

The Mediating Role of Employee Energy in the Impact of Perceived Organizational Support on Creative Behaviors: An Application in Hotel Businesses

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ABSTRACT

Purpose- The aim of this research is to determine the impact of perceived organizational support on creative behaviors and the mediating role of employee energy in this relationship in hospitality businesses. In addition, determining the impact of organizational support on creative behaviors and employee energy and the impact of employee energy on creative behaviors constitute the sub-objectives of the study.

Design/methodology/approach- In the research where quantitative research methods were adopted, field research was conducted with employees of five-star hotels operating in Mersin. In the study, a total of 362 questionnaires were collected using the questionnaire technique and the convenience sampling method. Collected data were analyzed by structural equation modeling using appropriate analysis programs.

Findings- Analysis revealed a strong positive relationship among perceived organizational support, creative behavior, and employee energy. Research has shown that perceived organizational support has a positive impact on employees' creative behaviour and energy. In addition, it was concluded that employee energy positively affects creative behaviors. Finally, employee energy was found to be a key mediating variable that determined the impact of perceptions of organizational support on creative behaviors.

Discussion- The research is among limited studies that examine the mediating role of employee energy in the relationship between perceived organizational support and creative behaviors in the context of hospitality businesses. Handled within the framework of the social change theory, this study discusses similar and different aspects in terms of theoretical and practical contributions and makes some suggestions for researchers and industry.

1. INTRODUCTION

The inter-organizational competition in today's business world challenges businesses in terms of organizational outputs such as work tempo, productivity, quality, and creative behavior (CB). In such an environment, it is not possible for organizations to achieve success only with the individual efforts of the workforce. Personnel who try to contribute to the organization by striving alone become tired and exhausted and cannot overcome the difficult obstacles of the business world, thus organizational success cannot be achieved. Organizational success can only be achieved through the cooperation of the triad of organization, manager, and employee. At this point, it is of great importance that the organization and its managers support their employees. Employees who receive all kinds of support from their organization will be able to exhibit more CB by having a high level of energy with the power and motivation they get.

Management science requires an interest in increasing the productivity of employees as well as their energy and creativity toward work. The pace of technological change in the current era puts pressure on businesses to be first to market, to solve problems, and develop new products and processes. Therefore, supporting and directing the energy of employees to increase creativity, innovation, productivity, and long-term performance becomes an important issue (İnce, 2018). The dynamic and labor-intensive nature of the tourism sector requires a distinct energy. It is an undeniable fact that especially hospitality employees need support to renew their energy in their daily rush.

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Based on this information, in the literature, perceived organizational support (POS) and CB (Akgündüz et al., 2018; Aldabbas et al., 2021; Duan et al., 2020; Jin and Zhong, 2014), POS and employee energy (EE) (Aknar, 2021; Alparslan and Kılıç, 2015; Atwater and Carmeli, 2009), EE and CB (Aknar, 2021; Cross et al., 2003; İnce, 2018; Schippers and Hogenes, 2011) were investigated. Although there are studies on POS and CB in the literature, it has been observed that studies dealing with POS and EE are quite limited. Similarly, studies on EE and CB are very limited. Current research on POS has shown that managerial support for competence growth can significantly affect employee creativity (Langley and Jones, 1988; Ramus, 2001). Research on creativity and innovation once more demonstrates that employees must have POS in order to try new things (Amabile et al., 1996).

Although it is covered by a number of theories, the social exchange theory is used to examine the role of EE, which is seen as a mediating variable in the relationship between POS and CB in this study. According to the social exchange theory, individuals are more likely to act in their own best interests. In addition, the theory states that an individual who wants to contribute to the solution of organizational problems will do so if there is an environment where he/she can make more effort. Similarly, it is stated that socio-psychological experiences resulting from relational experiences can positively affect employees and contribute to the emergence of positive organizational behaviors (Bateman and Organ, 1983). As a matter of fact, in line with the purpose of the research, POS is accepted as a benefit in employees' minds and it is assumed that the employees will respond to this situation by revealing their creative potential in favor of the organization. In addition, while doing so, it is thought that they can increase the benefit by revealing their individual energy together with the positive situation and intrinsic motivation.

