

## An in-depth review of innovative work behaviour in the hospitality industry

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### Abstract

Research on innovative work behaviour in the hospitality industry and understanding cross-cultural issues is becoming increasingly essential. This study aims to comprehensively map factors that directly, indirectly, mediate, and moderate innovative work behaviour. Also, it reinforces the concept of cultural influences on innovative work behaviour in the hospitality sector. A systematic literature review with a Scopus and Web of Science database is utilised to furnish a comprehensive overview of research in reputable journals. The paper selection process was conducted according to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). By analysing 108 articles, this review corroborates the notion that cultural factors influence innovative work behaviour in hospitality. It recommends that tourism companies foster innovative work behaviour to reap benefits such as enhanced competitive advantage and reduced turnover intention. However, companies must consider the synergy between national culture and organisational culture.

### Keywords:

culture; hospitality; innovative work behaviour; PRISMA; systematic literature review.

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### Introduction

Delivering high-quality services to customers is important in the increasingly competitive service industry (Al Ababneh, 2017). Innovation emerges as a key factor for success, especially for tourism companies and destinations striving to stand out. By harnessing innovative approaches, hospitality companies can not only meet the ever-evolving expectations of

travellers but also give sustainable long-term growth and resilience in the market (Campo et al., 2014; Fernandes & Pires, 2021).

While innovation is the most important for manufacturing or technology companies because of their dependency on research and development tasks, innovation in service companies is more reliant on employees' innovative behaviour (Eid & Agag, 2020; Li & Hsu, 2016b). It is posited that innovative work behaviour (IWB) is essential for hospitality companies to improve their business performance to survive and prosper in a rapidly changing environment (Liu et al., 2022). This topic is currently gaining increased intention among human resource studies due to its crucial role in helping companies to survive from crises (Sharma et al., 2021).

Several studies have reviewed IWB in the service industry. However, previous research has not comprehensively discussed the factors influencing IWB, and gaps remain. First, the literature review on IWB in hospitality does not adequately detail study characteristics. For instance, the review of Zhu et al. (2023) lacks of categorisation based on hotel star rating, even though this information is essential in research on IWB in the hotel industry, as different star levels come with varying resources that may affect outcomes related to IWB (Bani-Melhem et al., 2020; Sharif et al., 2024; Surucu et al., 2021; Tarkang et al., 2022).

Additionally, the definition and operationalisation of IWB have not been fully addressed. The current review by Li & Hsu (2016a) does not clarify how frequently IWB is measured in the hospitality sector, while Zhu et al. (2023) do not thoroughly explain many different types of IWB measurements that are employed. For example, both reviews do not describe De Jong & Den Hartog (2010)'s measurement frequencies, even though this four-dimensional IWB scale is tested explicitly on service employees.

Second, existing reviews primarily link factors that directly influence IWB. Zhu et al. (2023)'s meta-regression study only addresses antecedents of IWB. However, the relationship between IWB and other variables is complex and not solely direct. Knowledge sharing, for instance, acts as a mediator that indirectly influences IWB and can serve as a moderator that strengthens relationships related variables (Afsar et al., 2019; Afsar & Badir, 2015; Lee & Kim, 2017; Sharif et al., 2024). Current reviews still lack an in-depth analysis in categorising the roles of different variables and specific factors, such as personal factors, internal factors, and external factors, in IWB within the hospitality industry. This mapping is crucial for future research to identify unexplored or underexplored factors relating to hospitality IWB.

Third, the impact of culture on IWB in the hospitality sector has not been fully addressed. Previous research shows that national culture influences IWB in service sectors (Hofstede, 2001). However, more substantial evidence is still needed to examine the influence of culture on IWB. In addition, Zhu et al.

(2023)'s review ignores culture in a broader context, such as the link between organisational culture and national culture towards IWB. Prior research shows that the most prominent factors in determining innovation at the managerial level are organisational design and culture (Damanpour, 1987; Mumford, 2000). Initially, this study also addresses ongoing calls for increased focus on cross-cultural issues (Arasli et al., 2020; Jaiswal & Tyagi, 2020; Vandavasi et al., 2020), specifically in the context of IWB in hospitality. Therefore, the research questions determined in this study are presented in the following sentences.

RQ1: What are the study characteristics and operationalisation approaches used in IWB research within the hospitality industry?

RQ2: What variables and factors influence IWB in the hospitality industry?

RQ3: How does culture influence IWB in the hospitality industry?

## **Literature review**

### ***Hospitality industry***

The hospitality industry is a broad and dynamic sector that revolves around providing services related to accommodation, food and beverage, tourism, and entertainment. It is deeply rooted in the concept of service, where customer satisfaction and experience play a central role (Barrington & Olsen, 1987). The industry encompasses various sectors, including hotels, restaurants, resorts, cruise lines, event planning, and travel agencies, all of which aim to deliver exceptional experiences to guests (Brotherton, 1999). Hospitality is about not only service delivery but also customer value creation through personalised experiences and customer-centric information systems that enhance service efficiency (Minghetti, 2003). In recent years, sustainability has become a crucial focus in the hospitality industry, with businesses facing increasing pressure to adopt environmentally and socially responsible practices while maintaining economic viability (Jones et al., 2016). Furthermore, the industry's success largely depends on its organisational culture, as a strong and positive culture fosters employee engagement, service excellence, and overall business performance (Bavik, 2016). Therefore, the hospitality industry continues to evolve, integrating technological advancements, cultural shifts, and sustainability initiatives to meet the change of customers' needs and expectations worldwide.

