

# **An Integrated Model of Psychological Entitlement and Behavioral Outcomes Within Service Sector in Beijing, China**

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## **ABSTRACT**

This study aims to investigate the integrated model of psychological entitlement and behavioral outcomes within the service sector in Beijing, China. Grounded in established theories of organizational psychology, such as Social Exchange Theory and the Theory of Planned Behavior, our research seeks to understand the nuanced dynamics shaping employee behaviors in the culturally distinctive context of Beijing's service industry. Building upon prior studies that have explored psychological entitlement and behavioral outcomes separately, this research proposes an integrated model that examines how individual entitlement perceptions influence observable behaviors within the unique cultural and organizational milieu of Beijing. The study employs a mixed-methods approach, combining surveys and interviews to gather both quantitative and qualitative data from employees within the service sector in Beijing. Surveys will assess psychological entitlement levels and perceived behavioral outcomes, while interviews will provide deeper insights into the underlying motivations and contextual factors influencing the observed relationships. Additionally, the research will consider cultural dimensions, including Confucian values and collectivism, to explore potential moderating effects on the relationship between psychological entitlement and behavioral outcomes. The anticipated findings of this study aim to contribute to the theoretical understanding of how psychological entitlement shapes employee behaviors within the service sector in Beijing. Practical implications will be discussed, providing organizational leaders with insights to tailor management strategies for optimizing employee performance and enhancing overall service quality in this unique cultural and economic setting. The integrated model proposed in this study seeks to bridge the gap in existing literature, offering a more comprehensive understanding of the interplay between psychological entitlement and behavioral outcomes within the dynamic service sector of Beijing, China.

**Keywords:** psychological entitlement, behavioral outcomes, service sector

## **I. INTRODUCTION**

### **A. Development of Service Sector in Beijing**

The development of the service sector in Beijing, China, has been a remarkable and dynamic process over the past few decades. As the capital city of China and a global metropolis, Beijing has witnessed substantial growth and transformation in its service industry, contributing significantly to the overall economic development of the region. One key driver behind the growth of the service sector in Beijing is the Chinese government's strategic emphasis on economic reforms and the shift towards a more service-oriented economy. According to Smith and Wang (2018), Beijing's policymakers have actively pursued measures to promote the service sector, recognizing its potential to create employment, enhance productivity, and foster innovation.

The financial and business services subsectors have particularly flourished in Beijing, establishing the city as a financial hub in the Asia-Pacific region (Li et al., 2020). The establishment of financial districts and the expansion of international financial services have attracted both domestic and foreign investors, contributing to the overall vitality of the service sector. Additionally, advancements in technology and the digital economy have played a pivotal role in shaping the landscape of Beijing's service sector. The rise of e-commerce, mobile payments, and other digital services has not only improved efficiency but has also created new opportunities for entrepreneurs and small businesses in the service industry (Chen & Liu, 2019).

However, challenges such as environmental concerns and the need for sustainable development have also been recognized. Scholars like Zhang and Li (2021) highlight the importance of balancing economic growth with environmental sustainability in the service sector, especially in a city like Beijing, where rapid urbanization and industrialization have led to environmental pressures. In conclusion, the development of the service sector in Beijing reflects the city's commitment to economic diversification and innovation. Government policies, technological advancements, and a focus on sustainability have collectively contributed to the growth and transformation of the service industry in Beijing, positioning it as a dynamic and influential player in the global economy.

### **B. Research Gap**

The exploration of psychological entitlement and its impact on behavioral outcomes within the service sector in Beijing, China, has been a subject of growing interest among researchers. However, a notable research gap exists in comprehensively understanding the intricate relationships between psychological entitlement and various behavioral outcomes specific to the context of the service industry in Beijing. While there have been studies examining psychological entitlement in general organizational settings (Campbell et al., 2018), there is a lack of focused research on how psychological entitlement manifests and influences behaviors within the unique dynamics of the service sector in Beijing. This is particularly crucial as the service industry is characterized by high interpersonal interactions and customer-centric operations, which may contribute to distinctive patterns of entitlement and corresponding behavioral manifestations.

Furthermore, limited attention has been given to the cultural nuances that may shape psychological entitlement within the Chinese context. Cultural factors, such as Confucian values and collectivism, could influence individuals' perceptions of entitlement and, subsequently, impact their behavior within service-oriented roles in Beijing. A study by Li and Zhang (2019) underscores the importance of considering cultural dimensions in understanding psychological entitlement in the Chinese workplace, but more specific investigations within the service sector in Beijing are warranted.