Due to the difficulties encountered in working conditions and its important role in the tourism sector, it is thought that employees' energy levels play a crucial role in the quality and sustainability of business activities and tourist satisfaction. The studies and the information obtained show that POS, CB, and EE are in direct or indirect relationship and interaction with each other and that they are important for employees (Aknar, 2021; Aldabbas et al., 2021; Alparslan and Kılıç, 2015; Cross et al., 2003; Duan et al., 2020). The inquiry "Is there a mediating role of EE in the impact of POS on CB?" serves as the focus of the study in this situation. The major goal of this study is to ascertain how EE influences the impact of POS on CB. One of the sub-objectives of this study is to identify the impacts of POS on CB and EE, as well as the impacts of EE on CB. A model based on the contemporary approach was proposed and tested in line with the objectives identified. The lack of sufficient studies dealing with the relevant variables in hospitality businesses and the testing of structural equation modeling (SEM) related to variables mostly with the classical approach necessitated this research, which is handled with a contemporary approach. It is therefore anticipated that this research on hospitality business employees will make a significant contribution to the tourism and business literature, both in terms of theoretical and methodological advancement. Furthermore, it is expected that the findings will prove beneficial to hospitality business managers and employees in practice.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1. Perceived Organizational Support and Creative Behaviors

POS is defined as "employee beliefs about the degree to which the institution attaches importance to the employee's well-being and contribution, which develops depending on employees' tendency to attribute human characteristics to the business" (Eisenberger et al., 1986: 501). POS, which meets the demand for approval, trust, and social status; creates the expectancies of extra-role behavior that will be remembered and rewarded later in the work carried out by managers on behalf of the business (Eisenberger et al., 1997: 812). The connections between employees and the organization, which are founded on the social exchange theory, are explained by POS, which invokes mutual exchange in this regard (Garg and Dhar, 2014: 66). Receiving constantly messages, praise, and approval through various channels from the top management that employees are valuable leads to strong levels of support perception from the organization. In addition, positive working conditions such as managerial support, fairness, organizational rewards, promotion, pay, job security, and autonomy are other important elements of POS (Ramus, 2001: 86-87). When the outputs of POS are examined, various behavioral results such as job performance, job satisfaction, psychological empowerment, person-organization fit, innovation, and creativity are encountered (Eisenberger and Stinglhamber, 2011; Nazir et al., 2019; Rhoades and Eisenberger, 2002; Yıldız et al., 2017).

Creativity is a dynamic process that exists in every field such as science, philosophy, management, and means to give birth, to bring into being, to keep alive (Turgut, 1990). Creative business behaviors, on the other hand, emphasize the development of worthwhile and practical new goods, services, ideas, and procedures; in other words, an orientation based on innovative action (Amabile and Khaire, 2008). Contextual theories developed in the literature of organizational creativity (Amabile et al., 1996; Woodman et al., 1993), states that giving importance and support to the perceptions of business members about environmental events and the working environment largely supports CB. The creative individual theory argues that all individuals have ordinary capacities and emphasizes that the most important factor affecting creativity is the social environment (Amabile, 1997). In other words, it accepts that everyone has the ability to be creative in essence, but they can produce creative outputs depending on certain elements. Accordingly, individual creativity is influenced not only by the individual's expertise in a field, creative thinking skills, and intrinsic motivation, but also by the social environment such as organizational motivation, management practices, and resource provision (Amabile, 1997: 23).

Direct and indirect studies on POS and CB reveal the relationship between the variables (Akgündüz et al., 2018; Aldabbas et al., 2021; Jin and Zhong, 2014; Ramus, 2001; Tang et al., 2017). Studies show that POS has positive impacts on employee creativity. In other words, empirical evidence suggests that individuals who perceive higher levels of support from their organizations tend to engage in more innovative and creative work compared to their counterparts who do not experience such support (Akgündüz et al., 2018; Aldabbas et al., 2021; Duan et al., 2020; Tang et al., 2017; Zhang et al., 2016). Creativity and innovation are concepts that cannot be considered separately and complement each other. Innovation is a process, while creativity is a set of skills or natural predispositions that make this process possible (Barker, 2002: 23). Therefore, similar results have been observed in innovative behaviors. POS has been shown to have a considerable, powerful, and advantageous effect on innovative behaviors in manufacturing, informatics, and white goods industry employees (Nazir et al., 2019; Yıldız et al., 2017). In light of this information obtained from theory and literature, hypothesis H1 was developed.

H₁: POS has a positive impact on CB.

