

Mapping Innovation Paths: A Systematic Analysis Of Innovative Work Behavior In Hospitality Industry

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ABSTRACT

The hospitality industry depends on employees' innovative work behavior (IWB) to remain competitive, yet prior studies offer fragmented insights into its drivers, dimensions, benefits, and challenges. This study conducts a systematic review of 64 articles (2019–2024) from Scopus and Web of Science using the PRISMA approach. Results show that organizational support, creativity, leadership styles, knowledge sharing, and motivation foster IWB in hotels, with dimensions covering idea generation, promotion, development, and implementation. IWB enhances performance, customer satisfaction, and competitiveness but faces challenges such as limited resources, leadership constraints, and high turnover. This study integrates recent evidence to provide a comprehensive understanding of IWB and practical implications for managers, policymakers, and researchers.

Keywords : *Transformational leadership, Knowledge sharing, Organizational citizenship behavior, Organizational commitment, Innovative work behavior, Systematic literature review*

INTRODUCTION

The contribution of the hospitality industry to the global economy is substantial. First, this sector is employment for around 330 million people worldwide, 10% of total global employment. Second, this industry drives local economic growth by stimulating infrastructure development, increasing demand for local products and services, and attracting foreign investment. Third, this sector contributes 10.4% to global GDP, reflecting its broad economic impact. Fourth, this industry plays a key role in generating foreign exchange for many countries, especially developing countries that rely on tourism. Lastly, the hospitality sector is driving innovation and technology in customer service, property management, and digital marketing, which in turn increases overall economic efficiency and competitiveness (World Travel & Tourism Council, 2024).

Understanding innovative work behavior in the hospitality industry involves recognizing the important role of employees as they are actively involved in generating, promoting, and implementing new ideas that contribute to organizational innovation (Abdallah & Ahmed, 2023). Innovative Work Behavior (IWB) refers to employee behavior to generate, promote, and implement new ideas in work, groups, or organizations to improve performance (De Jong & Den Hartog, 2010). Although IWB has great potential to increase the competitiveness and success of hotels, however its implementation is still low due to lack of management support, limited resources, and a non-conducive work environment (Khan et al., 2021). A work environment that supports innovation is a key factor for innovative work behavior in the hotel industry. A conducive working atmosphere, open communication, and harmonious relationships between management and staff make way for an innovative climate (Bos-Nehles & Veenendaal, 2017). Managerial support, especially through transformational

leadership, can inspire employees to be creative, so that they are motivated to contribute new ideas (Afsar & Masood, 2017; Park & Kim, 2022). Previous studies have explored various aspects of IWB in the hotel industry, including the role of transformational leadership (Afsar et al., 2019), human resource flexibility (Luu, 2021), and organizational culture that supports innovation (Kyei-Frimpong et al., 2024). However, although these studies have provided valuable insights, there is still a gap in a comprehensive understanding of the drivers, dimensions, implementation, benefits, and challenges for IWB in the context of the hospitality industry. In addition, there has been no research that has paid more attention to this pathway in the context of hotels in various countries. Therefore, a systematic review that integrates the findings from various studies is necessary in order to provide a more holistic and in-depth picture of this phenomenon. Therefore, in this article, aims to: First, it seeks to address what factors encourage the emergence of innovative work behavior in the hospitality industry. Understanding these driving factors is crucial to uncover the key elements that facilitate and strengthen employees' innovative behavior. Second, the study explores the dimensions, implementation, benefits, and challenges associated with innovative work behavior in the hospitality context. This approach provides a comprehensive understanding, not only of the antecedents but also of how innovative behavior is manifested in practice, the contributions it offers to organizations, and the obstacles encountered in its implementation.

By adopting a systematic and comprehensive approach, this review can provide valuable insights for hotel managers, policymakers, and researchers in understanding the key factors for IWB, the dimensions of IWB, the implementation of the applied innovative behavior, the benefits and challenges in the application of IWB. The results of this review can help the design of

effective strategies and interventions for the implementation of IWB, so that hotels can improve their performance and competitiveness amidst increasingly fierce competition.

