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The Effect of Epistemic Curiosity and Organizational Agility on Employee Innovative Behavior: Mediating Role of Creative Self Efficacy

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Abstract: Employee innovative behavior plays the pivotal role in gaining competitive advantages. The study examines the effect of epistemic curiosity and organizational agility on employee innovative behavior; mediating role of creative self efficacy. The research methodology was analyzing the previous literature of these concepts. The proposed findings of the study show the positive and significant effect of creative self efficacy between epistemic curiosity, organizational agility and employee innovative behavior.

Keywords: creative self efficacy, organizational agility, epistemic curiosity,

Introduction

The Employee Innovative Behavior (EIB) is important to those organizations that have a desire to perform better within the existing vibrant and competitive environment. This involves creation of something novel, improvement of the existing idea, methods or ways of approaching problems or issues within the stable environment (Amoroso et al., 2021). Since, the employees engage themselves in innovation processes they can equip themselves as well as the various companies they work for to meet the market change which in turn makes it possible to fulfill the various requirements of the customers in retaining the favorable competitive advantage. Research conducted by Dai et al. (2022) has emphasized the importance of cultivating a culture that promotes and recognizes innovation among staff, resulting in improved creativity, problem-solving skills, and flexibility within the labor force. When employees are empowered to produce unique concepts and execute inventive resolutions, companies can remain at the forefront, foresee shifts in the market, and sustain a competitive advantage (Mubarak et al., 2021). Research by Caputo (2021) reveals that organizations with a culture of innovation see improved efficiency, financial value, and overall business success. Such firms can drive continuous development, create innovative products or services, and secure their market position by leveraging the diverse viewpoints and talents of their employees. Employee innovative behavior is essential for organizational learning and knowledge creation. As Aristana et al. (2023) suggest, companies that fail to promote the creativity and innovative thinking among employees might be less competitive against those organizations which provide ideas for new products and services promptly. These issues mean that the products lack a certain element of differentiation that can be a drawback in terms of market share, profitability and, in general, business expansion. So, the main objective of the study is to examine the effect of epistemic curiosity and organizational agility on employee innovative behavior; mediating role of creative self efficacy.

Theoretical Framework

According to the Theory of Planned Behavior (TPB) is determined by three distinct factors: attitudes that lead to show behavior and perceived behavior. These three determinants influence an individual's behavioral intentions, which are immediate antecedents of behavior. Moreover, attitudes are the positive and negative assessment of the behavior (Icek, 1985). According to the TPB, an individual is

more inclined to develop a robust intent to involve in a behavior if they exhibit a favorable attitude towards it, perceive that significant others endorse the behavior, and feel capable of controlling the behavior. Intention is the most important mediator since it is the strongest predictor of any measure of behavioral enactment (Ajzen, 2002). The theory of planned behavior has received extensive application in health psychology, environmental psychology, and organizational behavior and human decision processes, leading to improved understanding and prediction of innovative behavior such as the adoption of new practices (Armitage & Conner, 2010). Epistemic curiosity as the desire for knowledge can be understood by using the TPB as an antecedent to attitudes towards innovative behavior. Stein & Levine (2021) suggest that Individuals high in epistemic curiosity are more probable to develop a positive attitude for innovative behavior. Additionally, curious individuals tend to seek out unique experiences and information congruent with innovative behavior. Organizational agility can be related to control of perceived behavior that considers in the TPB model. This behavioral control is the ease or difficulty of showing a behavior and it is influenced by previous experiences and the anticipated impediments. In agile organizations structures are flexible, decision-making is fast and the context is facilitating which increases the employees' perceived behavioral control regarding their capacity to innovate. Brand et al. (2021) found that agile organizations are more likely to facilitate the employees' ability to reconfigure their flexible behavior in response to dynamic environments. The theory of planned behavior has accumulated considerable empirical support in many different fields of study and can be considered as a useful conceptual tool for this study of employee innovative behavior.

Epistemic Curiosity, Creative Self Efficacy and Employee Innovative Behavior:

Employees play a crucial role in the creative process, participating in tasks like problem findings, information searching, and idea generation or creation (Zhang & Bartol, 2010). Research conducted previously has highlighted that Epistemic Curiosity is associated with employees' information-seeking behavior during the creativity generation stage (Hardy et al., 2017). Curiosity stimulates a desire to engage in exploration and problem-solving, leading to increased involvement in the creative process among curious employees (Chang & Shih, 2019). Pusca and Northwood (2018) have argued that curiosity can be seen as a fundamental requirement for creativity. The study by Muceldili (2020) showed that the results of the job-related curiosity test were positive in terms of expectations of creativity on the performance. Epistemic Curiosity can drive employees to participate in creative endeavors, the curiosity of employees promotes business innovation (Gino, 2018). Another study demonstrated a significant positive relationship between work-related curiosity and employee innovation (Celik et al., 2016). Curious employees are more inclined to enhance their competencies and expertise, as their focus on learning can enhance their creativity. Consequently, in line with the earlier studies, it is posited that epistemic curiosity can stimulate innovative behavior in employees, motivating them to enhance their performance (Guan et al., 2016). If employees have been inquisitive, try to learn more, seek knowledge, then they indulge in moving towards creative self-efficacy that leads to amplified innovative behavior (Khan, 2022).

H1: Epistemic Curiosity has positive and significant effect on Employee Innovative Behavior.

H2: Creative Self-Efficacy has a mediating role in the relationship between Epistemic Curiosity and Employee Innovative Behavior.

Organizational Agility, Creative Self Efficacy and Employee Innovative Behavior:

Organizational agility (OA) is defined as the capacity of an organization to identify diverse opportunities within an imperfect market, implement necessary protective measures to address the situation, and leverage such opportunities (Mrugalska & Ahmed, 2021). Agile organizations possess the ability to detect business prospects, exhibit flexibility to accommodate changes, and promptly react to shifts in both internal and external environments (Ciampi et al., 2022). Without agility, organizations may struggle to navigate the rapid and unpredictable market conditions, leading to subpar performance and a lack of sustainable competitiveness. The significance of organizational agility for business entities stems partly from its role as a critical organizational asset, particularly in highly competitive settings (Wamba et al., 2017). It is therefore argued that previous studies on organizational agility emphasized concepts like industry 4.0 and digital transformation. The present study aims to explore organizational agility alongside digital leadership and innovative behavior, while also examining how human attitudes and business practices within an organization impact organizational agility. Consequently, this study contributes to existing literature by addressing gaps and enhancing the understanding of organizational agility. Therefore, we proposed following hypotheses:

H3: Organizational agility has positive and significant effect on innovative behavior.

H4: Creative self-efficacy has a mediating effect on the connection between organizational agility and innovative behavior.

Prospective Conclusion

The purpose of the study is to analyze previous literature to classify self-motivated research on employee innovative behavior. So, this review focused mostly on the antecedents of employee innovative behavior. Epistemic curiosity is an antecedent to foster creative self-efficacy that vitalities employee's innovative behavior. Further, organizational agility should strengthen the and mount creative self-efficacy that leads toward innovative behavior in creating a favorable atmosphere for innovation. Similarly, Creative self-efficacy will play the essential part that attaches epistemic curiosity with organizational agility to enhance innovative behavior.

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