Additionally, there is a dearth of research exploring the consequences of psychological entitlement on various behavioral outcomes, such as job performance, customer satisfaction, and employee well-being, within the context of Beijing's service industry. Uncovering these relationships is crucial for both academic and practical purposes, as it can provide valuable insights for organizations seeking to enhance employee engagement and customer experiences in this specific cultural and economic setting. In conclusion, while research on psychological entitlement exists in organizational psychology, there is a significant research gap in understanding how it manifests and influences behavioral outcomes within the unique context of the service sector in Beijing, China. Future studies should aim to address this gap by considering cultural dimensions and exploring the consequences of psychological entitlement on various behavioral outcomes specific to the service industry in Beijing.

### **C. Problem Statement**

The service sector in Beijing, China, represents a critical component of the city's economic landscape, contributing significantly to its growth and development. However, a pressing problem within this sector is the limited understanding of the relationship between psychological entitlement and behavioral outcomes among employees. Psychological entitlement, characterized by an individual's belief in their deservingness of special treatment, privileges, or recognition, can have profound implications for behavior within the workplace (Campbell et al., 2018).

Despite the global interest in psychological entitlement, there is a notable gap in research specific to the service sector in Beijing. The unique cultural and organizational context of the Chinese workplace, influenced by Confucian values and collectivism, introduces complexities that necessitate a more nuanced investigation. Existing studies (Li & Zhang, 2019) highlight the importance of considering cultural dimensions when examining entitlement, but they do not specifically address the service sector in Beijing.

This research problem gains significance when considering the potential impact of psychological entitlement on behavioral outcomes within the service industry. Issues such as employee job performance, customer satisfaction, and overall organizational effectiveness may be influenced by employees' entitlement perceptions. Understanding these relationships is essential for organizations seeking to enhance employee well-being and customer experiences in the distinctive socio-cultural milieu of Beijing. In conclusion, the problem statement revolves around the lack of focused research on the relationship between psychological entitlement and behavioral outcomes within the service sector in Beijing, China. This gap hinders our comprehensive understanding of the dynamics at play, potentially

impeding the development of effective strategies for organizational management and employee engagement in this specific context.

#### **D. Study on the Integrated Model**

A groundbreaking study in the service sector of Beijing, China, delves into the intricate dynamics between psychological entitlement and behavioral outcomes among employees. This study employs an integrated model to comprehensively explore how psychological entitlement influences various aspects of behavior within the unique context of the service industry in Beijing. Drawing from established psychological entitlement frameworks (Campbell et al., 2018), the study considers the cultural nuances and organizational dynamics specific to Beijing, aiming to provide a more nuanced understanding of entitlement perceptions among service sector employees.

The integrated model encompasses cultural factors influenced by Confucian values, individual perceptions of entitlement, and the subsequent impact on behavioral outcomes. By incorporating these elements, the study aims to fill a critical research gap in understanding the complexities of psychological entitlement within the Chinese service sector. The research explores the potential consequences of entitlement on employee job performance, customer satisfaction, and overall organizational effectiveness, shedding light on the implications for both individual employees and service organizations operating in Beijing.

This study holds significant implications for organizational management, offering valuable insights into crafting strategies that enhance employee engagement and optimize customer experiences within the unique socio-cultural milieu of Beijing's service sector. By bridging the gap between psychological entitlement theory and the practical realities of the service industry in Beijing, this research contributes to the broader literature on organizational psychology and provides actionable recommendations for cultivating a positive work environment.

## **II. LITERATURE REVIEW**

### **A. Service Sector in Beijing**

The service sector in Beijing, China, is a multifaceted and rapidly evolving component of the city's economy, encompassing a diverse range of industries and activities. In the context of Beijing, the service sector broadly includes businesses and enterprises that provide intangible goods or services to consumers, contributing significantly to the overall economic landscape. This sector spans a variety of industries, such as finance, hospitality, tourism, information technology, healthcare, and education. As outlined by Wang and Fan (2019), the service sector in Beijing has experienced substantial growth and transformation, with a notable shift from traditional manufacturing toward a more service-oriented economy, reflecting broader national trends in China. This evolution is driven by government initiatives, urbanization, and increasing consumer demand for services. Understanding the intricacies of the service sector in Beijing is crucial for policymakers, businesses, and researchers seeking to navigate the complexities of this dynamic and vital component of the city's economy.

## **B. Psychological Entitlement**

Psychological entitlement, within the context of the service sector, refers to an individual's belief in their inherent right to special treatment, privileges, or recognition in the workplace. It manifests as a subjective sense of deservingness, where individuals feel entitled to more favorable outcomes than their peers, irrespective of actual accomplishments or contributions. In the service sector, where interpersonal interactions and customer satisfaction play a crucial role, understanding psychological entitlement is vital for managing employee attitudes and behaviors. Researchers define psychological entitlement as a personality trait characterized by an exaggerated sense of deservingness, often leading to negative workplace outcomes (Campbell et al., 2018). This trait can influence employee interactions with customers, colleagues, and supervisors, impacting service quality, teamwork, and overall organizational effectiveness.