This systematic review is also useful in developing further theory and research on IWB in the hospitality industry. Through the identification of research gaps and recommendations for future studies, this review can serve as a basis for further exploration of the factors influencing the innovative behavior of hotel employees and the interaction between IWB and other variables such as leadership, organizational culture, and individual characteristics. Ultimately, a better understanding of IWB in the hospitality industry can help hotel managers optimally exploit innovation potential and improve service quality, operational efficiency and customer satisfaction for a stronger competitive position in an increasingly challenging business landscape. Finally, this research provides a research model related to IWB factors, mediating and moderating variables that can be used.

Implications for academics are, understanding Innovative Work Behavior (IWB) in the hospitality industry, emphasizing the integration of organizational support, transformational leadership, and a conducive organizational culture with IWB dimensions for effective and sustainable innovation. Additionally, it highlights the importance of considering the global context and cultural diversity, noting that cultural factors like uncertainty avoidance and power distance significantly influence how employees adopt innovative behaviors, necessitating tailored innovation strategies for different cultural backgrounds.

This work is organized as follows. The next section presents a complete overview of the study's methodology and findings. The methodology outlines how the literature review was carried out and analysed systematically. The results and findings

section outlines the significant findings of the study. Following that, the discussion, conclusion, practical implications, limitations, and future lines of research are outlined.

RESEARCH METHODS

1. Choosing a review methodology

As shown in recent studies, a systematic literature review (SLR) is to be preferred to other nonstructured review methodologies whenever the researcher aims to provide a critical state-of-the-art understanding of the extant literature on a specific research topic (Mazzocchi & Lucarelli, 2023; Palmatier et al., 2018). A systematic approach overcomes some of the limitations of narrative reviews and minimizes the researcher bias (Pascucci et al., 2018). It provides more reliable and generalizable findings from which comprehensive conclusions can be drawn, giving a high-quality scientific significance (Leonidou et al., 2020).

This research discusses innovative work behavior in the hotel industry in various countries and examines its factors, dimensions, implementation, benefits, and challenges. Here Systematic Literature Review was incorporated using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analysis) to evaluate articles published between 2019 and 2024. The four-phase flow diagram and the four-phase checklist used additional materials and components according to the PRISMA statements (Valverde et al., 2022).

2. Information sources and search strategies

Peer-reviewed journal articles were collected from scientific databases, such as Scopus and Web of Science. The search phrases are combinations of keywords ("hotel" OR "Hospitality") AND ("Innovative" OR "creativity"), used to search for articles or publications related to the hospitality industry or covering topics about innovative work behavior. By using these keywords, the search includes a variety of relevant terms to ensure broader and deeper coverage in identifying literatures related to innovative work

behavior. The investigation are is not limited to expand the research findings.

3. Selection Criteria

Selection criteria were used to determine which studies to include or exclude from the systematic review. These criteria had to be specific, measurable, relevant, and aligned with the research objectives to improve the quality and relevance of findings from the systematic reviews. The study selection process was carried out in several stages.

Table 1. Search process documentation

Data source	Search process documentation
Scopus	Search date: 5 June-10 June
Web of Science	<ul style="list-style-type: none"> - Using the specified keywords in the initial search. - Selecting the most cited, high-ranking literature. - Reviewing the abstracts to ensure they meet the inclusion criteria. - Reviewing the full texts for compliance with the inclusion criteria. - Adding the latest studies based on their content characteristics.

This strategy resulted in 370 articles that met the inclusion and exclusion criteria. This search was conducted to obtain current trends from various research articles on transformational leadership, knowledge sharing, organizational commitment, and innovative work behavior.

a. Feasibility Criteria

The research questions for this review were framed by establishing specific inclusion and exclusion criteria, which were validated by a group of experts in educational technology, statistics, and university professionals. The criteria are detailed below.