2.2. Perceived Organizational Support and Employee Energy

EE is expressed as the nature of highly stimulated beneficial impact which reflects how lively, psychologically strong, and energetic the employee feels. Energy is not only about being active and stimulated but also about vitality, a concept related to healthy living. Vitality, on the other hand, partly represents a vital force that is the source of life, creativity, correct action, and harmony (Ryan and Frederick, 1997: 530-531). EE is a highly stimulated positive impact form that reflects how alive, resilient, and energized the employee feels (Bayram, 2017: 1023). In these aspects, energy is an emotion that triggers the ability of a person to carry out a task or exhibit a behavior. Therefore, working individuals are able to perform their work properly thanks to the energy they have (Atwater and Carmeli, 2009: 265). The concept of energy is based on various theories, but EE is most prone to Collins' (2004) "Theory of Interaction Ritual Chains of Social Energy." According to Collins, the emotional energy of individuals consists of social networks, their loyalty to a group, their sense of belonging, the chains of other structures, and the support they receive from them. Depending on the theory, the concept of energy, which is relevant to corporate life, has started to show an increase in the form of positive incentive prominence (Pugh, 2001). This explains the importance of the manager's and leader's role in motivating staff. In an organization, a manager with supportive leadership qualities can inspire positive and creative energy in individuals even in difficult circumstances (Atwater and Carmeli, 2009: 266).

When a limited number of studies on POS and EE are examined, it is found that the POS increases EE (Aknar, 2021; Alparslan and Kılıç, 2015; Atwater and Carmeli, 2009). It is seen that most of the research on EE consists of theoretical studies (Bayram, 2017). When experimental studies on POS are examined, it is seen that research tends to focus more on factors that demand human energy, like psychological well-being (Aggarwal-Gupta et al., 2010; Pahlevan Sharif et al., 2018), employee performance (Alagöz, 2023), and intrinsic motivation (Hong et al., 2019) rather than physical EE. Based on this, it is aimed in the present research to assess the impacts of energy generated within the scope of POS, which is an external source of motivation for employees. For this purpose, the H2 hypothesis has been developed.

H₂: POS has a positive impact on EE.

2.3. Employee Energy and Creative Behaviors

Creativity is a mental act that requires extra resources outside of routine work for the employee. Therefore, using the necessary resources and time for creative work requires a high degree of cognitive energy (İnce, 2018: 39). Thanks to their energy, employees can do their jobs properly, and even increases in energy can enhance organizational outputs such as high motivation, increased performance, productivity, and creativity. Due to these benefits to the organization, having energetic personnel is essential for firms to succeed. Because only highly energetic employees can be productive as well as creative and positively affect other employees (Aknar, 2021; Cross et al., 2003; Schippers and Hogenes, 2011). According to the component theory of creativity, managerial support is very impactful in generating the desired energy. Managerial support practices such as role modeling, being open to new ideas, planning, setting appropriate goals, supporting teamwork, shaping the quality of communication, interacting with members, valuing individual contribution, and encouragement reveal the required energy for creativity (İnce, 2018: 25).

The resource conservation theory assumes that resource-consuming working conditions lower workers' energy levels, consequently, they are distracted from doing their best work (Hobfoll and Shirom, 2000). The literature on EE and CB supports the theory. Research has shown that employees lose energy when they feel that they do not get enough guidance and assistance regarding their responsibilities at work (Eatough et al., 2011; Ryan and Deci, 2000), and that POS is positively correlated with their energy feelings, which in turn is highly correlated with creative work (Atwater and Carmeli, 2009). Based on the theory and literature, the H3 hypothesis was created.

H₃: EE has a positive impact on CB.

2.4. Mediator Role of Employee Energy

Dutton (2003) considered the concept of energy as the fuel that manages organizations and referred it to human energy. Similarly, Katz and Kahn (1966) defined the concept of energy as the human input necessary for an organization to sustain its activities. Therefore, it would not be incorrect to state that human energy is among the most essential inputs of an organization, just like raw materials and capital. Human energy is not only a cognitive and emotional phenomenon, but also an individual/social phenomenon that emerges in social interactions and has developed social aspects. The individual energies of the employees working as a team in the organization combine and transform into collective energies such as team energy and organizational energy, establishing a very energetic and uplifting energy condition. This situation, which is also expressed as productive energy, is the ideal condition of organizational energy (Cole et al., 2012; Cullen-Lester et al., 2016).