### ***Innovative work behaviour***

Innovative work behaviour (IWB) refers to the intentional creation, introduction, and application of new ideas, processes, or products within a work environment to improve efficiency, effectiveness, or competitive advantage. It is a multifaceted concept that involves idea generation, championing, and implementation, requiring employees to proactively seek and apply novel solutions to workplace challenges (Ramamoorthy et al., 2005). The development

of IWB is strongly influenced by various determinants, including organisational culture, leadership support, employee motivation, and the availability of resources (Bos-Nehles, Renkema, & Janssen, 2017). Additionally, the concept of IWB extends beyond traditional corporate settings and is also critical in educational and vocational contexts, where professionals must continuously adapt and innovate to address demand changes (Messmann & Mulder, 2011). Trust and organisational justice play a significant role in fostering IWB, as employees who perceive fairness in their work environment are more likely to take risks and engage in creative problem-solving (Agarwal, 2014). Given that IWB is a dynamic and context-dependent construct, its measurement requires an understanding of both individual and situational factors that facilitate or hinder innovative actions within organisations (Messmann & Mulder, 2012). Ultimately, fostering IWB is essential for organisations aiming to maintain a competitive edge in rapidly evolving markets, as it ensures continuous improvement and adaptability in response to external challenges and opportunities.

### **Research method**

This research aims to advance management science by offering an integrated framework that elucidates IWB in the hotel industry, encompassing measurement, characteristics, and its relationship to culture. This study employed a systematic literature review guided by the methodological principles outlined by Tranfield et al. (2003), which follows three stages: planning the review, conducting the review, and reporting and disseminating the review. This method allows a deep analysis of all pertinent articles on the subject and the possible identification of previously unexplored concepts (Bos-Nehles et al., 2017). By adhering to transparent and reproducible procedures, this approach improves the quality of the review process and outcomes while incorporating a comprehensive and unbiased search to identify and evaluate extensive literature (Mulrow, 1994; Tranfield et al., 2003).

### **Search strategy**

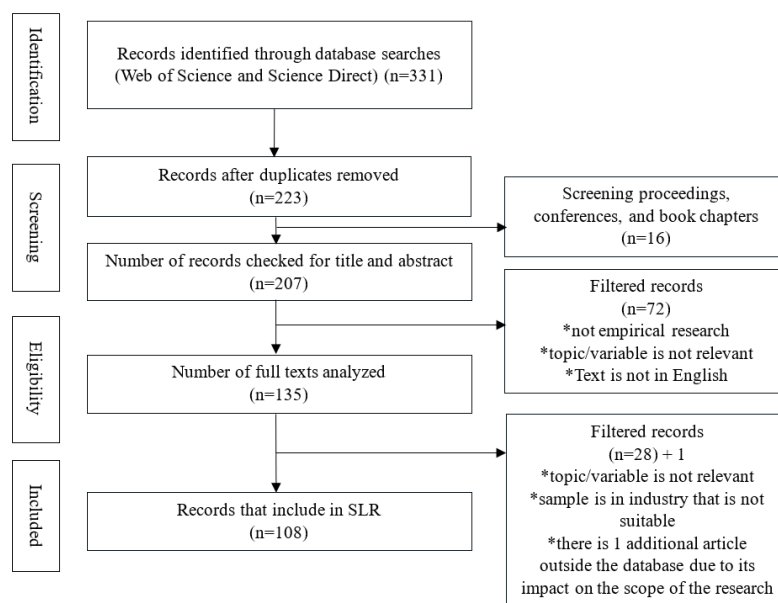
The search was conducted from January 9, 2024, to January 11, 2024. This research used Zhu et al. (2023)'s meta-regression approach. There were several keywords which employed: ("innovative work behaviour" OR "innovative behaviour" OR "service innovative behaviour" OR "creative behaviour") AND ("hospitality" OR "tourism" OR "hotel" OR "restaurant" OR "travel"). The databases utilised for sourcing research publications were Scopus and Web of Science (WoS). These databases were specifically selected for their global reference status in the fields of tourism and innovation, as they provide access to high-quality research across all scientific disciplines (Meho & Rogers, 2008).

### ***Criteria for inclusion and paper selection***

Several criteria were established to guide the selection of papers for this review. First, the research must be empirical work presented as scientific articles; hence, review studies, conference papers, proceedings papers, and book chapters were excluded. Review studies, however, are utilised as background to compare the novelty of this research with prior reviews. Second, the research must be presented in English. Third, the primary focus of the research must involve innovation within the scope of employee work behaviour. Fourth, the research must pertain specifically to the hospitality industry. Lastly, no period restrictions were imposed on the publication dates to gain a comprehensive initial overview of IWB studies in hospitality and tourism through the selected databases.

**Figure 1.**

*Paper selection procedure*



Source: Authors' work (2024)

The paper selection process was conducted according to predetermined criteria and adhered to Moher (2009)'s PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) procedures, as illustrated in Figure 1. During the identification stage, searches using the WoS and ScienceDirect databases found a total of 331 publications (151 from WoS and 180 from ScienceDirect) based on the specified keywords. After removing duplicates, the number of records was reduced to 223. Subsequently, 16 publications outside the form of articles were excluded, leaving 207 publications for further screening of titles and abstracts.

The analysis results in the abstract section found that 72 articles were irrelevant to the criteria for this review, leaving 135 articles. This relates to

several articles that are in the form of reviews, not in English, and variables that are not relevant to the scope of the review. After a thorough analysis of the text, the final filtering process identified 28 studies that did not meet the eligibility requirements during the final filtering process. This process resulted in 107 articles deemed worthy of in-depth review and reporting in the discussion. However, during the analysis process, an additional article by [Hu et al. \(2009\)](#) is included, one of the first studies on IWB in the hospitality sector and frequently referenced by previous research as a basis for IWB measurement. IWB is categorised as a sub-part of process innovation, which is why it was not captured in the early keyword search. Consequently, the final total was 108 articles, which were then disseminated and reported in the discussion.

This research used only Scopus-indexed journals to ensure that all the articles are credible. Scopus is a comprehensive and reliable bibliographic data source ([Pranckut, 2021](#)). Scimago is also used to confirm all journals' h-index and Scopus rank details. After the assessment, all the articles were published in journals indexed by Scopus. Specifically, the lowest journal rank comes from *Academica Turistica* (Q4 & h-index 6), and the highest is *Tourism Management* (Q1 & h-index 255). By frequency, the most published articles are in the *International Journal of Hospitality Management* (13%), the *International Journal of Contemporary Hospitality Management* (12%), and *Tourism Management* (6%).