This study required that articles meet the following inclusion criteria: (a) published in 2019-2024, (b) written in English, (c) research articles (not essays, book reviews, letters, literature reviews, editorials, opinions, or journalistic articles), and (d) downloadable.

The duplicates of the database were recorded and checked. Duplicate journals and irrelevant studies were removed. Journals would be excluded if they did not meet the four components discussed in the abstract, results, or discussion section.

Scopus accounted for 58.9% of the analyzed data, while Web of Science accounted for 41.1%. This indicates that Scopus has broader coverage in this data set, which may have important implications for future research that relies on bibliometric resources for comprehensive literature analyses.

b. Extraction and data analysis

Basic data was collected, including the name of the main author, year of publication, article title, key findings regarding the relationship between variables, theory used, dimensions of each variable, and the strengths and limitations of the research. The main results were categorized according to the research objectives identified through the analysis of the selected articles. To summarize the findings, specific data were gathered using an extraction sheet.

c. PRISMA Flowchart

Figure 1 below is a PRISMA chart detailing how various research articles were selected. The PRISMA flow diagram illustrates the structured process used to select studies for this systematic review

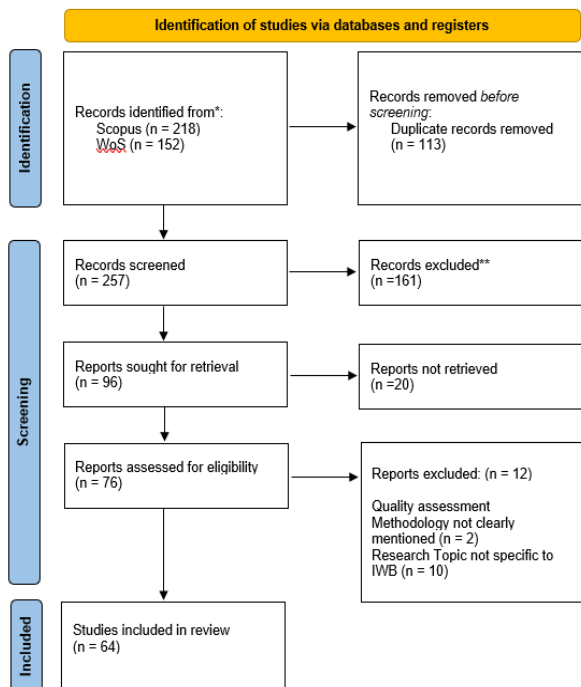


Figure 1. PRISMA Flow Chart

The process began by identifying studies through databases and registers; 218 records were identified from Scopus, and 152 were from Web of Science. Before the filtering, 113 duplicate records were removed. This process resulted in 257 filtered records. Then, 96 reports were sought for retrieval, but 20 of them could not be found. Of the 76 reports evaluated for eligibility, 12 were excluded due to reasons such as inappropriate quality assessment methods and research topics that were not specific to IWB. Ultimately, 64 studies were included in the review. This diagram not only facilitates easier understanding about the selection process but also emphasizes the importance of transparency and consistent methodology in the research.

RESULTS AND DISCUSSION

1. Factors that influence innovative work behavior in the hospitality industry.

Table 2 below shows the factors that influence innovative work behavior in the hotel industry.

Table 2. Factors for Innovative Work Behavior in hospitality industry

No.	Factor	Number	%
1.	Organizational Support and Learning	28	16,18
2.	Service Creation	23	13,29
3.	Knowledge Sharing	16	9,25
4.	Transformational Leadership	7	4,05
5.	Green Leadership	3	1,73
6.	Empowerment Leadership	5	2,89
7.	Servant Leadership	3	1,73
8.	Inclusive Leadership	2	1,16
9.	Leader-Member Exchange	3	1,73
10.	Entrepreneurial Leadership	2	1,16
11.	Spiritual Leadership	1	0,58
12.	Ethical Leadership	2	1,16
13.	Exploitative Leadership	2	1,16
14.	Constructive Leadership	1	0,58
15.	Humorous Leadership	1	0,58
16.	Authentic Leadership	1	0,58
17.	Humble Leadership	1	0,58
18.	Job Autonomy	1	0,58
19.	Leader Attitude	5	2,89
20.	Motivation and Social Support	24	13,87
21.	Performance and Service Quality Development	16	9,25
22.	Self Efficacy	7	4,05
23.	CSR	5	2,89
24.	Work Engagement	6	3,47
25.	Economic and Strategic	4	2,31
26.	Stress and Conflict Management	4	2,31
27.	Organizational Citizenship Behavior	1	1
28.	Organizational commitment	1	1
Total		175	100,00