Although organizations are trying to better manage and develop their employees' energy, they have little knowledge about how to provide it as an internal resource (Dutton, 2003). Therefore, based on the explanations made about the subject, and the models and hypotheses constructed (Figure 1), the relationship among POS, EE, and creativity can be based on the social change theory (SCT). The SCT argues that people tend to respond to situations that benefit them. In addition, the theory states that if there is an environment in which an individual who wants to contribute to the solution of organizational problems can make more effort, he will realize this. In fact, it is stated that employees who cannot reflect this effort within the scope of the task exhibit extra-role behavior in the context of contribution to the organization. Similarly, it is seen that socio-psychological experiences arising as a result of relational experiences can positively affect employees and lead to prosocial behavior (Bateman and Organ, 1983). As a matter of fact, with the hypotheses established in the model, POS is accepted as a benefit in employees' minds, and it is thought that the employees will respond to this situation by revealing their creative potential in favor of the organization, and in doing so, they can increase the benefit by revealing their individual energy with the positive situation and intrinsic motivation. It is estimated that there is a mediating role of EE, which may occur especially in employees due to the supports provided by their organizations and which may be a driving force within the scope of CB. In this context, the H4 hypothesis was developed.

H₄: EE has a mediating role in the impact of POS on CB.

3. METHODOLOGY

3.1. Model of the Research

In researching POS, CB, and EE in the hospitality industry, the research model shown in Figure 1 was created based on the literature to test the mediating role of EE in the impact of POS on CB. The four research hypotheses developed to test the suggested research model are shown on the model (Figure 1).

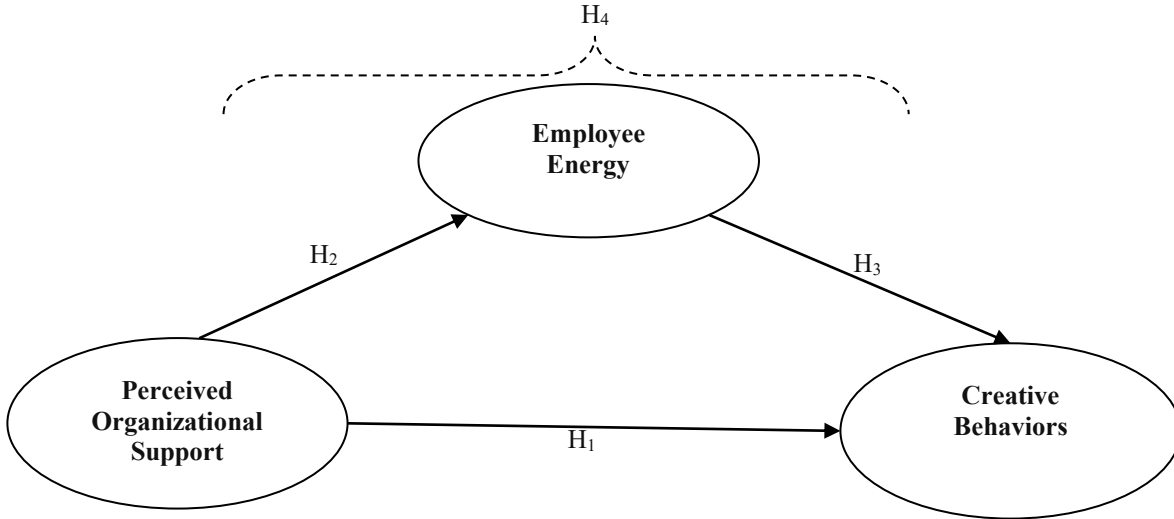


Figure 1: Research Model

3.2. Measures

In the research, in which the quantitative research method was adopted, the survey technique was used and field research was conducted. To measure hotel employees' POS, the POS scale developed by Eisenberger et al. (1986) and shortened by Eisenberger et al. (2001) was used. The scale is made up of 6 statements and one dimension. To measure the CB of hotel employees, the CB scale developed by Zhou and George (2001) consisting of 13 statements and one dimension was used. In addition, the felt energy scale developed by Atwater and Carmeli (2009), which consists of 8 statements and one dimension, was used to measure EE. All scales are in the form of 5-point Likert type and are rated from "strongly disagree" to "strongly agree".