## Results

### *Research characteristics of IWB in hospitality*

Table 1 provides a summary of research scope on IWB in the hospitality industry. However, Figure 2 shows the characteristics of IWB research in the hospitality industry categorised by year. Specifically, innovative behaviour in hospitality was first mentioned by [Pechlaner et al. \(2006\)](#) in their qualitative research, which explored the roles of leaders and the innovation process. This first research on innovative behaviour in hospitality opened the door for further research on innovative behaviour in the tourism sector, highlighting that the influence of leaders, costs of exchange of knowledge, and costs of exchange of specific experiences significantly impact innovative behaviour. One year later, [Hu et al., \(2009\)](#) conducted the first quantitative study measuring employee work behaviour in the hospitality sector. Then, in 2020-2022, IWB research in the tourism sector was driven by the significant impact of the COVID-19 pandemic on this industry. Those research focused on understanding and enhancing IWB to help tourism sector to navigate and recover from the challenges posed by the COVID-19 pandemic ([Li et al., 2021](#); [C. Zhang & Liu, 2022](#)).

Furthermore, it is essential to categorise the tourism sector, especially hotels, as research has demonstrated that the hotels' resources and employees' IWB are vary depending on the star rating ([Bani-Melhem et al., 2020](#); [Sharif et](#)



al., 2024; Surucu et al., 2021; Tarkang et al., 2022). The mapping result currently finds the most researched hotels are those in the luxury category or 4 and 5 stars. This finding can be used as a call for the need in IWB research on medium to lower-star hotels. However, hotels are still the dominant sector (73%), so other sectors need in-depth attention as well.

Moreover, research on IWB hospitality is currently still dominated by Asia, with China being the country that produces the most research, with 22 articles. Regarding the findings of this characteristic, most of the research is quantitative, with cross-sectional data collection. The result found that no research on IWB in hospitality with a longitudinal approach to quantitative methods.

**Table 1.**

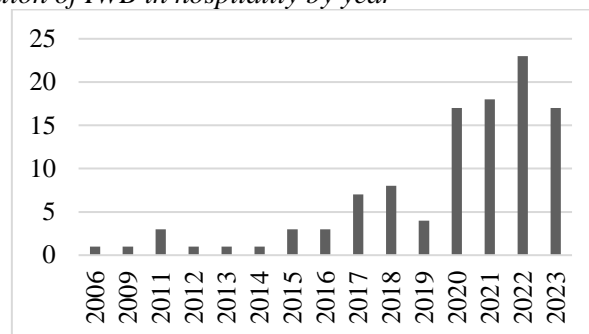
*Study characteristic data*

Aspect	Number	Percentage
<i>Sector</i>		
Hotel by star		
1-5	2	2%
3	5	5%
3 & 5	1	1%
3-4	4	4%
3-5	3	3%
4-5	23	21%
5	19	18%
star is not specified	21	19%
<i>Restaurant</i>	6	6%
Travel agencies	7	6%
SMEs hotel & travel agencies	4	4%
Hotel & restaurant	6	6%
Hotel & travel agencies	2	2%
Other	5	5%
<i>Country</i>		
Asia (China, Pakistan, Turkey, India, United Arab Emirates, South Korea, Taiwan, Vietnam, Jordan, Indonesia, Malaysia, Thailand, and Palestine)	84	78%
Africa (Egypt, Ethiopia, Cameroon, Ghana, Nigeria, and Uganda)	11	10%
Europe (Argentina, Germany, Italy, Malta, Norway, and Republic of Cyprus)	9	8%
South America (Venezuela)	1	1%
Cross country	3	3%
<i>Method and Data Collection</i>		
<i>Quantitative</i>		
Cross-sectional	80	74%
Time-lagged	22	20%
<i>Qualitative</i>		
Semi-structured interview	4	4%
Cross-case analysis	1	1%
Mix Method	1	1%

Source: Authors' work (2024)

**Figure 2.**

*Research publication of IWB in hospitality by year*



Source: Authors' work (2024)

### ***IWB in hospitality measurement***

Table 2 shows the operationalisation to measure IWB in the hospitality sector which is quite diverse. The most widely used measurement is employee service innovative behaviour (ESIB) following [Hu et al. \(2009\)](#) (31%), then IWB by [Janssen \(2000\)](#) (27%), [Scott and Bruce \(1994\)](#) (18%), [De Jong and Den Hartog \(2010\)](#) (7%), also [Kleysen and Street \(2001\)](#) (2%). Interestingly, the use of the dependent variable with the words "innovative behaviour" is more widely used (34%), followed by "innovative work behaviour" (33%), "service innovative behaviour" (13%), "employee innovative behaviour" (12%), "employee service innovative behaviour" (5%), "innovative service behaviour" and "service employee innovative behaviour" respectively (2%), as well as "service innovative work behaviour" (1%).

### ***Factors influencing IWB and the outcome***

#### ***Individual factors***

The result shows a summary of individual factors that influence IWB in hospitality, as shown in Appendix 1. First, individual characteristics are the individual's background, such as education, which directly influences ([Aboramadan et al., 2022](#); [Luu, 2021](#)) or acts as a relationship enhancer, such as age ([Li et al., 2021](#)), tenure ([Gu et al., 2017](#)), and emotional intelligence ([Ratasuk, 2023](#)). Regarding self-competence, creative self-efficacy is a variable often used to explain IWB ([Kumar et al., 2022](#); [Mashi et al., 2022](#); [Teng et al., 2020](#); [Yang et al., 2022b](#)). Furthermore, there is also employee creativity ([Elidemir et al., 2020](#)), career adaptability ([Abukhait et al., 2020](#)), polychronicity ([Daskin, 2019](#)), authenticity ([Afridi et al., 2020](#)), and employability ([Barkat et al., 2023](#)), which influence directly or as mediation on IWB. Furthermore, risk-taking ([Tugay and Pekerşen, 2022](#)), openness ([Senbeto et al., 2022](#)), readiness to change ([Chang et al., 2018](#)), and epistemic curiosity are variables that have a positive direct influence IWB. A creative personality has an indirect influence, and a proactive personality only acts as a moderator in the personality trait category. Interestingly, there is contradictory research where resistance to



change has a negative (Senbeto et al., 2022) and positive (Tugay & Pekerşen, 2022) influence on IWB in hospitality.

