

The Roles of Curiosity, Job Crafting and Perceived Organizational Support in Exploring Innovative Work Behaviour: An Intrinsic Motivation and Social Exchange Theory Perspectives

Esra KATIRCIOĞLU ^a Elbeyi PELİT  ^b

^a Ondokuz Mayıs University, Tourism Faculty, Department of Tourism Management, Samsun, Türkiye. esra.katircioglu@omu.edu.tr

^b Afyon Kocatepe University, Department of Tourism Guiding, Afyonkarahisar, Türkiye. elbeyipelit@aku.edu.tr

ARTICLE INFO

ABSTRACT

Keywords:

Innovative Work Behaviour
Epistemic Curiosity
Job Crafting
Perceived Organizational Support
Hotel Employees

Received 16 Aralık 2025

Revised 7 Mart 2026

Accepted 22 Mart 2026

Article Classification:

Research Article

Purpose – Innovative work behaviour (IWB) is a striking phenomenon that gets intense research attention from tourism academics in recent years. Identifying employees' IWB and the variables influencing such behaviours are critical. Accordingly, mined from intrinsic motivation (IMT) and social exchange theories (SET), it is aimed to find out the effects of curiosity, job crafting and perceived organizational support on hotel employees' IWB.

Design/methodology/approach – This study adopts quantitative research design. In the study, stratified sampling technique was employed. Five-star hotels were categorized into three strata: summer resort, thermal hotels, and city hotels. The empirical data were obtained from 1325 hotel employees within each stratum (Antalya, Afyonkarahisar and İstanbul).

Results – The study findings revealed that hotel employees' curiosity levels had the highest effect on IWB ($R^2=.503$). Furthermore, their job crafting levels ($R^2=.390$) and perceived organizational support levels ($R^2=.157$) had significant effects on IWB respectively.

Discussion – The study suggests that arousing employees' curiosity can lead to higher IWB which would be beneficial to hotel organizations in the long run. Furthermore, job crafting can serve as a potent motivator, thereby fostering innovation. Employee creativity emerges when organizations successfully encourage their IWB which can reflect throughout the organization, boosting its innovativeness and allowing it to raise its position in the marketplace by creating a difference in excessively competitive environment. Identifying employees' IWB and the variables influencing them is critical. This study seeks to contribute the existing literature by regarding curiosity, job crafting, perceived organizational support, and IWB within a theoretically constructed model.

1. Introduction

Creativity and innovation have gained appeal as tools for differentiation and competitive advantage in recent years (Teng et al., 2020; Styvén et al., 2022). The current economic environment is competitive, complicating the ability of organizations to maintain ongoing innovation (Khan et al., 2022; Ho et al., 2023), and the majority of enterprises today acknowledge that their future viability hinges on their capacity to respond to change (Mumford, 2000; Costanza et al., 2016) as well as innovation capability in highly dynamic environments. Innovation encompasses original ideas created by individuals (Janssen, 2004; Anderson et al., 2014; Souto, 2022). Furthermore, these ideas are seen as the foundation of innovation in organizations (Scott & Bruce, 1994; Tang, 2017). According to Fillis and Rentschler (2010: 66), creative drive results in innovation, which is defined as the “*commercial tangibilisation of creativity*”.

Employees are the most valued source of information in organizations and are pivotal in fostering creative thinking and innovation (Pelit & Katircioglu, 2022). They create novel ideas and play an active role in promoting and implementing them (Janssen, 2004). Such contributions can be explained by the innovative work behaviours (IWB) of employees. Defined as “developing, adopting and implementing new ideas for

*This study was carried out as part of the Ph.D. thesis entitled “The Effects of Epistemic Curiosity, Job Crafting and Perceived Organizational Support on Innovative Work Behavior: An Application in Five-Star Hotel Enterprises” (Thesis ID Number: 725231).

ETHICAL APPROVAL: The ethical approval for this study was obtained from the Afyon Kocatepe University Social and Human Sciences Scientific Research and Publication Ethics Committee of with the decision dated August 17, 2020, and numbered 06.

Suggested Citation

Katircioğlu, E., Pelit, E. (2026). The Roles of Curiosity, Job Crafting and Perceived Organizational Support in Exploring Innovative Work Behaviour: An Intrinsic Motivation and Social Exchange Theory Perspectives, *İşletme Araştırmaları Dergisi*, 18 (2) 1331-1346.

products and work methods” (Kanter, 1988a; Yuan & Woodman, 2010), IWB is a critical concept enabling organizations to succeed in complex environments especially hotel enterprises, increasingly functioning in challenging circumstances marked by intense competitiveness, intrusive public sector interference, and unexpected crises (Chen & Chen, 2012; Kim et al., 2019; Shi et al., 2021). The hotel industry places a special emphasis on customer service (Chen, 2022). Being highly service-oriented, hospitality enterprises must constantly provide high-quality service to their guests (Kim & Lee, 2013) and the intense interaction with guests necessitate further creativity in problem-solving behaviour which paves the path for service innovation. Curiosity as an intrinsic motivator can be a powerful incentive for such outcomes, regardless of the literature’s emphasis on organizational factors such as creative climate (Celik et al., 2016). Sparked by elements of unexplained uniqueness in the environment and encouraging exploratory activity, curiosity enables people to search, address, and adjust to changes in their environment (Berlyne, 1966). From intrinsic motivation perspective, curious individuals actively pursue objectives at work by asking questions, researching information, and seeking out intriguing people, places, and circumstances to spend their time and attention (Bakker et al., 2015). In the pioneering study on motivation’s role in creativity and innovation, Angle (1989) has noted that intrinsic motivation is far more effective than extrinsic rewards in fostering innovative behaviour. Intrinsic motivation stimulates cognitive engagement and sustained investigative effort, enabling the connection of novelty cues with chances to acquire, develop, and innovate (Kashdan et al., 2004). In this respect, epistemic curiosity (EC) defined as the “desire to know” can represent the core of intrinsic motivation. Accordingly, drawing on Pelit and Katircioglu (2023), this study extends previous research by further exploring the role of deprivation and interest curiosity in IWB, using larger amounts of empirical data. Furthermore, the scope of past research is aimed to be expanded by incorporating job crafting (JC) as a behavioural mechanism through which intrinsic motivation turned into IWB. Intrinsically motivated individuals are more inclined to engage in JC (Moon et al., 2020) due to their heightened curiosity, desire for acquiring knowledge and advancement, positive sense of connection, flexibility in thinking, tolerance to risk, and persistence (Ryan & Deci, 2000), which facilitates IWB. This study incorporates Social Exchange Theory (SET) to elucidate the influence of perceived organizational support (POS), alongside intrinsic motivational drivers such as EC and JC. As SET indicates, if employees are treated well by the organization, they are expected to reciprocate with positive work attitude and behaviour (Gouldner, 1960). When employees see that the company provides them with a great deal of support, they feel obligated to reciprocate by acting in a way that would increase the organization's efficacy, like IWB (Cropanzano & Mitchell, 2005). Since IWB involves discretionary behaviour and risk-taking, POS acts as a resource to remove ambiguity from the situation. Nourishing from the arguments on employees’ innovative behaviours, much linked to intrinsic motivation rather than extrinsic motivation (Celik et al., 2016; Dewett, 2007; Siyal et al., 2021), POS is chosen as a critical organizational factor.

