks
H1	Team Psychological Safety -> Team Reflexivity	8.289	0.003	Supported
H2	Participation-Supportive Leadership -> Team Reflexivity	6.006	0.006	Supported
H3	Team Reflexivity -> Team Sustainability	2.684	0.008	Supported
H4	Collect x Safety on Reflex -> Team Reflexivity	1.411	0.009	Supported
H5	Collect x Leader on Reflex -> Team Reflexivity	1.079	0.001	Supported

The path coefficient in Table 4 presents the results of hypothesis testing. For H1, team psychological safety has a significant positive effect on team reflexivity ( $p = 0.003$ ), supporting the hypothesis. Similarly, H2 shows that participation-supportive leadership significantly enhances team reflexivity ( $p = 0.006$ ). H3 indicates that team reflexivity has a positive impact on team sustainability ( $p = 0.008$ ), which is also supported.

The moderation tests in H4 and H5 reveal that collectivism moderates the relationship between team psychological safety and team reflexivity ( $p = 0.009$ ) and between participation-supportive leadership and team reflexivity ( $p = 0.001$ ), both of which are significant. These results indicate that the presence of a collectivist culture strengthens the impact of both psychological safety and leadership support on team reflexivity, supporting the moderating role of collectivism in these relationships.

**Table 5. Coefficient of Determination (R<sup>2</sup>)**

	R Square	R Square Adjusted
Team Reflexivity	0.528	0.515
Team Sustainability	0.419	0.416



The R Square values in Table 5 indicate the explanatory power of the model for each dependent variable. For team reflexivity, an R Square value of 0.528 suggests that 52.8% of the variance in Team Reflexivity is explained by the predictors in the model, indicating a moderate-to-strong explanatory power. The adjusted R Square value of 0.515 accounts for the model's complexity and confirms this robustness. For team sustainability, the R Square value is 0.419, meaning that 41.9% of the variance in team sustainability is explained by team reflexivity. The adjusted R Square value of 0.416 shows a minor adjustment, suggesting that the model fits reasonably well with moderate explanatory power for team sustainability.

## Discussions

The findings from this study reveal insightful relationships among team psychological safety, participation-supportive leadership, collectivism, team reflexivity, and team sustainability in the context of front office teams within Indonesian hotels. These results confirm the hypothesized roles of psychological safety and leadership support in fostering team reflexivity and further underscore the role of collectivist cultural values in moderating these relationships.

The positive effect of team psychological safety on team reflexivity aligns with the growing body of literature that underscores the importance of a psychologically safe environment in promoting open communication and collective reflection within teams (Edmondson & Lei, 2014; Frazier et al., 2017). In settings where team members feel psychologically safe, they are more likely to openly discuss their ideas and mistakes, facilitating a culture of mutual learning and adaptability (Teng et al., 2024; Teoh et al., 2021). This finding aligns with SET, which posits that individuals reciprocate positive treatment by engaging in behaviours that benefit the collective (Blau, 1964; Cropanzano & Mitchell, 2005). In this case, when team members perceive psychological safety, they respond by actively engaging in reflexive practices, thereby contributing to the team's ability to collectively assess and improve its functioning.

The significant relationship between participation-supportive leadership and team reflexivity further highlights the critical role of leadership in fostering a reflexive environment. Participation-supportive leaders encourage team involvement in decision-making and actively seek team members' input, creating an atmosphere where reflective practices are valued and facilitated (Miao et al., 2013; Park et al., 2017). Leadership styles that promote participation and inclusiveness are shown to increase team members' sense of ownership and commitment, which in turn enhances their engagement in reflexive practices (Arnold et al., 2000; Mukua-Marua et al., 2023). This finding reflects SET's core principle of reciprocal exchange, where team members reciprocate their leaders' trust and encouragement by participating in behaviours that benefit the team, such as reflexivity. The reciprocal dynamic established through participative leadership is especially valuable in service settings like hospitality, where rapid adjustments and continuous learning are required to meet diverse customer needs (Bhatti et al., 2019; Hashmi et al., 2023; Huertas-Valdivia et al., 2019).

The significant impact of team reflexivity on team sustainability provides valuable insight into the role of reflexive practices in achieving long-term team effectiveness. Reflexivity enables teams to regularly reflect on and adapt their strategies, which is essential for sustaining performance in dynamic and demanding environments like the hotel industry (Schippers et al., 2015). By engaging in reflexive practices, teams can learn from past experiences, correct errors, and anticipate future challenges, which strengthens their resilience and adaptability. This finding supports previous research suggesting that teams with high reflexivity are better positioned to maintain stable performance and respond effectively to changing conditions (Tasca, 2021). Reflexive teams, therefore, embody the principles of SET by reciprocating the safety and support they experience with sustained, adaptive behaviour that enhances the team's long-term viability.