**Table 2.**

*Definition and measurements of IWB in hospitality*

Author and year	Definition	Measurement	The number of adopting articles	Percentage
Scott & Bruce (1994)	“Innovation begins with problem recognition and the generation of ideas or solutions, either novel or adopted”	One dimension, six item scale drawing from Kanter (1988)	19	18%
Janssen (2000)	“The intention creation, introduction, and application of new ideas within a work role, group or organization, in order to benefit role performance, the group or the organization”	Three dimensions: idea generation, idea promotion, and idea realization; total 9 item scale with three items for each dimension	29	27%
Kleysen & Street (2001)	“All individual actions directed at the generation, introduction and application of beneficial novelty at any organisational level such as the development of new product ideas or technologies, changes in administrative procedures at work processes intended to significantly enhance their efficiency and effectiveness”	Five dimensions: innovative behaviour, opportunity exploration, generativity, formative investigation, championing, and application; total 14 items	2	2%
Hu et al. (2009)	No specific definition, but this research develop measurement from Scott & Bruce, adapt into hospitality research with modification variable into “employee service innovative behaviour”	One dimension, six-item scale.	34	31%
De Jong & Den Hartog (2010)	“Individuals behaviours directed towards the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products or procedures. IWB encompassing both the initiation and implementation of Ideas”	Four dimensions, ten item scale: idea exploration, idea generation, idea championing, and idea implementation.	8	7%
Other			11	10%

Source: Authors’work (2024)

Furthermore, work attitudes or behaviour are the category with the most influence on IWB. Work engagement is one of the variables that is often used to explain direct and mediating effects on IWB (Al-Azab & Al-Romeedy, 2024; Barkat et al., 2023; Kundi et al., 2023; Nazir & Islam, 2020; Ok & Lim, 2022; Tarkang et al., 2022). However, engagement in creative work (Arasli et al., 2020), work-related curiosity (Bani-Melhem et al., 2020), trust in leaders (Hoang et al., 2023), employee commitment to supervisor (Wang & Hou, 2023), harmonious passion (Jan et al., 2022), proactive behaviour (Rahimizhian & Irani, 2021), employee happiness (Bani-Melhem et al., 2018), and Islamic work ethics (Javed et al., 2017), are variables that can influence IWB directly or indirectly. They also have a mediating and moderating role on IWB. Several variables such as employee voice (Elsetouhi et al., 2023; Lin, 2023), employee volunteerism (Afridi et al., 2020), customer orientation (Li et al., 2021), interpersonal trust (Jain, 2023; Li & Hsu, 2018), organisational identification (Lin, 2023), job involvement (Wang & Hou, 2023), creative role identity (Yang et al., 2022c), and job satisfaction (Ratasuk, 2023) are variables that only play a mediating role. On the other hand, job stress (Teng et al., 2020), job insecurity (Aliane et al., 2023), and obsessive passion (Trong Tuan Luu, 2019), are known to have a negative role on IWB.

Knowledge related behaviour has also been widely accepted in service innovation research because of the idea generation component in innovative behaviour (Fischer, 2011). Knowledge gives more understanding of customer and market issues to help draw meaningful conclusions from observed changes, events, and trends (Grégoire et al., 2010). In-depth interviews found that the pattern of knowledge use in service innovation consists of mandatory and voluntary knowledge acquisition, as well as mandatory and voluntary knowledge integration (Edghiem & Mouzughy, 2018). Then, in quantitative research, the use of knowledge sharing has become a favourite with its role as an antecedent, mediator, and moderator (Afsar et al., 2019; Afsar & Badir, 2015; Lee & Kim, 2017; Sharif et al., 2024). Specifically, two components of knowledge sharing, that is knowledge donating and knowledge collecting, can be used as mediating variables and have a direct positive influence on innovative behaviour (Helmy et al., 2020). In contrast, knowledge hiding has been proven to negatively influences IWB (Aliane et al., 2023).

Even though all individual factors are related to psychology, a separate category is needed because of the unique characteristics of the variables, such as psychological capital (Farrukh et al., 2022; Farrukh & Ansari, 2021; Kumar et al., 2022), intrinsic motivation (Hoang et al., 2023; Xu & Wang, 2020), extrinsic motivation (Xu & Wang, 2020), learning goal orientation and performance goal orientation (Kim & Lee, 2013; Wu et al., 2023), employee resilience (Bani-Melhem et al., 2021), positive affect (Xu & Wang, 2020), and mastery orientation (Kumar et al., 2022), have a direct positive or indirect influence, or

play a mediating role on IWB in hospitality. In contrast, if not addressed, bad influences such as performance-avoidance goal orientation (Wu et al., 2023) and emotional exhaustion (Wang et al., 2021) can negatively impact IWB in hospitality employees.

### ***Organisational factors***

Organisational factors also play a significant role in IWB in the hospitality industry, as shown in Appendix 2. The first category is the employee perception of the organisation. For example, perceived organisational support is a perception that arises from the organisation's actions to respect and care for the welfare of its members; the higher the perception, the greater the desire to support the organisation with IWB (Aboramadan et al., 2022; Afsar & Badir, 2015, 2017; Wang et al., 2021; Zhang et al., 2022). Perceptions of HRM, such as perceived training and development, perceived information sharing (Mashi et al., 2022), and perceived high-investment human resource practices (Chang et al., 2018), also have positive direct and indirect influences on IWB. Moreover, organisational social protection in perceptions of justice (Noerchoidah et al., 2020) and CSR (Park et al., 2018), as well as the belief that the information system provided by the organisation can help performance (Omuudu et al., 2022), are also other factors that influence IWB.