It is essential for organizations to acknowledge that employees’ IWB can lead to new processes, products, or designs, thereby boosting organizational innovation, effectiveness, and sustainability (De Jong & Den Hartog, 2010). In the hotel industry, where satisfying dynamic customer expectations necessitate ongoing adaptation, employees’ IWB plays a particularly crucial role. Although creativity gets intense research attention (Chien et al., 2021; Du et al., 2022; Muisyo et al., 2022), creativity largely refers to the production of original ideas, whereas innovation entails their implementation within organizational framework. Since competitiveness, economic progress, and advancement depend on implementation rather than idea production alone (Thukral, 2021), focusing on IWB provides a more action-oriented perspective. Ironically, given the critical importance of employees’ IWB in realizing customer expectations in the hospitality sector, current literature has mostly focused on job role performance but little on IWB (Jan et al., 2021; Lee & Hyun, 2016). This study investigates the effects of EC, JC and POS on the IWB of hotel employees. Accordingly, this study seeks to answer the following research questions.

- 1) Are there any significant effects of EC and its sub-dimensions on IWB?
- 2) Are there any significant effects of JC and its sub-dimensions on IWB?
- 3) Is there any significant effect of POS on IWB?

Despite its importance, no similar study concentrating on the impacts of EC, JC, POS and their sub-dimensions on IWB with a theoretically grounded model has been conducted; this study aims to contribute to the literature.

2. Conceptual Framework and Hypotheses Development

Individual employees will undoubtedly be required to put up a range of cognitive and affective efforts to respond the demands of IWB (Janssen et al., 2004). Human cognitive structure, notably the capacity to reason and form logical explanations concerning outside occurrences, has enabled extraordinary achievements. Furthermore, this exceptional dynamism is due to our intense curiosity and unquenchable desire to know and comprehend (Gottlieb et al., 2013). Leading astonishing advances throughout history, enabling impetus for scientific discoveries, curiosity has the power to shape human behaviours (Loewenstein, 1994; Zuss, 2012). Appraised as a unique person-specific motivation to learn (Berlyne, 1954) or a personality characteristic (Litman & Spielberger, 2003), epistemic curiosity (EC) can be one of these cognitive demands. Curiosity, given its importance in human nature, may easily find practical applications in any context where novelty and diversity are present (Hardy et al., 2017). Described as a need for new information triggered by unexpected, complicated, or confusing stimuli (Litman & Jimerson, 2004) EC may be an important motivator for IWB. People with high EC would be attracted to novel, unpredictable, and challenging job conditions that result in new knowledge and innovation (Chang & Shih, 2019; Mussel, 2013). Additionally, intrinsically motivated or curious employees are prone to advance their knowledge and skills (Yang et al., 2016). There are two dimensions of EC. One of them, deprivation- curiosity (DC), is a concept which is mainly related to the motivation to minimize emotions of ambiguity by addressing sources of uniqueness that contain deficiencies in understanding, which can motivate individuals to discover an “*opportunity or some problem arising*” (de Jong and den Hartog, 2010: 24) that can be the earlier stage of IWB. However, a high level of interest curiosity (IC) drives the pursuit of novelty since novel knowledge piques the interest and enthusiasm (Litman, 2005) that can lead to idea generation. While there is a limited number of empirical studies on the relationship between EC and IWB (Celik et al., 2016; Khan, 2022; Pelit & Katircioglu, 2023), theories suggest that it could act as a precursor and, in addition, assist people in dealing with the uncertainty that comes with encountering novel concepts, products, and working methods (Kashdan et al., 2020). Accordingly, we propose that:

H1. EC has a significant impact on IWB.

H1a. IC has a significant impact on IWB

H1b. DC has a significant impact on IWB

A bottom-up process that challenges the classic top-down perspective of work design theory, JC has emerged as a novel and increasingly well-established area of research in recent years. The concept coined by Wrzesniewski and Dutton (2001) and it has been used by researchers to describe the changes employees make in their jobs in terms of tasks, relationships, and cognition. According to the JC theory, employees take initial responsibilities to make arrangements at the workplace to make their job more meaningful and satisfactory for themselves. In other words, employees boost their job resources by actively modifying their work roles. Starting with the initiatives of employees, JC theory suggests that these behaviours are directly linked to the proactive personality (Niessen et al., 2016).

Job crafting, a proactive behaviour that allows employees to remodel their jobs based on their own choices (Van Den Heuvel et al., 2015), is a process that, when properly applied, improves people' work life while also enriching the organization. Employees' skills are crucial in the hospitality industry, which utilises their employees efficiently to solve problems, improve service quality, and enhance customer satisfaction more than other organizations. Moreover, adapting to guests' ever-changing demands and expectations is a prerequisite. It is anticipated that a restricted work design in hotels would leave problems unsolved; yet, the fact that employees in hotel frontline departments can modify their job characteristics will encourage innovation and change. Cognitive crafting helps employees cope with difficult situations and that cognitive crafting, along with task, relational, and skill development, is highly beneficial in terms of innovative performance (Geldenhuis et al., 2021). According to Khan et al. (2022), job crafting allows for an increase in structural (task crafting [TC]) and social job resources (relational crafting [RC]), which can lead to an increase in IWB, especially in idea creation and implementation phases. Khan et al. (2021) also mention that job crafting triggers positive emotions (facilitated by cognitive crafting [CC]) as well as job resources. Thus, job crafting may facilitate the necessary phases, such as idea creation and implementation of IWB. Accordingly, we propose that:

- H2.** JC has a significant impact on IWB.
- H2a.** TC has a significant impact on IWB.
- H2b.** CC has a significant impact on IWB.
- H2c.** RC has a significant impact on IWB.

SET advocates that the relationship between employees and the management depends on maximizing their advantages and getting a chance to valued outcomes (Cropanzano & Mitchell, 2005). Employee behaviours that are innovative are critical for the survival, sustainability, and success of enterprises. However, in most workplaces, these are considered extra-role behaviours. In accordance with the norm of reciprocity, the foundational principle of SET, employees are expected to perform extra-role tasks in order to reciprocate fair treatment, supervisors’ socio-emotional support, and the exchange of valuable resources in return for their organization’s goals (Gouldner, 1960). Thus, the interaction between the organization and the employees is crucial. When these interactions produce beneficial results, the employee’s extra-role activities are activated (Afsar & Badir, 2017). More explicitly, the perception that employees are valued by the organizations they work for even when there is no personal recognition or direct reward, in other words, their perception of organizational support will contribute to their display of innovative behaviours in favour of the organization (Eisenberger et al., 1997). According to Akgunduz et al. (2018), hotel employees’ POS have a positive effect on their creativity and that employees with high POS find their work more meaningful. Furthermore, Afsar et al. (2016) have asserted that it would be easy to access resources with strong management support, which in turn may lead to IWB. In their study on hotel employees in China, Afsar and Badir (2017), have found that POS has a strong effect on employees' IWB and that POS has been among the determinants of IWB. It is well known that individual efforts contribute significantly to the discovery and generation of new ideas in the multi-stage process of IWB. In the process of championing and implementing ideas, it is necessary for the organization to accept and support the new ideas generated. Consequently, for a new idea to be transformed into a product, service, or work process, it is essential for the organization to provide budget, time, or advisory support for this task (Eid & Agag, 2020). In line with the aforementioned discussion, it is assumed that:

- H3.** POS has a significant impact on IWB

IWB has been an important research subject in recent years. Considering the supporting points of the hypothesis above, we argue that EC, JC and POS might be critical antecedents of IWB. The visual model of the hypothesis development is shown in Figure 1.