In the hospitality industry, innovative employee behavior is crucial for enhancing services and creating unique guest experiences. Factors such as supportive leadership, an organizational culture open to new ideas, and intrinsic employee motivation, as mentioned by Styvén et al. (2022) and Ouyang et al. (2021), play a significant role in driving innovation in hotels. Supportive leaders can facilitate a work environment

where employees feel safe to explore and implement new ideas.

Furthermore, the hospitality industry can support innovation by providing adequate resources, relevant training, and effective reward systems, as described by Isac et al. (2024) Isac et al. (2024) and Peng et al. (2023). This creates a conducive environment for innovation, allowing hotels to continuously improve their services and products.

The process of innovative work behavior in the hospitality industry, as outlined by He et al. (2021), Hoang et al. (2022), and Omuudu et al. (2022), often starts with the identification of problems or opportunities, such as responding to changing guest needs or enhancing operational efficiency. This is followed by the development of creative solutions, seeking support from peers and management, and ultimately, implementing these ideas to enhance guest experiences or operational effectiveness. Table II, synthesizing various studies, provides a clearer framework of the dimensions of innovative work behavior that can be adapted to meet the specific needs of the hospitality industry.

2. Dimensions, implementation, benefits, and challenges of innovative work behavior in the hospitality industry.

2.1 Dimensions of innovative work behavior in the hospitality industry.

Table 3 below shows the factors that influence innovative work behavior in the hotel industry.

Tabel 3. Dimensions of Innovative Work Behavior in hospitality industry

No.	Dimension	Number	%
1.	Exploration and Search for New Opportunities	9	8,18
2.	Idea and Creativity Generation	41	37,27
3.	Idea Promotion and Advocation	26	23,64
4.	Idea Development	6	5,45
5.	Idea Implementation and	28	25,45

Application		
Total	110	100

Innovative work behavior among employees of hospitality industry includes several important stages. The first stage is idea generation, where employees generate potential and useful new concepts and solutions (Asghar et al., 2023; Chien et al., 2021). At this stage, employees identify problems or opportunities and generate useful and creative new ideas to overcome challenges (De Jong & Den Hartog, 2010). These ideas can be new concepts, products, services, or processes that are beneficial to the organization. The second stage is idea promotion, which involves support and resource seeking to realize the idea (Jabid et al., 2023; Luu, 2021). At this stage, employees try to introduce and promote their new ideas to colleagues and managers to gain support and recognition (Arain et al., 2020). This involves activities such as convincing others and seeking the resources necessary to implement the innovation.

The final stage is idea implementation or realization, where the new concept is implemented and integrated into the existing system (Kyei-Frimpong, 2024; Sürücü et al., 2021). At this stage employees integrate new ideas into existing systems, develop prototypes, and finally implement these innovations in the organization (Janssen, 2000). According to (Janssen, 2000), this stage includes testing and launching of new products or services or implementation of new processes. Innovation includes various aspects such as developing new products or services, improving work processes, or implementing new management methods (Eid & Agag, 2020; Hassi, 2019). In the context of hotel and tourism industry, service innovation is very important in improving service quality and meeting the ever-changing customer needs (Chen, 2023; Mahmoud et al., 2023).