The second aspect relates to organisational culture. It is known that organisational culture (Rashwan & Ghaly, 2022), such as developmental (Yang et al., 2021), innovative and collaborative (Senbeto et al., 2022), adhocracy (Yang et al., 2022a), team (Işık et al., 2021), or knowledge-centred (Alzghoul et al., 2024), all have a direct positive or indirectly to IWB. In contrast to traditional culture, which tends to be rigid towards change, it can negatively influence IWB (Senbeto et al., 2022). There is also workplace spirituality which has a direct and mediating role (Afsar & Badir, 2017), workplace friendship that has a direct and indirect effect (Helmy et al., 2020), as well as workplace civility (C. Zhang & Liu, 2022) and decentralisation, which strengthens IWB relationships (Al-Hawari et al., 2021).

The third category is research that discusses various climates in organisations. The variables included were ethical climate (Ghazi et al., 2023), safety climate (Rahimizhian & Irani, 2021), innovative climate (Lin, 2023), innovation atmosphere (Suwangerd et al., 2021), climate for creativity (Karatepe et al., 2020), diversity climate (Trong Tuan Luu, 2019), cooperative psychological climate (Jan & Zainal, 2020), conflict management climate (Jung & Yoon, 2018), humorous work climate (Slåtten et al., 2011), and a climate for green creativity (Aboramadan et al., 2021) which have a direct positive or indirect influence, and tend to be used as mediators on IWB. This is due to the natural nature of organisational climate, which often occurs in the interaction process itself (Kuenzi & Schminke, 2009), making it suitable for explaining the

influence between relationships. In addition, there is psychological safety (Arasli et al., 2020), institutional pressure, organisational/corporate support (Eid & Agag, 2020; Zhang et al., 2022), coworker support (Bani-Melhem et al., 2018) and organisational embeddedness (Amankwaa et al., 2022), which also influence IWB.

The relationship between leadership and IWB is the most used variable in the organisational factors. This concerns basic principles such as leader-member exchange (LMX) (Sharif et al., 2024; Surucu et al., 2021) and its relationship to local culture, such as supervisor-subordinate (Wang & Hou, 2023). Various types of leadership styles also influence service IWB such as participative leadership (Elsetouhi et al., 2023), ethical leadership (Afsar et al., 2020; Hoang et al., 2023; Javed et al., 2017), entrepreneurial leadership (Hoang et al., 2022, 2023), transformational leadership (Amankwaa et al., 2022), paradoxical leadership (Kundi et al., 2023), knowledge-oriented leadership (Alzghoul et al., 2024), empowering leadership (Jabid et al., 2023), authentic leadership (Rashwan & Ghaly, 2022), constructive leadership (Rahimizhian & Irani, 2021), green inclusive leadership (Aboramadan et al., 2022), health-promoting leadership (Zhang & Liu, 2022), transactional leadership (Rashwan & Ghaly, 2022), environmentally specific servant leadership (Aboramadan et al., 2021), individual-focused transformational leader (Yang et al., 2021), and shared leadership (Vandavasi et al., 2020). Also, exploitative leadership (Wang et al., 2021) and spiritual leadership have negative influences on IWB (Alfarajat & Emeagwali, 2021; Jain, 2023).

Furthermore, this research found various ways of implementing HRM that contribute to IWB. Among them are related to fundamental human resource theories, namely human capital (Noopur & Dhar, 2020) and person-organisational fit (Afsar & Badir, 2015; Al-Azab & Al-Romeedy, 2024), to the application of HRM, such as green human resource management (Kara et al., 2023), high-performance work practices (Farrukh et al., 2022), training (Maqableh et al., 2022), and knowledge-based HRM (Noopur & Dhar, 2020) have a relationship to IWB. Additionally, the influence of evaluation and support on human resource management employees, especially in terms of their satisfaction with performance appraisals, has been emphasised in recent studies (Ghazi et al., 2023). Furthermore, service empowerment (Jan et al., 2021), psychological empowerment (Teng et al., 2020), human resource flexibility (Luu, 2021), and employee participation in decision-making (Jan et al., 2021) have also been found to contribute positively, either directly or indirectly, to innovative work behavior in service contexts.

Knowledge related management also has a crucial role in innovative behaviour. It includes how companies manage, search, and utilise knowledge that can be useful to improve performance in service. External search (Zhang et al., 2022), green information (Tuan, 2021), organisational technological capital

(Rastrollo & Díaz, 2019), and absorptive capacity (Chang et al., 2018) have a direct influence on IWB.

The last categorisation of organisational factors is job characteristics. It consists of a management practice to determine the work carried out by employees. Job autonomy relates to the level of independence, decision-making authority, and control that an employee has over their tasks, schedules, and work processes, which has been widely researched as a moderator to improve the relationship to IWB in the tourism sector (Dhar, 2016; Elsetouhi et al., 2023; Jaiswal & Tyagi, 2020), this is because hospitality industry demands high flexibility. There are also other variables, such as job crafting (Afsar et al., 2019), job roles (Luu, 2021), and job standardisation (Luoh et al., 2014), all of which have their respective roles in IWB, both directly and indirectly positively.

### ***Other factors***

The last two factors that impact service IWB are group/team factors and external influences (see Appendix 3). This category relates to group characteristics such as group diversity, which not only has a direct positive effect but also strengthens the relationship between factors (Yang et al., 2022b). Trust and attitudes towards teams, cooperation, and competitive orientation also positively influence on IWB (Lin et al., 2022), including activities within the team such as task interdependence (Yang et al., 2022a). Meanwhile, behaviour in teams that can hinder effective team performance, such as stealing, sabotage, retaliation or, in general, team anti-citizenship behaviour, can harm service IWB (Aliane et al., 2023).