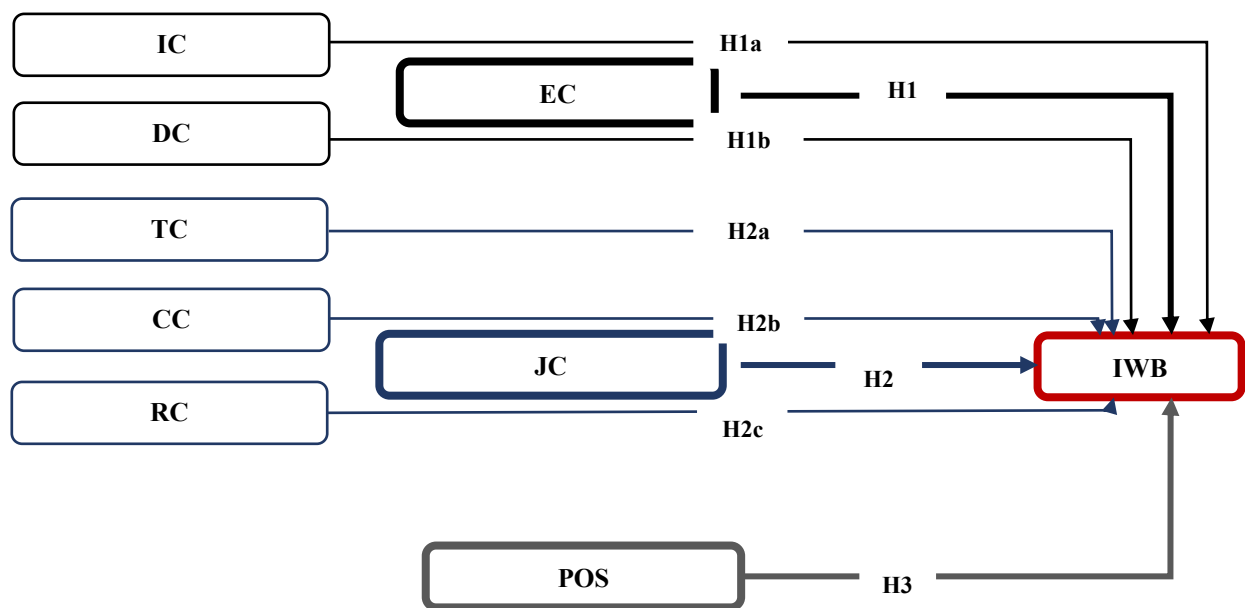


Figure 1. The Research Framework

(EC: Epistemic Curiosity, IC: Interest curiosity, DC: Deprivation Curiosity, JC: Job Crafting, TC: Task Crafting, CC: Cognitive Crafting, RC: Relational Crafting, POS: Perceived Organizational Support, IWB: Innovative Work Behaviour)

3. Methodology

3.1. Sample and Data Collection Process

Previous studies assessed the reliability and validity of all scales used in the study. However, a pilot study was conducted to ensure that the questionnaire was clear. First, the questionnaire form was evaluated by tourism academics to check the ambiguity. The questionnaire was examined by three specialists to ensure internal consistency. First, 30 employees were invited to fill out the questionnaire in order to test the ambiguity of the questionnaire and test the Cronbach's Alpha values. The Cronbach's Alpha values of the scales are also detailed below. Prior to beginning the data collection process, the questionnaire form was submitted to Afyon Kocatepe University Social and Human Sciences Scientific Research and Publication Ethics Committee to obtain opinions and permission regarding any ethical concerns. The ethics committee provided written permission, indicating that questionnaire form was appropriate in terms of application (2020/144).

We measured the variables with multiple items on a five-point Likert-type scale, ranging from "1= strongly disagree" to "5=strongly agree". In the first part, close ended questions were used to collect data on demographic characteristics of the sample. In the following parts EC, JC, POS, and IWB scales were used respectively. EC was measured by EC scale proposed by Litman and Spielberger (2003), which is comprised of 10 items and two factors (IC and DC). Its validity and reliability analyses were conducted by Eren (2009). We determined the Cronbach Alpha as .90, which shows strong consistency. To measure the crafting behaviour of employees, JC scale was used. Created by Slep and Vella-brodrick (2013) and designed as comprising 15 items and three factors (task-cognitive-relational crafting), it's language adaptation, reliability and validity analyses were performed by Kerse (2017). Cronbach Alpha of the scale was calculated as .90 in our study. POS is referred to employees' perceptions on the organization's devotion to them in this study. POS was measured with the short version of the POS Scale, which was designed by Eisenberger et al. (1986). The Cronbach Alpha value was measured as .80. Some of the items needed reverse coding (e.g., *The hotel where I work seems unconcerned about me*). Lastly, the IWB scale was developed by de Jong and den Hartog (2010); its language adaptation, validity and reliability analyses were conducted by Arslan (2019). We calculated the Cronbach Alpha as .86 indicating strong internal consistency (Taber, 2018).

In this study, the hypotheses were tested using survey data from five-star hotel employees in Türkiye. In the initial phase, stratified sampling technique was employed. Five-star hotels were divided into three strata: summer resort, thermal hotels, and city hotels. For the calculation of the minimum sample size for each stratum, the formula suggested by Sekaran (2003) for quantitative research and unlimited universes ($N > 10,000$) was utilized. The minimum sample size for each stratum (summer, thermal, and city hotel) was calculated as 384. Accordingly, the data were collected from employees' working at Afyonkarahisar (representing thermal hotels), Antalya (for summer resorts), and İstanbul (representing city hotels). By adopting convenience sampling, data were gathered from each of the stratum (Antalya, Afyonkarahisar, and İstanbul). Access to the hotels was limited due to the strict pandemic regulations and imposed lockdowns. Thus, the data collection process spanned the entire year in 2021. From Antalya, 450 valid questionnaires were collected. In Afyonkarahisar, 430 valid questionnaires were collected in total. Lastly, in İstanbul, as the representative of the city hotels, 500 questionnaires were distributed and 445 valid questionnaires were obtained. In total, 1325 complete questionnaires were used in the research. Table 1 provides the profile of the sample.

Table 1. Sample Profile (N=1325)

Variable	Group	f	%	Variable	Group	f	%
Location	Antalya	450	34.0	Tourism Sector Experience	1 year or less	110	8.3
	Afyonkarahisar	430	32.5		2-7 years	585	44.2
	İstanbul	445	33.6		8-14 years	110	30.7
Gender	Female	506	38.2		15 or more	585	16.8
	Male	819	61.8	Education	Primary School	137	10.3
Marital Status	Single	664	50.1		High School	457	34.5
	Married	661	49.9		Vocational School	306	23.1
Age	18-22	148	11.2				

	23-27	337	25.4		Undergraduate	361	27.2
	28-32	261	19.7		Postgraduate	64	4.8
	33-37	255	19.2		Front desk	168	12.7
	38-42	197	14.9		Food & Beverage (F&B)	392	29.6
	43 or more	127	9.6		Housekeeping	218	16.5
Experience in Organization	1 year or less	324	24.5	Department	Public Relations	58	4.4
	2-7 years	739	55.8		Guest Relations	103	7.8
	8-14 years	200	15.1		Sales & Marketing	129	9.7
	15 or more	62	4.7		Other	257	19.4

Male participants formed 62% of the samples, while female participants comprised 38%. The proportions of single and married employees were nearly similar, with singles at 50.1% and married people at 49.9%. 25.4% of participants were between the ages of 23 and 27, and 56% had been with the organization for two to seven years. In terms of tourism industry experience, the majority of participants (44.2%) had 2-7 years. 35% had a high school diploma. 27.2% had an undergraduate degree. Furthermore, 30 % of the participants worked in the food and beverage department.