2.3 Implementation of innovative work behavior in hospitality industry

Tabel 4. Implementation of Innovative Work Behavior in hospitality industry

No.	Implementation	Number	%
1.	Innovation and Creativity	35	38,89
2.	Employee Performance Development and Improvement	16	17,78
3.	Technology and Adaptation	13	14,44
4.	Customer Service and Satisfaction	15	16,67
5.	Leadership and Organizational Development	11	12,22
Total		90	100,00

In the context of the hospitality industry, which is oriented towards service, creativity and innovation, employees are critical to improving service quality and customer satisfaction (Hou et al., 2024). Innovative behavior in the hospitality industry includes the development of booking applications for customer service, the design of eco-friendly tour packages, or the implementation of new technologies such as mobile check-in and keyless room access (Kyei-Frimpong, 2024; Park et al., 2021; Tuan, 2021). To encourage innovation, hotels need to create a supportive work environment. This involves granting employees with greater autonomy and decision-making power, providing necessary skills training, and implementing a suggestion system to identify employees' innovative contributions (Farrukh et al., 2022; González-González & García-Almeida, 2021).

Additionally, effective leadership, such as transformational leadership, can play an important role in promoting innovative behavior by building high-quality Leader-Member Exchange (LMX) relationship with employees (Sürücü et al., 2021). By encouraging and supporting employee innovation, hotels can increase their competitiveness, adapt to the dynamic customer needs, and achieve sustainable competitive advantage in this highly competitive industry.

2.4 Benefits of innovative work behavior in hospitality industry

Tabel 5. Benefits of Innovative Work Behavior in hospitality industry

No.	Manfaat	Number	%
1.	Customer Satisfaction and Loyalty	33	28,45
2.	Enhanced Organizational Performance and Innovation	38	32,76
3.	Organizational Development and Efficiency	14	12,07
4.	Competitive Excellence	22	18,97
5.	Business Growth and Development	9	7,76
Total		116	100,00

Based on the examined sources, employee innovative behavior has an important role in hospitality and tourism industry as it increases customer satisfaction and loyalty and provides competitive advantages (Karatepe, 2020; Yang et al., 2022). Innovative employees are able to generate creative ideas to improve service quality, solve operational problems, and meet the evolving customer needs (Lee et al., 2019; Park et al., 2021).

Innovative behavior contributes to improved hotel performance and long-term business growth (Hoang et al., 2022; Wu et al., 2023). Employees with innovative behavior can help hotels adapt to a dynamic business environment, improve operational efficiency, and create unique experiences for guests (Jan et al., 2021; Pelit & Katircioglu, 2023). Their innovations are also difficult for competitors to imitate, so they become a source of company's sustainable competitive advantage (Guo et al., 2021; Shao et al., 2022). Therefore, encouraging and facilitating innovative behavior among employees are an important aspect of human resource

management in the hospitality industry (Sürücü et al., 2021; Wang, 2022).

2.5 Challenges for innovative work behavior in hospitality industry

Tabel 6. Challenges for Innovative Work Behavior

No.	Challenges	Number	%
1.	Financial and Resource Problems	19	17,43
2.	Changes and Adaptations	13	11,93
3.	Stress and Its Negative Impacts	6	5,50
4.	Organizational Support and Leadership	21	19,27
5.	Employee Shortage and Limitations	18	16,51
6.	Conflicts and Issues within Organization	14	12,84
7.	Cultural Diversity and Its Effects	6	5,50
8.	Resistance to Changes	4	3,67
9.	Challenges in Innovation and Workplace Environment	3	2,75
10.	Managerial Difficulties and Diversity within the Team	3	2,75
11.	Social Issues and Macroeconomic Environments	2	1,83
	Total	109	100,00

The hotel industry must face several challenges in encouraging innovative behavior among employees. One of the main challenges is the characteristics of work in this industry, such as long working hours, unpredictable schedules, heavy physical demands, and high expectations from customers (X. Wang et al., 2021). These stressful working conditions can drain employees' energy and reduce their motivation to be creative (Bani-Melhem et al., 2020).