Equally important, the relationship with external factors makes innovation in the hospitality industry unique compared to other industries. In hospitality, innovation will eventually be assessed by customers (Slåtten & Mehmetoglu, 2011), so the collaboration with consumers can be the primary source of innovative idea concepts that create added value (Chou et al., 2018; Li & Hsu, 2018; Xu & Wang, 2020). This aspect then falls within the scope of customer capital and has been researched to affect IWB positively (Chou et al., 2018). In this customer-employee relationship, customer interactivity, customer emotional participation, customer information exchange, and customer green involvement positively influence IWB. However, interestingly, there is a study that found direct participation behaviour from customers failed to significantly influence IWB (Li & Hsu, 2018). Moreover, the value of relationships with partners, governments and non-governmental organisations in the form of business destination social capital also has a direct effect towards innovative behaviour (Rastrollo & Díaz, 2019).

### ***Outcome of IWB***

The results of fostering IWB for hospitality employees are all very beneficial for the organisation and the individual. IWB has been proven to increase competitive advantage (Elidemir et al., 2020), organisational performance (Liu et al., 2022), innovation management (Karatepe et al., 2020), and customer loyalty to hotels (Al-Hawari et al., 2021). Also, organisations that support IWB will directly increase task performance (Suwangerd et al., 2021), job performance (Kim & Koo, 2017; Kundi et al., 2023), and adaptive performance (Javed et al., 2017), and also reduce employee turnover intention (Bani-Melhem et al., 2021; Maqableh et al., 2022).

While there are studies that explore green IWB in hospitality (Aboramadan et al., 2022; Senbeto, 2023; Tuan, 2021; Wang et al., 2021), there is still a lack of research on the outcomes of IWB in relation to environmental sustainability. Existing studies tend to focus primarily on the benefits for the company rather than the broader implications. Current research by Elidemir et al. (2020) investigated the impact of IWB on achieving a competitive sustainability advantage in hotels. However, this research did not adequately address sustainability as defined by the triple bottom line concept, which encompasses balancing economic, environmental, and social performance. This concern is also highlighted by Alessa & Durugbo (2021) that IWB has the potential for outcomes on environmental sustainability performance that still need special attention and can be carried out in future research.

### ***The role of culture on IWB in hospitality***

This review found two cross-cultural studies explaining the correlation between IWB in the hospitality sector and national culture. First, previous study directly includes national cultural factors in the research model in five countries (the UAE, the UK, Germany, China, and the USA). As a result, hotels in cultures with high intensity of individualism and low of uncertainty avoidance, power distance, and masculinity will exhibit higher degree of innovative behaviour in response to corporate assist programs. Meanwhile, hotels in countries with high degree of power distance, collectivism, uncertainty avoidance, and masculinity will show higher amount of IWB in react to institutional pressures (Eid & Agag, 2020).

Second, a diverse climate positively and significantly correlates with innovative service behaviour. In a cross-cultural study in Brazil and Vietnam, workers in both countries had a level of collectivism that supports shared perceptions regarding managing diversity and a spirit of togetherness to develop service innovation (Luu, 2019). Previous qualitative research shows the role of teamwork and decision-making of tourism SME leaders in Vietnam to create knowledge sharing and good communication can be related to the country's collective culture (Hoang et al., 2021). Similarly, Zhu et al. (2023) show that



employees in collectivistic cultures have an elevated degree of work motivation so they are more likely to form EIB than employees in individualistic cultures.

Moreover, prior research focused on a unique local culture, namely Guanxi or "social relations". This is related to the collectivist side of national culture in China, and it is proven that employees with higher SSG (Supervisor-Subordinate Guanxi) show better IWB at low job involvement compared to employees with low SSG at peak job involvement (Wang & Hou, 2023). In Indonesia, interactional justice influences IWB through knowledge sharing due to its culture (Noerchoidah et al., 2020).

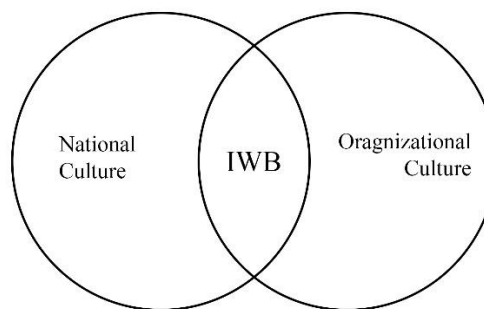
However, culture can also explain the non-positive result influence on IWB in hospitality. For example, in countries with high power distance, employees depend on managers, and managers tend to take over tasks themselves rather than delegating it. It is possible that leaders do not have expectations of the innovative behaviour of hotel employees, and at the same time, employees may see the leader's innovative behaviour as less (Gu et al., 2017). Similarly, Elidemir et al. (2020) show that a very strict high power distance culture can inhibit creativity and IWB. Moreover, high uncertainty avoidance can provide dependence on regulations, so the risk of creating innovation can be considered dangerous (Elidemir et al., 2020; Hoang et al., 2022).

Against this backdrop, organisational culture has an important role for IWB. According to Hofstede (2001), national culture is found more in values and less in practice, and organisational culture variance lies more in practices and less in values. Nevertheless, both cultures can meet and work together. Management can never change national culture, but management can understand and utilise it. This can create and sometimes change organisational culture.

Apart from cross-cultural study by Eid & Agag (2020) and Luu (2019), Yang et al. (2022b) also found that developmental organisational culture strengthened the relationship between group openness diversity and creative self-efficacy, and the relationship between creative self-efficacy and innovative employee service behaviour. Equally important, other study found that when hotel employees have a big level of broad-mindedness, they will return positively to an innovative organisational culture. However, when employees have a much degree of resistance, they react most positively to a traditional organisational culture (Senbeto et al., 2022). In addition, Gu et al. (2017) argue that the function of hotel employees' organisational commitment to IWB is closely related to Chinese cultural content. Based on these findings, this study provides ideas related to organisational culture and national culture regarding IWB in Figure 3.