3.2. Data Analysis

IBM SPSS 20.0 was used to analyse the collected data. To test the hypotheses, regression analyses were conducted. Regression analysis is an analysis technique that is widely accepted when there is only one dependent variable (Field, 2009). Accordingly, to test the relationships in the model, simple linear regression (SLR) and multiple linear regression (MLR) analyses were conducted. SLR was carried out to predict the effect of EC on IWB. Furthermore, to determine the effect of JC on IWB, SLR analysis was utilized. Lastly, to predict the effect of POS on IWB, SLR analysis was carried out. In such analysis, the relationship between a dependent and an independent variable is explained with a mathematical model. Moreover, the effects of dimensions of EC and JC on IWB were analysed using MLR analyses. MLR analysis is used to determine the effects of more than one independent variable on a dependent variable (Alpar, 2003).

4. Findings

Multi-collinearity serves as a guideline that must be adhered to prior to advancing with the investigation. According to Field (2009), correlation coefficients between .80 and .90 are considered strong. The results are given in Table 2.

Table 2. The Correlation Matrix, Means and Standard Deviations

	EC	IC	DC	JC	TC	CC	RC	POS	Mean	S.D
EC	-								3.92	.71
IC	.905*	-							4.04	.80
DC	.896*	.621*	-						3.80	.77
JC	.578*	.533*	.507*	-					4.01	.61
TC	.487*	.453*	.424*	.816*	-				4.05	.71
CC	.499*	.457*	.440*	.866*	.632*	-			4.01	.74
RC	.486*	.448*	.426*	.858*	.537*	.571*	-		3.97	.70
POS	.306*	.287*	.265*	.447*	.263*	.354*	.484*	-	3.51	.79
IWB	.710*	.625*	.653*	.625*	.486*	.534*	.558*	.397*	3.90	.72

EC: Epistemic Curiosity, IC: Interest Curiosity, DC: Deprivation Curiosity, JC: Job Crafting, TC: Task Crafting, CC: Cognitive Crafting, RC: Relational Crafting, POS: Perceived Organizational Support, IWB: Innovative Work Behaviour

*: $p < 0.05$

The Pearson correlation test was used in this study to analyse the correlations between EC, JC, POS, IWB, and sub-factors of all variables since the data showed normal distribution. The results are shown in Table 2. It was observed that there were positive relationships between the variables ($r = .263 - .905$, $p < 0.05$). Between EC and JC, the correlation coefficient was .578, $p < 0.05$. The relationship between EC and POS was .306, $p < 0.05$, and

between EC and IWB was .710, $p < 0.05$. Moreover, there was a relationship between JC and POS ($r = .447$, $p < 0.05$) and JC and IWB ($r = .625$, $p < 0.05$). Lastly, the correlation coefficient between POS and IWB was .397, $p < 0.05$. That is, positive correlations between these factors were discovered. This, however, was not indicative of a strong relationship. In addition, the Variance Inflation Factor (VIF) was regulated, and values between 1.16 and 1.97 are appropriate for regression analysis. To test H1, suggesting “*EC has a significant impact on IWB*”, SLR analysis was conducted.

Table 3. Analysis Results

Independent Variable	B	SE	β	t-value	p-value	ANOVA	R ²
Constant	1.053	.079	-	13.329	.000*	F=1342.423 p=.000*	.503
Epistemic Curiosity (EC)	.725	.020	.710	36.639	.000*		

B: Unstandardized beta coefficient, β : standardized beta coefficient, SE: Standard error

*: $p < 0.001$

According to Table 3, the model accepted ($F = 1342.423$; $p < 0.01$) and H1 was supported. It can be stated that EC was an important predictor of hotel employees' IWB. The model explains 50.3% of their IWB.

H1a and H1b suggest that “*IC and DC have significant impacts on IWB*”. To test H1a and H1b, MLR was used. Before performing the analysis, the assumptions were re-checked since the correlation coefficient between the sub factors were slightly higher than 0.9. The presence of multicollinearity was checked by evaluating the values of tolerance and Variance Inflation Factor (VIF). The values of tolerance (.614) were higher than the recommended value of .20, while the values of VIF (1.628) were significantly lower than the critical value of 5. Obtained findings are shown in Table 4.

Table 4. Analysis Results

Independent Variable	B	SE	β	t-value	p-value	ANOVA	R ²
Constant	1.055	.079	-	13.367	.000*	F=674.882 p=.000*	.504
Interest Curiosity (IC)	.322	.022	.357	14.466	.000*		
Deprivation Curiosity (DC)	.405	.023	.432	17.480	.000*		

B: Unstandardized beta coefficient, β : standardized beta coefficient, SE: Standard error

*: $p < 0.001$

According to the findings, the model was accepted ($F = 674.882$; $p < 0.05$) and H1a and H1b were supported. Furthermore, the results revealed that DC curiosity of hotel employees has greater impact on IWB than their IC curiosity. It can be stated curiosity which attempts to fill information gaps prompted innovative actions of hotel employees.

H2 suggests that “*JC has a significant impact on IWB*”. Analysis results proved that the model was meaningful ($F = 846.796$; $p < 0.05$) which is shown in Table 5.

Table 5. Analysis Results

Independent Variable	B	SE	β	t-value	p-value	ANOVA	R ²
Constant	.914	.104	-	8.804	.000*	F=846.796 p=.000*	.390
Job Crafting (JC)	.745	.026	.625	29.100	.000*		

B: Unstandardized beta coefficient, β : standardized beta coefficient, SE: Standard error

*: $p < 0.001$

According to the obtained results, H2 was supported. Hotel employees' IWB was predicted by JC. The model explains 39.0% of their IWB.

In order to test H2a, H2b and H2c suggesting that “*TC, CC and RC have significant impacts on IWB*”, MLR analysis was conducted. First, multicollinearity was checked by evaluating the values of tolerance and Variance Inflation Factor (VIF). The values of tolerance (ranging between .525 and .622) were higher than the recommended value of .20, while the values of VIF (ranging between 1.607-1.903) were below the critical

values. Considering the obtained result, it was found that H2a, H2b and H2c were supported. The impact of RC on hotel employees' IWB is higher than that of TC and CC. The results are shown in Table 6.

Table 6. Analysis Results

Independent Variable	B	SE	β	t-value	p-value	ANOVA	R ²
Constant	.921	.104	-	8.832	.000*	F=284.614 p=.000*	.391
Task Crafting (TC)	.150	.029	.148	5.132	.000*		
Cognitive Crafting (CC)	.242	.029	.248	8.380	.000*		
Relational Crafting (RC)	.351	.028	.337	12.412	.000*		

B: Unstandardized beta coefficient, β : standardized beta coefficient, SE: Standard error

*: p<0.001

H3 proposes that "POS has a significant impact on IWB". To test H3, SLR analysis was conducted. The results are shown in Table 7.

Table 7. Analysis Results

Independent Variable	B	SE	β	t-value	p-value	ANOVA	R ²
Constant	2.611	.084	-	31.083	.000*	F=247,213 p=.000*	.157
Perceived Organizational Support (POS)	.366	.023	.397	15.723	.000*		

B: Unstandardized beta coefficient, β : standardized beta coefficient, SE: Standard error

*: p<0.001

According to the obtained results, the model was accepted (F=247.213; p<0.01). H3 was supported. Hotel employees' IWB was predicted by POS. The model explains 15.7% of their IWB.