In addition, the seasonal nature of the hospitality industry also creates its own challenges. Investments in recruiting and retaining knowledgeable workers become less

profitable because they may move to other industries or hotels in the next season (Enad Al-Qaralleh & Atan, 2022). High employee turnover rates increases financial and administrative burden in terms of recruitment and retraining costs (Maqableh et al., 2022). Another challenge arises from the characteristics of innovation itself. Innovation is often expensive because it requires a lot of development activities, which is cost intensive (Patwary et al., 2024). Furthermore, innovation is also risky and unpredictable (Rahimizhian & Irani, 2021). Many new ideas fail due to lack of support from leaders and inadequate resources (Sürücü et al., 2021). This can make employees reluctant to take risks and prefer to maintain the status quo. Cultural factors also create their own challenges. In countries with high levels of uncertainty avoidance, employees tend to be afraid of undertaking uncontrollable and uncertain tasks such as creative projects (Ouyang et al., 2021b). This cultural influence needs to be considered especially by globally-operating organizations.

To overcome these challenges, organizations need to build a climate that supports innovation. This can be done by providing substantial resources such as time, professional skills, and financial resources to fund employee initiatives (Ouyang et al., 2021b). Then, the organizations also need to consider leadership style in their recruitment policies, say only recruiting leaders who believe in humility (Tariq et al., 2023). By implementing the steps above, this industry can be more effective in encouraging innovative behavior to its employees.

CONCLUSION

This systematic review discovers factors that encourage the emergence of innovative work behavior in the hotel industry; they are organizational support and learning, creativity and innovation, knowledge sharing, leadership styles (transformational, green, empowering, servant, inclusive, LMX, entrepreneurial, spiritual, ethical, exploitative,

constructive, humorous, authentic, and humble), job autonomy, leader attitude, motivation and social support, service-quality performance development, self-efficacy, CSR, work involvement, economics and strategy, and stress and conflict management. These factors play an important role in creating an environment conducive to innovative behavior among hotel employees. The implementation of innovative work behavior includes innovation and creativity, employee performance development and improvement, customer service and satisfaction, technology and adaptation, as well as leadership and organizational development; all of which underscore the importance of building a culture of innovation.

This research also highlights the dimensions of innovative work behavior, such as idea and creativity generation, idea implementation and application, idea promotion and advocacy, exploration and search for new opportunities, and idea development. The benefits of implementing this behavior in the hotel industry include performance improvement and organizational innovation, customer satisfaction and loyalty, competitive advantage, organizational development and efficiency, as well as business growth and development. However, challenges such as organizational support and leadership, financial and resource problems, as well as changes and adaptations need to be overcome with a comprehensive approach and adequate support to create an environment that supports innovative behavior. The research results show that the application of innovative work behavior is very important for the hotel industry to improve performance, customer satisfaction and competitiveness.

The new findings from this research that distinguish the hotel industry from others are the importance of a conducive work environment and transformational leadership support in driving Innovative Work Behavior (IWB). The hotel industry heavily relies on direct interactions between employees and

customers, making service innovation a crucial aspect. In the context of hospitality, innovation is not only limited to the development of new products or technologies but also includes improving service quality, which involves employee creativity in responding to ever-changing customer demands. Unlike other industries, this research found that inclusive leadership and strong organizational support play a more significant role in fostering a culture of innovation in hospitality due to the labor-intensive and service-oriented nature of the industry. Challenges such as limited resources, high stress levels, and high employee turnover are also unique characteristics of this industry, which can hinder innovation if not properly managed. Therefore, the findings of this study emphasize that to achieve sustainable competitive advantage, hotels need to develop an environment that encourages service-level innovation and create a more flexible organizational structure, which may not be as crucial in other industries that are more product or technology-oriented.

A more comprehensive framework that integrates various dimensions of innovative work behavior, including emotional, cognitive and social aspects of employees, needs to be developed. Future research could also focus on the factors that influence employees' innovative behavior and the interaction between IWB and these factors. Apart from that, future studies can also expand the scope of research objects to various industries so that they are able to provide broader and deeper insights and strengthen the theoretical basis and practice of innovative work behavior.

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