**Figure 3.**

*Relationship between IWB, national and organisational culture in hospitality*



Source: Authors' work (2024)

### Discussion

This systematic review emphasizes the strategic importance of fostering Innovative Work Behaviour (IWB) within the tourism and hospitality industry. The reviewed literature consistently highlights that encouraging IWB may contribute to several organisational benefits, such as improved performance, strengthened competitive advantage, increased customer loyalty, and decreased turnover intention (Al-Hawari et al., 2021; Bani-Melhem et al., 2021; Karatepe et al., 2020; Liu et al., 2022). These implications suggest that hospitality companies could apply insights from this review as a foundation for designing more innovation-friendly environments, with attention to both enablers and potential barriers to IWB.

In particular, this review illustrates the significance of identifying both direct and indirect factors that influence employees' capacity and willingness to innovate. Psychological empowerment, leadership support, organisational climate, and interpersonal relationships emerge as recurring themes, offering a holistic framework for organisational reflection and strategy. Furthermore, understanding and mitigating inhibiting factors may help companies create conditions that sustain innovative initiatives over time.

The review also addresses cultural considerations that, although less studied, appear to play a meaningful role in shaping IWB. Specifically, national cultural dimensions such as high uncertainty avoidance and power distance may hinder employees' engagement in innovation (Engelen et al., 2018). In response, the review suggests that hospitality organisations should actively cultivate a unifying organisational culture, grounded in shared core values and a clearly articulated mission, that transcends cultural divides. This approach may encourage collaboration across diverse teams and foster a more inclusive climate for innovation. Given the global and multicultural nature of the hospitality industry, such internal cultural integration is particularly relevant and beneficial.

Another critical observation is the narrow organisational scope of existing studies, which are predominantly focused on four- and five-star hotels. The review highlights the need for greater attention to IWB in small or budget accommodations, such as three-star hotels, where resources may be limited but opportunities for grassroots innovation still exist. Literature indicates that social exchanges and knowledge-sharing systems can support innovation even in resource-constrained environments (Sharif et al., 2024). Expanding the research to include other segments such as restaurants, tour and travel businesses, or MICE (Meetings, Incentives, Conferences, and Exhibitions) operations may provide a richer understanding of how IWB manifests across the hospitality sector.

Individual characteristics also remain an underexplored dimension in the IWB literature. For example, although some studies outside the hospitality field report that men are more likely to engage in innovative behaviour (Luksyte et al., 2018), this pattern may not hold in hospitality contexts, where approximately 70% of the workforce is female (Baum & Cheung, 2015). This discrepancy invites future studies to examine how gender and other demographic factors interact with workplace context in influencing IWB outcomes. Additionally, this review identifies an interesting gap in the assumed relationship between customer participation and employee innovation. Although customer interaction is central to the service-oriented nature of hospitality, some findings suggest that customer engagement does not always positively impact IWB (Li & Hsu, 2018). This contradictory evidence invites more nuanced investigations into the mechanisms of customer-employee exchanges and their role in stimulating or inhibiting innovation.

Finally, the growing emphasis on sustainable business practices positions green IWB as a timely and promising research avenue. There is a need to better understand how innovative behaviour aimed at environmental sustainability develops in hospitality settings, and whether such initiatives are more strongly driven by government regulation, customer expectations, or internal organisational values. In parallel, cultural studies related to IWB remain relatively speculative. The influence of national culture on innovation is often assumed rather than empirically tested, and the interaction between national and organisational culture remains unclear. To address this, future research would benefit from incorporating explicit cultural frameworks to examine how these layers interact to shape IWB across different hospitality contexts.

### **Conclusion, limitation, and future research**

This study presents a systematic review of 108 scholarly articles examining IWB within the hospitality industry. The findings demonstrate that IWB is shaped by an interplay of individual factors, organisational practices, and cultural contexts. Leadership style, psychological empowerment, knowledge

sharing, and a supportive work environment are frequently cited as enablers of IWB. Additionally, the interaction between national and organisational culture appears to influence the extent to which employees engage in innovative activities.

Despite offering a broad overview, several limitations are acknowledged. The review is limited to publications indexed in Scopus and Web of Science, which may have excluded relevant contributions from other databases. The analysis did not map the theoretical frameworks applied across the reviewed studies, representing a missed opportunity to trace conceptual development. The classification of variables relied on an interpretation of definitions provided by the original authors, which could introduce bias. Moreover, inconsistencies in terminology surrounding IWB may have restricted the scope of literature captured during the search process.

This review identifies a number of gaps that offer potential for future research. Studies remain heavily concentrated on luxury hotel contexts, with limited attention to small or independent hospitality establishments. The geographical focus also leans toward collectivist cultures in Asia, with minimal representation of individualistic societies. In addition, there is an absence of longitudinal research, despite the evolving nature of innovation in service work. The lack of qualitative and mixed-method approaches limits understanding of the mechanisms and contextual nuances underlying IWB. Furthermore, topics such as green IWB and customer-employee dynamics remain insufficiently explored.

#### **Author contribution**

**Nyoman Gede Tryadhi Putra Setiawan:** Conceptualisation, Investigation, Formal Analysis, Writing -Original Draft. **Hamidah Nayati Utami:** Resources, Investigation, Formal Analysis, Writing-Review and Editing. **Tri Wulida Afrianty:** Writing-Review and Editing.

#### **Declaration of interest**

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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## Appendix 1.