5. Conclusion and Discussion

Based on intrinsic motivation and social exchange theories, this study sought to evaluate the impacts of EC, JC, and POS on IWB using a theoretically grounded model. First, it was found that EC significantly affected IWB. EC, a crucial catalyst for historical advancements, is frequently associated with creativity (Chang & Shih, 2019; Gross et al., 2020; Hardy et al., 2017; Hong et al., 2019). According to Hardy et al. (2017), even a fast web search reveals that companies expect employees to have curiosity or a passion for learning, to produce innovative ideas, and to manage a creative thought process. Considering the limited amount of scholarly research on the topic, the researchers concluded that DC significantly influenced the quality and novelty of solutions in creative problem-solving practices. Furthermore, Jabeen (2020) determined that general EC had an effect on IWB exhibited in projects. Moreover, curiosity at work boosts individual innovation, according to Celik et al. (2016). Theoretical research in the literature (Mussel et al., 2012; Madrid and Patterson, 2015) reveals that curiosity is one of the motivating factors for IWB in the workplace. The study's findings support this further. It was also revealed that DC had a higher effect on IWB. This may result from hotel employees consistently addressing potential issues proactively by offering innovative solutions to challenges faced during customer interactions. Chen et al. (2025) further support this claim by emphasizing the critical role DC plays in fostering radical creativity and managing uncertainty.

The study also revealed that JC positively affected IWB. Furthermore, each dimensions of JC (TC, CC, and RC) had an impact on IWB. Among these, RC had the most significant effect on IWB. It is possible to express that human interaction and the ability to arrange these relationships at work can be regarded as an important motivator for innovation. Amabile et al. (1996) mentioned that the social settings might affect the intensity as well as the quantity of creative behaviour. Angle (1989) concluded that the level of engagement between people with diverse perspectives, with the expectation of an exchange, was more important than whether such communication and information sharing occur inside or outside of the organization. Thus, RC may serve as a ground for the transaction of different point of views within the organization which can be assessed as an important step for innovative behaviours. Furthermore, employees do not want to be locked in their present work processes and aim to produce resources to proactively explore places to transform change into an engaging and productive experience, which may explain why JC has an impact on IWB. As a result, in the

context of presenting and executing novel ideas, JC might give an optimal strategic edge for employees (Petrou et al., 2012). Additionally, research suggests that curiosity-driven employees may display more JC at work. According to Bipp and Demerouti (2015), traits of personality can influence JC. Examining the mediating function of JC between EC and IWB can be a significant contribution that requires more research.

Finally, the findings revealed that POS had an effect on IWB. The result aligns with earlier studies in the literature that demonstrate a positive connection between POS and IWB (Eisenberger et al., 1990; Afsar & Badir, 2017). Bos-Nehles and Veenendaal, (2019) assert that employees require a supportive work environment to generate creative and innovative ideas, as well as to implement these ideas, and the provision of such an environment can foster IWB. Moreover, human resource management literature emphasizes on POS, as a crucial organizational factor that is directly linked to positive organizational outcomes, including affective organizational commitment (Kim et al., 2016; Kurtessis et al., 2017; Panaccio & Vandenberghe, 2009), an increase in role performance (Arshadi, 2011; Biswas & Kapil, 2017; Y. Du et al., 2018), and employee creativity. According to Kanter (1988b), skill and creativity are the sources of innovation. However, the researcher also adds that whether individual abilities are activated, or supported, and if a new model that may be employed is directed to production, is a consequence of the organizational and inter-organizational environment. POS is a substantial indicator that gives essential data about the organizational environment, which also includes *interpersonal behaviour styles and interdependence, and conflicts among organizational units* (Duncan, 1972: 315). In this context, it is thought that POS can be an important contributor of idea championing and implementation. While the discovery and creation of unique ideas are predominantly driven by individual effort, the dissemination and implementation of these ideas require collaboration. During these stages, individuals cannot succeed without collaboration (Oukes, 2010).

5.1. Theoretical Implications

This study presents multiple insights that advance theoretical understanding. It offers new insights about how EC can act as an important antecedent of IWB. As an important concept, which gets remarkable research interest from philosophy, psychology and education, EC can be a new research field for organizational behaviour and human resource management studies, especially for hospitality industry as once anticipated by Kashdan et al. (2004). The researchers have asserted that curiosity influences virtually every area of human activity, and the potential for upcoming studies spans disciplines such as commerce, learning, governance, and media. Our findings validate that the importance of EC by exhibiting the effect on employees' IWB. Moreover, in the study it was revealed that the individual factors as EC and JC nourished from intrinsic motivation theory have higher effect on IWB than organizational factors as POS which resonate previous arguments raised by (Celik et al., 2016; Schiefele et al., 2014). Accordingly, it can be argued that the individual factors derived from human motivation may have a substantial impact on organizational outcomes. However, this argument requires further exploration, and the findings of this study may serve as an initial guide for future research.

5.2. Practical Implications

The World Economic Forum (2018) clearly emphasizes that creativity and innovation, along with critical thinking and problem-solving, are among the most prominent talent trends. In line with this perspective, Cooke et al. (2022) assert that a human-focused human resource strategy involves investing in people by equipping them with employable skills and capabilities, while also providing opportunities for decent and sustainable work. Within this framework, hospitality enterprises should place greater emphasis on employees' IWB, which fundamentally begins with employee creativity. Nurturing EC among hotel employees can contribute to organizational innovation by strengthening IWB. Human resource managers may facilitate this process by establishing information-sharing groups that enable employees from different departments to exchange ideas on identified issues, such as complaint resolution or the discussion of previous case studies. Given that DC has a stronger effect than IC, such knowledge-sharing groups may further motivate employees to reduce information gaps and deepen their understanding of the topics discussed. In addition, assessing employees' EC levels during recruitment and selection processes by incorporating curiosity related questions into interview may be beneficial. This approach is consistent with the hotel industry's increased emphasis on hiring multi-skilled, high-quality people and maximizing their contributions to the organization (Chang et al.,

2011; Sen & Bhattacharya, 2019), a trend increasingly shaped by “hire for skill and train for skill” philosophy (Joshi, 2018).

5.3. Limitations and Future Research Directions

A number of limitations should be addressed in the study. First, data was obtained from hotel employees working in five-star hotels in Türkiye. This may restrict the generalization of the results. Cultural attributes like collectivism and strong hierarchical structure may affect how hotel employees perceive job crafting and organizational support. Future studies can take a cross-cultural approach and collect data from different nations to retest the model. Second the data were collected during the COVID-19 pandemic period. The pandemic caused a lot of stress, job insecurity, operational restrictions, and uncertainty in the hospitality industry that had never happened before (Aguiar-Quintana et al., 2021; Al-Ghazali & Afsar, 2022). These unusual circumstances may have changed how employees perceived job characteristics, organizational support, and their willingness to exhibit IWB. Consequently, the results must be understood within the particular crisis context. Future studies may retest the model in post-pandemic or stable economic contexts to assess the persistence of the observed relationships over time. Third, the model was built around three crucial variables: EC, JC, and POS, with the goal of determining their effects on IWB. Future study can retest the model by introducing other factors like leadership styles, employee empowerment, knowledge sharing, and creative problem solving to delve deeper into IWB. Forth, it is possible to retest the model with POS as a mediator. Furthermore, studies in the literature suggest that personality traits can shape JC (Bipp and Demerouti, 2015), making the mediating impact of JC between EC and IWB potential. Finally, while the study focused on hotel employees, future research may repeat the model by concentrating on other sectors in the tourism industry.