## **C. Underpinning Theory on the Psychological Entitlement**

The underpinning theory for understanding psychological entitlement often draws upon psychological and personality frameworks that highlight individual differences in the perception of deservingness and entitlement. One prominent theoretical perspective is rooted in narcissistic personality traits, as individuals with higher levels of narcissism tend to exhibit greater psychological entitlement (Campbell et al., 2018). According to this theory, entitlement arises from a grandiose sense of self-importance and an expectation of preferential treatment. Additionally, the Social Exchange Theory provides insights into the reciprocal nature of entitlement, suggesting that individuals with a heightened sense of entitlement may engage in workplace behaviors that seek to maximize personal gains at the expense of collective goals (Campbell et al., 2018). These theories collectively contribute to the understanding of psychological entitlement, offering frameworks to explore how individual differences in personality may manifest in the service sector workplace.

## **D. Behavioral Outcomes**

Behavioral outcomes within the service sector encompass a wide range of observable actions and interactions exhibited by employees, directly influencing service quality, customer satisfaction, and overall organizational effectiveness. In the context of the service sector, these outcomes often include customer service interactions, job performance, teamwork, and organizational citizenship behaviors. Researchers have emphasized the significance of understanding and measuring these outcomes, as they directly impact the success and competitiveness of service-oriented businesses (Parasuraman, Zeithaml, & Berry, 1988). For instance, positive behavioral outcomes, such as effective problem-solving, courteous customer service, and collaboration among employees, contribute to enhanced customer experiences and organizational performance. Conversely, negative behavioral outcomes, such as conflict or poor service delivery, can detrimentally affect customer satisfaction and the reputation of the service provider. The study of behavioral outcomes within the service sector is crucial for both academic research and practical applications, providing insights into effective management strategies and interventions to optimize employee performance and enhance overall service quality.

## **E. Underpinning Theory on the Behavioral Outcomes**

The underpinning theory for understanding behavioral outcomes within the service sector often draws upon organizational behavior theories and frameworks. Social Exchange Theory is one such theoretical perspective that explains how individuals' behaviors are influenced by the expectation of reciprocal relationships within an organization (Blau, 1964). According to this theory, employees engage in positive behaviors, such as providing excellent customer service, when they perceive a fair exchange of resources and benefits between themselves and the organization. Additionally, the Job Characteristics Model (Hackman & Oldham, 1976) contributes to the understanding of behavioral outcomes by emphasizing the impact of job design on employee motivation and satisfaction. Jobs with enriched characteristics, such as autonomy and skill variety, are more likely to result in positive behavioral outcomes as employees find their work more meaningful and fulfilling.

The Theory of Planned Behavior (Ajzen, 1991) is another relevant framework that suggests that behavioral outcomes are influenced by an individual's intention, attitude, subjective norm, and perceived behavioral control. In the service sector, understanding these psychological factors can shed light on why employees engage in specific behaviors, such as going the extra mile for customers or collaborating effectively with colleagues. These theoretical perspectives collectively provide a foundation for exploring the antecedents and consequences of behavioral outcomes within the service sector, offering valuable insights for organizational leaders and researchers aiming to optimize employee performance and enhance overall service quality.

## **III. CONCEPTUAL DEVELOPMENT**

### **A. The Relationship between Psychological Entitlement and Behavioral Outcomes**

The conceptualization of the relationship between psychological entitlement and behavioral outcomes within the service sector in Beijing, China, involves understanding how individual attitudes and beliefs influence observable behaviors in the workplace. Drawing upon established theories in organizational psychology, particularly the Social Exchange Theory and the Theory of Planned Behavior, researchers seek to uncover the intricate dynamics between psychological entitlement and behavioral outcomes specific to the cultural and organizational context of Beijing's service sector. Psychological entitlement, characterized by an individual's exaggerated sense of deservingness, is hypothesized to impact various aspects of behavior within the service sector. This may include customer interactions, teamwork, and job performance. The theoretical framework posits that employees with higher levels of psychological entitlement may engage in behaviors driven by self-interest, potentially affecting service quality, interpersonal relationships, and overall organizational effectiveness.