### *The role of individual factors influencing iwv in hospitality*

Individual characteristic	Personal competence	Personality trait	Work attitudes/ behaviour	Psychological
Emotional intelligence (D+) (MD)	Creative self efficacy (D+), (M), (MD+)	Creative personality (ID)	Employee/work engagement (D+), (M)	PsyCap (D+/ID) (M)
Education (D+)		Proactive personality (MD+)	Work-related curiosity (D), (MD+)	Employee resilience (ID)
Age (MD+)	Employability (M)		Proactive behaviour (D+)	Intrinsic motivation (D+) (M)
Tenure (MD+)	Employee creativity (D+), (M), (MD+)	Epistemic curiosity (D+)	Trust (D+), (M), (MD+)	Extrinsic motivation (D+)
	Authenticity (M)	Resistance to change (D-, D+), (M)	Organisational identification (M)	Mastery orientation (M)
	career adaptability (D+), (M)	Readiness for change (D+), (M)	Job involvement (M)	Learning goal orientation (D+)
	Polychronicity (D+), (M)	Openness (D+), (M)	Organisational commitment (D+/ ID), (M)	Performance goal (D+)
		Openness to change (D+)	Employee volunteerism (M)	Performance avoidance
		Risk taking (D+)	Employee happiness (D+)	Goal (D-)
			Harmonious passion (D+), (M)	Emotional exhaustion (D-) (M)
			Obsessive passion (D-), (M)	Positive affect (M)
			Job satisfaction (M)	
			Job insecurity (D-)	
			Job stress (D-)	
			Service orientation (D+)	
			Employee voice behaviour (M)	
			Islam work ethic (ID)	
			Knowledge sharing (D+/ID), (M), (MD+)	
			Knowledge hiding behaviour (D-), (M)	
			Knowledge donating (D+), (M)	
			Knowledge collecting (D+), (M)	

Notes:

(D+/D-) = The variable has direct positive/negative effects towards IWB

(ID) = The variable has indirect effects towards IWB

(M) = The variable is use as a mediator between the other variable and IWB

(MD+) = The variable is use as moderator to enhance the effects towards IWB

## Appendix 2.

### *The role of organisational factors influencing iw b in hospitality*

Perceived organisation	Organisational Culture	Organisational climate	Leadership	Human resource management	Knowledge related management	Job characteristic
Perceived organisational support (D+/ID), (M)	Developmental culture (D+/ID), (MD+)	Ethical (ID)	LMX (D+/ID), (M)	Human capital (D+)	External search	Job autonomy
Perceived information sharing (D+)	Innovative culture (ID)	Safety (D+), (M)	Participative (D+)	(M)	(D+/ID)	(MD+)
Perceived raining and development (D+)	Colaborative culture (ID)	Innovative (D+), (M), (MD+)	Ethical (D+/ID), (MD+)	Green HRM (D+) (M)	Green information (D+), (M)	Job crafting (D+/ID), (M)
Perceived organisational justice (D+/ID)	Traditional culture (D-)	Creativity (D+), (M)	Entrepreneurial (D-/ID)	Performance appraisal satisfaction (D+), (M)	Technological capital (D+)	Job roles (D+)
Perceived usefulness (D+/ID)	Adhocary culture (D+)	Diversity (D+/ID)	Transformational (D+/ID)	High-performance work practices (D+/ID)	Absorptive capacity (D+), (M)	Job Standardization (D-/ID)
Perceived ease of use (D+/ID)	Team culture (D+/ID)	Cooperative psychology (D+)	Servant (D + /ID)	Training (D+/ID)	Knowledge-based HRM (D+/ID)	
Perceived CSR (D+/ID)	Decentralisation (MD+)	Conflict management (ID)	Spiritual (D+, D- / ID)	HR flexibility (D+/ID)		
Perceived high-investment human resource practices (D+/ID)	Knowledge Centered culture (D+), (M)	humorous work (ID)	Paradoxical (D+)	Service empowerment (ID), (MD+)		
	Workplace spirituality (D+/ID), (M)	Psychological safety (M)	Knowledge oriented (ID)	Participation in decision making (ID)		
	Workplace civility (MD+)	Institutional pressure (D+)	Empowering (D+/ID)	Psychological empowerment (ID), (M)		
	Workplace friendship (D+/ID)	Green creativity (D+) (M)	Authentic (D+/ID)	Person-organisational fit (D/ID), (M), (MD+)		
		Sustainability (D+)	Constructive (D+/ID)			
		Organisational support (D+/ID)	Health-promoting (D+/ID)			
		Organisational embeddedness (D+), (M)	Exploitative (D-/ID)			
		Coworker support (D+), (M)	Transactional (ID)			
			Environtmentally servant (D+/ID)			
			Green inclusive (D+)			
			Shared (M)			

Notes:

(D+/D-) = The variable has direct positive/negative effects towards IWB; (ID) = The variable has indirect effects towards IWB;

(M) = The variable is use as a mediator between the other variable and IWB; (MD+) = The variable is use as moderator to enhance the effects towards IWB

### Appendix 3.

#### *The role of other factors influencing iwb and the outcome of IWB in hospitality*

Other factor influence IWB		IWB outcome
<i>Team/Group</i>	<i>External Factors</i>	Organisational performance
Group diversity (D+/ID)	Customer capital (D+)	(+)
(M) (MD+)	Customer green involvement	Competitive advantage (+)
Team cooperative	(D+/ID)	Hotel loyalty (+)
Orientation (D+)	Customer interactivity (D+)	Management innovation (+)
Team competitive	Customer emotional	Adaptive performance (+)
orientation (MD+)	participation (D+)	Task performance (+)
Task interdependence	Customer-employee	Job performance (+)
(MD+)	Information exchange (D+)	Turn over intention (-)
Team anti- citizenship	Customer behavioural	
behaviour (D-) (M)	Participation (D-)	
	Consumer value co-creation	
	(MD+)	
	Business destination social	
	capital (D+)	

Notes:

(D+/D-) = The variable has direct positive/negative effects towards IWB

(ID) = The variable has indirect effects towards IWB

(M) = The variable is use as a mediator between the other variable and IWB

(MD+) = The variable is use as moderator to enhance the effects towards IWB