References

- Al-Ghazali, B. M., & Afsar, B. (2022). Impact of psychological capital on mental health, readiness for organizational change, and job insecurity: hotel employees' perspective in COVID-19. *Journal of Tourism Futures*, 11(3), 369-389. <https://doi.org/10.1108/JTF-07-2020-0116>
- Alpar, R. (2003). Uygulamalı Çok Değişkenli İstatistiksel Yöntemlere Giriş I. Ankara: Nobel Yayın Basım Dağıtım A.Ş.
- Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior. *Journal of Workplace Learning*, 29(2), 95–109. <https://doi.org/10.1108/JWL-11-2015-0086>
- Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal of Environmental Psychology*, 45, 79–88. <https://doi.org/10.1016/j.jenvp.2015.11.011>
- Aguiar-Quintana, T., Nguyen, T. H. H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International journal of hospitality management*, 94, 102868. <https://doi.org/10.1016/j.ijhm.2021.102868>
- Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, 34, 105–114. <https://doi.org/10.1016/j.jhtm.2018.01.004>
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154–1184. <https://doi.org/10.5465/256995>
- Anderson, N., Potočník, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of management*, 40(5), 1297-1333.
- Angle, H. L. (1989). Psychology and organizational innovation. In A. H. Van de Ven, H. L. Angle, & M. S. Poole (Eds.), *Research on the Management of Innovation: The Minnesota studies* (pp. 135–170). Harper & Row.

- Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. *Procedia - Social and Behavioral Sciences*, 30, 1103–1108. <https://doi.org/10.1016/j.sbspro.2011.10.215>
- Arslan, F. (2019). Yiyecek-İçecek Çalışanlarında Dönüşümcü Liderlik ve Yenilikçi İş Davranışı İlişkisinde Psikolojik Güçlendirmenin Aracı Etkisi. (Yayımlanmamış Doktora Tezi). Zonguldak Bülent Ecevit Üniversitesi Sosyal Bilimler Enstitüsü, Zonguldak.
- Bakker, A. B., Sanz Vergel, A. I., & Kuntze, J. (2015). Student engagement and performance: A weekly diary study on the role of openness. *Motivation and Emotion*, 39(1), 49–62. <https://doi.org/10.1007/s11031-014-9422-5>
- Berlyne, D. E. (1954). A theory of human curiosity. *British Journal of Psychology. General Section*, 45(3), 180–191. <https://doi.org/10.1111/j.2044-8295.1954.tb01243.x>
- Berlyne, D. E. (1966). Curiosity and Exploration. *Science American Association for the Advancement of Science*, 153 (3731), 25–33.
- Bipp, T., & Demerouti, E. (2015). Which employees craft their jobs and how? Basic dimensions of personality and employees' job crafting behaviour. *Journal of occupational and organizational psychology*, 88(4), 631–655. <https://doi.org/10.1111/joop.12089>
- Biswas, S., & Kapil, K. (2017). Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust. *Journal of Management Development*, 36(5), 696–711. <https://doi.org/10.1108/JMD-04-2016-0052>
- Bos-Nehles, A. C., & Veenendaal, A. A. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661–2683. <https://doi.org/10.1080/09585192.2017.1380680>
- Celik, P., Storme, M., Davila, A., & Myszkowski, N. (2016). Work-related curiosity positively predicts worker innovation. *Journal of Management Development*, 35(9), 1184–1194. <https://doi.org/10.1108/JMD-01-2016-0013>
- Chang, S., Gong, Y., & Shum, C. (2011). Promoting innovation in hospitality companies through human resource management practices. *International Journal of Hospitality Management*, 30(4), 812–818. <https://doi.org/10.1016/j.ijhm.2011.01.001>
- Chang, Y.-Y., & Shih, H.-Y. (2019). Work curiosity: A new lens for understanding employee creativity. *Human Resource Management Review*, 29(4), 100672. <https://doi.org/10.1016/j.hrmr.2018.10.005>
- Chen, J.-K., & Chen, I.-S. (2012). Creative-oriented personality, creativity improvement, and innovation level enhancement. *Quality & Quantity*, 46(5), 1625–1642. <https://doi.org/10.1007/s11135-011-9471-8>
- Chen, W. (2022). How to motivate hotel employees' innovation service behaviours: The mediating role of job embeddedness. *Creativity and Innovation Management*, 31(4), 651–663. <https://doi.org/10.1111/caim.12516>
- Chen, H. Y., Chang, Y. Y., & Yang, Y. J. (2025). How does work curiosity affect employees' creativity and innovation: Do task characteristics matter?. *Technovation*, 146, 103288. <https://doi.org/10.1016/j.technovation.2025.103288>
- Chien, S.-Y., Yang, A. J.-F., & Huang, Y.-C. (2021). Hotel frontline service employees' creativity and customer-oriented boundary-spanning behaviors: The effects of role stress and proactive personality. *Journal of Hospitality and Tourism Management*, 47, 422–430. <https://doi.org/10.1016/j.jhtm.2021.04.015>
- Cooke, F. L., Dickmann, M., & Parry, E. (2022). Building sustainable societies through human-centred human resource management: emerging issues and research opportunities. *The International Journal of Human Resource Management*, 33(1), 1–15. <https://doi.org/10.1080/09585192.2021.2021732>
- Costanza, D. P., Blacksmith, N., Coats, M. R., Severt, J. B., & DeCostanza, A. H. (2016). The Effect of Adaptive organizational culture on long-term survival. *Journal of Business and Psychology*, 31(3), 361–381. <https://doi.org/10.1007/s10869-015-9420-y>

- Cropanzano, R. & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- de Jong, J., & den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Dewett, T. (2007). Linking intrinsic motivation, risk taking, and employee creativity in an R&D environment. *R&d Management*, 37(3), 197-208. <https://doi.org/10.1111/j.1467-9310.2007.00469.x>
- Du, S., Ma, Y., & Lee, J. Y. (2022). Workplace loneliness and the need to belong in the era of COVID-19. *Sustainability*, 14(8), 4788. <https://doi.org/10.3390/su14084788>
- Du, Y., Zhang, L., & Tekleab, A. G. (2018). Job strains, job control, and POS on employee performance: An interactionist perspective. *Journal of Business Research*, 82, 213–219. <https://doi.org/10.1016/j.jbusres.2017.09.040>
- Duncan, R. B. (1972). Characteristics of organizational environments and perceived environmental uncertainty. *Administrative Science Quarterly*, 17(3), 313. <https://doi.org/10.2307/2392145>
- Eid, R. & Agag, G. (2020). Determinants of Innovative Behaviour in the Hotel Industry: A Cross-Cultural Study. *International Journal of Hospitality Management*, 91, 102642. <https://doi.org/10.1016/j.ijhm.2020.102642>
- Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51-59, <https://doi.org/10.1037/0021-9010.75.1.51>
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.82.5.812>
- Eren, A. (2009). Examining the relationship between epistemic curiosity and achievement goals. *Eurasian Journal of Educational Research (EJER)*, 36, 129-144.
- Field, A. (2009). *Discovering Statistics Using SPSS:(and Sex and Drugs and Rock'n'roll)*. Sage.
- Fillis, I., & Rentschler, R. (2010). The role of creativity in entrepreneurship. *Journal of Enterprising Culture*, 18(01), 49–81. <https://doi.org/10.1142/S0218495810000501>
- Geldenhuis, M., Bakker, A. B. & Demerouti, E. (2021). How Task, Relational and Cognitive Crafting Relate to Job Performance: A Weekly Diary Study on The Role of Meaningfulness. *European Journal of Work and Organizational Psychology*, 30(1), 83-94. <https://doi.org/10.1080/1359432X.2020.1825378>
- Gottlieb, J., Oudeyer, P. Y., Lopes, M., & Baranes, A. (2013). Information-seeking, curiosity, and attention: Computational and neural mechanisms. *Trends in Cognitive Sciences*, 17(11), 585–593. <https://doi.org/10.1016/j.tics.2013.09.001>
- Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review*, 161-178.
- Gross, M. E., Zedelius, C. M., & Schooler, J. W. (2020). Cultivating an understanding of curiosity as a seed for creativity. *Current Opinion in Behavioral Sciences*, 35, 77–82. <https://doi.org/10.1016/j.cobeha.2020.07.015>
- Hardy, J. H., Ness, A. M., & Mecca, J. (2017). Outside the box: Epistemic curiosity as a predictor of creative problem solving and creative performance. *Personality and Individual Differences*, 104, 230–237. <https://doi.org/10.1016/j.paid.2016.08.004>
- Ho, G. K., Lam, C., & Law, R. (2023). Conceptual framework of strategic leadership and organizational resilience for the hospitality and tourism industry for coping with environmental uncertainty. *Journal of Hospitality and Tourism Insights*, 6(2), 835-852.