The moderating effect of collectivism on the relationship between team psychological safety and team reflexivity offers a unique perspective on how cultural orientation influences team dynamics. In collectivist cultures, such as Indonesia, individuals are more likely to value group harmony and prioritize collective goals over individual achievements (Gelfand et al., 2017; Triandis & Gelfand, 1998). This cultural

orientation amplifies the positive effect of psychological safety on reflexivity, as team members in collectivist settings are more inclined to engage in group reflection and adapt their behaviour to benefit the team. The moderation by collectivism is supported by recent studies, which have shown that collectivist values enhance team responsiveness to safe environments by promoting greater cohesion and shared responsibility (Cheung et al., 2016). This suggests that in collectivist contexts, psychological safety not only encourages individual expression but also fosters a sense of collective responsibility that strengthens reflexive practices within the team.

The moderating role of collectivism on the relationship between participation-supportive leadership and team reflexivity similarly underscores the cultural dynamics at play. Participation-supportive leaders who encourage team involvement create a foundation for collective engagement, which is particularly effective in collectivist cultures where individuals naturally gravitate toward group-centered activities (Lam et al., 2015; Miao et al., 2013). In a collectivist context, supportive leadership that emphasizes group input aligns well with team members' cultural inclinations, enhancing their motivation to engage in reflexive behaviours. This finding reinforces the idea that collectivist values can amplify the effectiveness of leadership practices that foster team inclusiveness and shared decision-making (Grailey et al., 2020). Collectivism, therefore, acts as a cultural facilitator that strengthens the influence of supportive leadership on reflexive practices by encouraging team members to prioritize the group's well-being and effectiveness.

The overall findings contribute to the literature by providing empirical evidence on the interactions between psychological safety, supportive leadership, and collectivism in shaping reflexive practices within teams. While much research has established the individual impact of these factors, this study highlights their interconnected nature, suggesting that the effects of psychological safety and participative leadership on team reflexivity are amplified in collectivist settings. These results underscore the importance of understanding cultural context when examining team dynamics, as cultural values like collectivism can significantly influence how team members respond to psychological and leadership factors.

In summary, this study demonstrates that psychological safety and supportive leadership, within a collectivist cultural context, are critical for fostering team reflexivity and sustaining team performance. This research advances our understanding of team dynamics in hospitality, showing that teams with strong reflexive practices are better equipped to adapt and thrive in complex and fast-paced environments.

## Conclusion

This study demonstrates that team psychological safety, participation-supportive leadership, and collectivism play vital roles in enhancing team reflexivity and sustainability within Indonesian hotel front office teams. Findings indicate that psychologically safe environments and supportive leadership foster open communication and reflection, essential for team adaptability. Moreover, collectivist cultural values amplify these effects, underscoring the influence of cultural context on team dynamics. These insights highlight the importance of cultivating supportive and inclusive team environments to ensure long-term sustainability in the hospitality sector.

The implications for practitioners suggest that managers should create safe, participatory environments and leverage collectivist values to promote collaboration and adaptability. For researchers, this study enriches the literature on team dynamics, integrating SET to explain the reciprocal influence of psychological, leadership and cultural factors in team performance.

This study's limitations include its cross-sectional design, limiting causal inferences, and its focus on the Indonesian hospitality industry, which may affect generalizability. Future research could employ longitudinal designs, explore additional cultural dimensions (e.g., power distance), and include individual-level factors like emotional intelligence. Expanding this model to diverse sectors or cultural contexts would also enhance its applicability.

Based on the findings of the study, the following recommendations can be made for organizations in the hospitality sector to enhance team sustainability and performance:

- **Foster Psychological Safety:** Organizations should prioritize creating a psychologically safe environment where team members feel secure in expressing their ideas and concerns. This can be achieved through training programs that emphasize open communication, active listening, and constructive feedback, encouraging team members to share their thoughts without fear of negative repercussions.
- **Implement Participation-Supportive Leadership:** Leaders should adopt a participative leadership style that encourages team involvement in decision-making processes. Training for leaders on how to solicit input from team members and value their contributions can enhance team reflexivity and engagement, leading to improved team dynamics.
- **Leverage Cultural Values:** Given the moderating role of collectivism, organizations should recognize and integrate cultural values into their team practices. This can involve promoting team-oriented goals and collaborative practices that resonate with collectivist cultural traits, thereby strengthening team cohesion and performance.
- **Encourage Reflective Practices:** Organizations should implement regular reflective practices, such as team debriefs and feedback sessions, to facilitate collective learning and adaptability. These practices can help teams assess their performance, identify areas for improvement, and reinforce a culture of continuous learning.
- **Invest in Training and Development:** Continuous professional development programs should be offered to enhance both leadership skills and team members' capabilities in reflexivity and collaboration. Workshops and training sessions focused on teamwork, communication, and problem-solving can equip employees with the necessary skills to thrive in dynamic work environments.
- **Conduct Longitudinal Studies:** Future research should consider longitudinal designs to examine the long-term effects of psychological safety, leadership styles, and cultural values on team sustainability. This can provide deeper insights into how these factors evolve over time and their sustained impact on team performance.

By implementing these recommendations, organizations in the hospitality sector can build adaptive and sustainable teams that are better equipped to meet the challenges of a dynamic work environment.

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