This conceptualization recognizes the cultural nuances in Beijing, influenced by Confucian values and collectivism, which may moderate the relationship between psychological entitlement and behavioral outcomes. Additionally, the study considers the mediating role of job satisfaction and organizational commitment in translating entitlement beliefs into observable behaviors, as proposed by previous research (Campbell et al., 2018). By applying

these theoretical perspectives to the unique context of the service sector in Beijing, researchers aim to contribute to a nuanced understanding of how psychological entitlement shapes behavioral outcomes, providing valuable insights for organizational management strategies and interventions.

## **B. Hypothetical Development between Psychological Entitlement and Behavioral Outcomes**

In a hypothetical development exploring the relationship between psychological entitlement and behavioral outcomes within the service sector in Beijing, China, it is postulated that higher levels of psychological entitlement among service sector employees may lead to distinct patterns of behavior. Building upon established theories in organizational psychology, such as the Social Exchange Theory and the Theory of Planned Behavior, the hypothesis suggests that employees with an elevated sense of entitlement may be more inclined towards behaviors that prioritize self-interest over collective goals.

The theoretical framework anticipates that psychological entitlement may manifest in behaviors such as reduced cooperation, diminished commitment to organizational objectives, and potential conflicts with customers or colleagues. This proposed relationship considers the unique cultural and organizational context of Beijing, acknowledging the potential impact of Confucian values and collectivism on how entitlement beliefs are expressed within the service sector.

To test this hypothesis, empirical research employing validated measures of psychological entitlement and behavioral outcomes would be essential. Surveys and interviews could be conducted among service sector employees in Beijing to gather data on their entitlement perceptions and observable behaviors. Statistical analyses, such as regression models, could then be employed to examine the strength and direction of the relationship between psychological entitlement and specific behavioral outcomes. This hypothetical development aligns with the broader aim of understanding the dynamics at play within the service sector in Beijing, providing a basis for evidence-based strategies to optimize employee performance and enhance overall service quality.

## **C. Previous Research and Development on the Relationship between Psychological Entitlement and Behavioral Outcomes**

Previous research has laid the foundation for understanding the relationship between psychological entitlement and behavioral outcomes within the service sector in Beijing, China. Campbell et al. (2018) conducted a study that examined how psychological entitlement predicts downstream maladaptive behaviors in organizational settings. While their research was not specific to Beijing, it provides valuable insights into the potential consequences of elevated psychological entitlement, such as decreased cooperation, conflicts, and overall negative workplace behaviors.

In the Chinese context, Li and Zhang (2019) explored workplace entitlement, considering the role of Confucian values and perceived organizational justice. Although not explicitly focused on the service sector, their findings shed light on cultural factors influencing entitlement perceptions among employees in China. Such cultural nuances

are crucial to consider when investigating the relationship between psychological entitlement and behavioral outcomes in Beijing's service industry. To further contribute to the understanding of this relationship within the Beijing service sector, future research could build upon these foundational studies. Tailoring investigations to the specifics of Beijing's service industry and considering the cultural influences unique to the region will provide a more comprehensive and contextually relevant understanding of how psychological entitlement shapes behavioral outcomes in this setting.

#### **D. Future Research and Development on the Relationship between Psychological Entitlement and Behavioral Outcomes**

Future research and development on the relationship between psychological entitlement and behavioral outcomes within the service sector in Beijing, China, holds great promise for advancing our understanding of organizational dynamics in this unique context. To deepen insights, researchers could explore the mediating mechanisms and boundary conditions that influence how psychological entitlement translates into observable behaviors. For instance, investigating the role of job satisfaction, organizational commitment, and cultural dimensions, such as Confucian values and collectivism, could provide a more nuanced understanding of the processes at play (Li & Zhang, 2019). Additionally, longitudinal studies could be conducted to capture the temporal dynamics of the relationship, examining how changes in psychological entitlement over time impact subsequent behavioral outcomes in the service sector. This longitudinal approach could enhance our understanding of the causal pathways and potential feedback loops between entitlement beliefs and behavior.

Furthermore, future research might consider cross-cultural comparisons within the service sector, comparing Beijing to other cities or regions in China. Such comparisons could illuminate regional variations in the relationship between psychological entitlement and behavioral outcomes, helping organizations tailor management strategies to the specific cultural and contextual nuances of different locales. Incorporating qualitative research methods, such as in-depth interviews or case studies, could provide a richer understanding of the subjective experiences of employees within the service sector in Beijing. This qualitative exploration can uncover the underlying motivations, perceptions, and contextual factors that contribute to the observed relationships, complementing quantitative findings. By addressing these avenues for future research and development, scholars can contribute to a more comprehensive and contextually informed understanding of how psychological entitlement influences behavioral outcomes within the dynamic and culturally rich service sector in Beijing.

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