- Hong, J.-C., Ye, J.-H., & Fan, J.-Y. (2019). STEM in fashion design: the roles of creative self-efficacy and epistemic curiosity in creative performance. *EURASIA Journal of Mathematics, Science and Technology Education*, 15(9). <https://doi.org/10.29333/ejmste/108455>
- Jan, G., Zainal, S. R. M., & Lee, M. C. C. (2021). HRM practices and innovative work behavior within the hotel industry in Pakistan: Harmonious passion as a mediator. *Journal of Human Resources in Hospitality & Tourism*, 20(4), 512–541. <https://doi.org/10.1080/15332845.2021.1959803>
- Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior*, 25(2), 201–215. <https://doi.org/10.1002/job.238>
- Janssen, O., van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: a Special Issue introduction. *Journal of Organizational Behavior*, 25(2), 129–145. <https://doi.org/10.1002/job.242>
- Joshi, B. P. (2018). Disruptive innovation in hospitality human resource. *Journal of Tourism and Hospitality Education*, 8, 48–61. <https://doi.org/10.3126/jthe.v8i0.20010>
- Kanter, R. M. (1988a). Three Tiers for Innovation Research. *Communication Research*, 15(5), 509–523. <https://doi.org/10.1177/009365088015005001>
- Kanter, R. M. (1988b). When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organizations. *Knowledge Management and Organisational Design*, 10(1), 93-131
- Kashdan, T. B., Rose, P., & Fincham, F. D. (2004). Curiosity and exploration: Facilitating positive subjective experiences and personal growth opportunities. *Journal of Personality Assessment*, 82(3), 291–305. https://doi.org/10.1207/s15327752jpa8203_05
- Kashdan, T. B., Goodman, F. R., Disabato, D. J., McKnight, P. E., Kelso, K., & Naughton, C. (2020). Curiosity has comprehensive benefits in the workplace: Developing and validating a multidimensional workplace curiosity scale in United States and German employees. *Personality and Individual Differences*, 155(August 2019), 109717. <https://doi.org/10.1016/j.paid.2019.109717>
- Kerse, G. (2017). İş Becerikliliği (Job Crafting) Ölçeğini Türkçe ye Uyarlama ve Duygusal Tükenme İle İlişisini Belirleme - Adaptation The Turkish Language of The Job Crafting Scale and Relationship Between Job Crafting and Emotional Exhaustion. *Journal of Business Research - Turk*, 9(4), 283–304. <https://doi.org/10.20491/isarder.2017.332>
- Khan, M. A. (2022). Entrepreneurial leadership and employee innovative behavior in the software development firms: do employees' epistemic curiosity and creative process engagement matter? *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 10(2), 206–220. <https://doi.org/10.1108/EBHRM-02-2021-0020>
- Khan, M. M., Mubarik, M. S., & Islam, T. (2021). Leading the innovation: role of trust and job crafting as sequential mediators relating servant leadership and innovative work behavior. *European Journal of Innovation Management*, 24(5), 1547–1568. <https://doi.org/10.1108/EJIM-05-2020-0187>
- Khan, M. M., Mubarik, M. S., Islam, T., Rehman, A., Ahmed, S. S., Khan, E., & Sohail, F. (2022). How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. *European Journal of Innovation Management*, 25(4), 1037–1055. <https://doi.org/10.1108/EJIM-09-2020-0367>
- Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37(4), 558–583. <https://doi.org/10.1002/job.2081>
- Kim, T., Choi, H., Song, C., & Lee, M. J. (2019). Investigating the impact of advertising during economic shocks on firm performance in the hospitality industry. *Journal of Hospitality Marketing & Management*, 28(8), 1010–1031. <https://doi.org/10.1080/19368623.2019.1572563>

- Kim, T. T., & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behavior. *International Journal of Hospitality Management*, 34(1), 324–337. <https://doi.org/10.1016/j.ijhm.2013.04.009>
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: a meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884. <https://doi.org/10.1177/0149206315575554>
- Lee, K.-H., & Hyun, S. S. (2016). An extended model of employees' service innovation behavior in the airline industry. *International Journal of Contemporary Hospitality Management*, 28(8), 1622–1648. <https://doi.org/10.1108/IJCHM-03-2015-0109>
- Litman, J. (2005). Curiosity and the pleasures of learning: Wanting and liking new information. *Cognition & Emotion*, 19(6), 793–814. <https://doi.org/10.1080/02699930541000101>
- Litman, J. A., & Jimerson, T. L. (2004). The measurement of curiosity as a feeling of deprivation. *Journal of Personality Assessment*, 82(2), 147–157. https://doi.org/10.1207/s15327752jpa8202_3
- Litman, J. A., & Spielberger, C. D. (2003). Measuring epistemic curiosity and its diversive and specific components. *Journal of Personality Assessment*, 80(1), 75–86. https://doi.org/10.1207/S15327752JPA8001_16
- Loewenstein, G. (1994). The psychology of curiosity: A review and reinterpretation. *Psychological Bulletin*, 116(1), 75–98. <https://doi.org/10.1037/0033-2909.116.1.75>
- Moon, T.-W., Youn, N., Hur, W.-M., & Kim, K.-M. (2020). Does employees' spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting. *Current Psychology*, 39(5), 1618–1634. <https://doi.org/10.1007/s12144-018-9864-0>
- Muisyo, P. K., Su, Q., Hashmi, H. B. A., Ho, T. H., & Julius, M. M. (2022). The role of green HRM in driving hotels' green creativity. *International Journal of Contemporary Hospitality Management*, 34(4), 1331–1352. <https://doi.org/10.1108/IJCHM-07-2021-0833>
- Mumford, M. D. (2000). Managing creative people: Strategies and tactics for innovation. *Human Resource Management Review*, 10(3), 313–351. [https://doi.org/10.1016/S1053-4822\(99\)00043-1](https://doi.org/10.1016/S1053-4822(99)00043-1)
- Mussel, P. (2013). Introducing the construct curiosity for predicting job performance. *Journal of Organizational Behavior*, 34(4), 453–472. <https://doi.org/10.1002/job.1809>
- Niessen, C., Weseler, D. & Kostova, P. (2016). When and Why Do Individuals Craft Their Jobs? The Role of Individual Motivation and Work Characteristics for job crafting. *Human Relations*, 69(6), 1287-1313. <https://doi.org/10.1177/0018726715610642>
- Oukes, T. (2010). Innovative work behavior. A case study at a tire manufacturer. (Unpublished Master Thesis). University of Twente, Netherlands.
- Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*. <https://doi.org/10.1016/j.jvb.2009.06.002>
- Pelit, E., & Katircioglu, E. (2022). Human resource management studies in hospitality and tourism domain: a bibliometric analysis. *International Journal of Contemporary Hospitality Management*, 34(3), 1106–1134. <https://doi.org/10.1108/IJCHM-06-2021-0722>
- Pelit, E., & Katircioglu, E. (2023). Investigating the effects of epistemic curiosity on innovative work behaviour: a study on hotel employees. *Tourism and Hospitality Management*, 29(1), 73-85.
- Petrou, P., Demerouti, E., Peeters, M. C. W., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33(8), 1120–1141. <https://doi.org/10.1002/job.1783>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67. <https://doi.org/10.1006/ceps.1999.1020>

- Schiefele, U., Krapp, A., Beliefs, M., & Strategies, L. (2014). Interest as a predictor of academic achievement: A meta-analysis of research. In *The Role of interest in Learning and Development* (pp. 197–226). Psychology Press. <https://doi.org/10.4324/9781315807430-18>
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580-607. <https://doi.org/10.5465/256701>
- Sekaran, U. (2003). *Research Methods for Business*. New York: John Wiley High Education Press.
- Sen, K., & Bhattacharya, A. (2019). Attracting and managing talent, how are the top three hotel companies in India doing it? *Worldwide Hospitality and Tourism Themes*, 11(4), 404–417. <https://doi.org/10.1108/WHATT-04-2019-0021>
- Shi, F., Shi, D., Weaver, D., & Samaniego Chavez, C. E. (2021). Adapt to not just survive but thrive: resilience strategies of five-star hotels at difficult times. *International Journal of Contemporary Hospitality Management*, 33(9), 2886–2906. <https://doi.org/10.1108/IJCHM-10-2020-1194>
- Siyal, S., Xin, C., Umrani, W. A., Fatima, S., & Pal, D. (2021). How do leaders influence innovation and creativity in employees? The mediating role of intrinsic motivation. *Administration & Society*, 53(9), 1337–1361. <https://doi.org/10.1177/0095399721997427>
- Slåtten, T., & Mehmetoglu, M. (2015). The Effects of transformational leadership and perceived creativity on innovation behavior in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 14(2), 195–219. <https://doi.org/10.1080/15332845.2014.955557>
- Slemp, G. R., & Vella-Brodrick, D. A. (2013). The job crafting questionnaire: A new scale to measure the extent to which employees engage in job crafting. *International Journal of Wellbeing*, 3(2), 126-146. doi:10.5502/ijw.v3i2.1
- Souto, J. E. (2022). Organizational creativity and sustainability-oriented innovation as drivers of sustainable development: overcoming firms' economic, environmental and social sustainability challenges. *Journal of Manufacturing Technology Management*, 33(4), 805-826. <https://doi.org/10.1108/JMTM-01-2021-0018>
- Styvén, M. E., Näppä, A., Mariani, M., & Nataraajan, R. (2022). Employee perceptions of employers' creativity and innovation: Implications for employer attractiveness and branding in tourism and hospitality. *Journal of Business Research*, 141, 290-298. <https://doi.org/10.1016/j.jbusres.2021.12.038>
- Taber, K. S. (2018). The use of cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Tang, M. (2017). Creativity and innovation: Basic concepts and approaches. In *Handbook of the management of creativity and innovation: Theory and practice* (pp. 3-32).
- Teng, C., Hu, C., & Chang, J. (2020). Triggering creative self-efficacy to increase employee innovation behavior in the hospitality workplace. *The Journal of Creative Behavior*, 54(4), 912–925. <https://doi.org/10.1002/jocb.419>
- Thukral, E. (2021). COVID-19: Small and medium enterprises challenges and responses with creativity, innovation, and entrepreneurship. *Strategic Change*, 30(2), 153–158. <https://doi.org/10.1002/jsc.2399>
- Van den Heuvel, M., Demerouti, E. & Peeters, M. C. (2015). The Job Crafting Intervention: Effects on Job Resources, Self-Efficacy, and Affective Well-Being. *Journal of Occupational and Organizational Psychology*, 88(3), 511-532. <https://doi.org/10.1111/joop.12128>
- World Economic Forum (2018). *The Future of Jobs Report*. Centre for the New Economy and Society (Vol. 31). <http://reports.weforum.org/future-of-jobs-2018/> (Erişim Tarihi: 20.02.2026)
- Wrzesniewski, A. & Dutton, J. E. (2001). Crafting a Job: Revisioning Employees as Active Crafters of Their Work. *Academy of Management Review*, 26(2), 179-201. <https://doi.org/10.5465/amr.2001.4378011>
- Yang, F., Qian, J., Tang, L., & Zhang, L. (2016). No longer take a tree for the forest: A cross-level learning-

related perspective on individual innovative behavior. *Journal of Management & Organization*, 22(3), 291–310. <https://doi.org/10.1017/jmo.2015.33>

Yuan, F., & Woodman, R. W. (2010). Innovative Behavior in the workplace: the role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342. <https://doi.org/10.5465/amj.2010.49388995>

Zuss, M. (2012). *The Practice of Theoretical Curiosity* (Vol. 20). Springer Science & Business Media B. V. https://doi.org/10.1007/978-94-007-2117-3_1

Appendix: The questionnaire items

Curiosity	Enjoy exploring new ideas
	Find it fascinating to learn new information
	Enjoy learning about subjects that are unfamiliar to me.
	Enjoy discussing abstract concepts
	Learn something new, like to find out more about it
	Hours on a problem because I can't rest without answer.
	Brood for a long time to solve problem.
	Conceptual problems keep me awake thinking.
	Frustrated if I can't figure out problem, so I work harder.
Work like a fiend at problems that I feel must be solved	
Job crafting	I introduce new approaches to improve my work
	I prefer work tasks that suit my skills and interests.
	I change the way I do my job to make it more enjoyable for myself
	I change minor procedures that I think are not productive.
	I think about how my job gives my life purpose.
	I remind myself about the significance work has for the success of the agency
	I remind myself of the importance of my work for the broader community
	I think about the ways in which my work positively impacts my life
	I reflect on the role my job has for my overall well-being
	I engage in activities to establish more relationships.
	I make an effort to get to know people well at the agency.
	I organize special events in the workplace (e.g., celebrating a co-worker's birthday).
	I introduce myself to co-workers, customers, or clients I have not met.
	I choose to mentor new employees both formal and informal issues.
I make friends with people at work who have similar skills and interests	
Perceived Organizational support	The hotel I work for values my ideas about the job.
	The hotel I work for cares about my happiness and well-being.
	The hotel I work for takes my goals and values seriously.
	The hotel I work for helps me when I have a problem.
	The hotel I work for forgives me when I make an unintentional mistake.
	The hotel I work for uses me for its own benefit when it has the opportunity.
	The hotel I work for doesn't really care about me.
The hotel I work for is ready to help when I make a personal request.	
Innovative Work Behaviour	I pay attention to issues that are not part of my daily work
	I wonder how things can be improved
	I search out new working methods, techniques or instruments
	I generate original solutions for problems
	I find new approaches to execute tasks
	I make important organizational members enthusiastic for innovative ideas
	I attempt to convince people support an innovative idea
	I systematically introduce innovative ideas into work practices
	I contribute to the implementation of new ideas
I put effort in the development of new things	