3.3. Sample and Procedure

The research questionnaires were applied to the population of the employees of five-star hotel businesses operating in Mersin. According to the information obtained from "the Mersin Provincial Directorate of Culture and Tourism" (2023a; 2023b), there are a total of 16 five-star hotels in Mersin. These hotels have a total capacity of 7849 beds. In order to calculate the number of employees based on bed capacity, the formula proposed by Ağaoğlu (1992) (Number of employees= Bed capacity x Ratio of employees per bed according to the number of stars) was used. Accordingly, it is stated that there are 0.59 employees per bed for five-star hotel businesses in Türkiye. As a consequence of the calculations, it was determined that there are 4631 employees in five-star hotel businesses in Mersin. According to the calculations made for sample adequacy, a sample of 355 people is sufficient within the population of 4631 people (The Survey System, 2023). For the implementation of the research data, ethics committee permission was obtained from "Karamanoğlu Mehmetbey University Scientific Research Publication Ethics Committee". Through the convenience sampling method, a total of 362 questionnaires suitable for analysis were collected between 01.03.2023-10.04.2023 using face-to-face and online survey techniques. When the hotel business employees participating in the research were analyzed in terms of demographic characteristics; it was determined that 47.8% of them were female, 52.2% were male, 46.7% were single, and 53.3% were married. It was determined that most participants in the research (36.7%) consisted of employees between the ages of 26-35. When the participants are evaluated in terms of their education levels, it is seen that 37.3% of them stand out as associate degree and 30.4% as bachelor's degree graduates. In addition, it was determined that most of the hotel employees participating in the research (30.1%)

have 6-10 years of professional experience and most of them (35.4%) work in the food and beverage department. Finally, it was determined that 89% of the participants were employees and 11% were managers.

3.4. Data Analysis Strategy

In the study, two SEMs were created to reveal direct and indirect impacts. SEM analyses were conducted within the framework of Andrew F. Hayes' contemporary approaches. In this context, the significance of the mediating impact is determined according to the bootstrap test result and the mediating impact is significant when the lower and upper confidence interval values do not include zero (Gürbüz, 2019; Hayes, 2018). On the other hand, the goodness of fit (GoF) values for the models created within the scope of the research were evaluated according to the criteria "the Chi-square/Degrees of Freedom (χ^2/df) ≤ 5 ; the Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI) values $\geq .90$; the Root Mean Square Error of Approximation (RMSEA) and the Standardized Root Mean Square Residual (SRMR) values $\leq .80$ " (Gürbüz, 2019; İlhan and Çetin, 2014; Meydan and Şeşen, 2015).

In the analyses conducted by using statistical analysis programs, firstly, whether normal distribution was provided or not was checked by Skewness-Kurtosis values. In this context, it was determined that Skewness-Kurtosis values took values between $-902/985$. As a matter of fact, since the obtained results meet Hair et al. (2014)'s ± 1 value range criterion, it is possible to say that normal distribution is provided. "Exploratory Factor Analysis (EFA)", "Confirmatory Factor Analysis (CFA)," and "Convergent-Discriminant Validity Analyses" were carried out on the validity of the scales. For reliability, Cronbach's alpha values, one of the internal consistency analyzes, were checked. To determine the relationships between variables, correlation analysis results were evaluated. Finally, the hypotheses created with the two SEMs were tested and the significance of the mediating impact was checked according to the bootstrap test result.

4. RESULTS

The CFA results for the validity of the scales are given in Table 1. According to the CFA results, Kaiser-Meyer-Olkin (KMO) values (POS=920, CB=967, EE=938) of the scales show that the sample is sufficient for factor analysis. On the other hand, the Bartlett test of sphericity ($p < .001$) results for all scales were significant, indicating that the relationships among the items were suitable for factor analysis. In addition, factor loadings and explained variances of the scales, each of which has a single factor structure, were found to be quite high (Table 1).

Table 1. EFA, CFA, Convergent Validity, and Reliability Results

Factors	Items	EFA		CFA	CR	AVE	MSV	Cronbach's Alpha
		Factor Loadings	Variance-(%)	Factor Loadings				
POS	POS1	.87	80.188	.82	.95	.76	.42	.95
	POS2	.91		.87				
	POS3	.90		.87				
	POT4	.92		.91				
	POS5	.90		.90				
	POS6	.88		.85				
CB	CB1	.86	72.431	.85	.97	.70	.55	.97
	CB2	.82		.80				
	CB3	.86		.85				
	CB4	.87		.87				
	CB5	.87		.86				
	CB6	.81		.80				
	CB7	.85		.84				
	CB8	.85		.83				
	CB9	.87		.86				
	CB10	.85		.84				
	CB11	.86		.83				
	CB12	.85		.82				

	CB13	.85		.82				
EE	EE1	.87	76.891	.86	.96	.73	.55	.96
	EE2	.88		.86				
	EE3	.90		.88				
	EE4	.88		.85				
	EE5	.88		.85				
	EE6	.87		.87				
	EE7	.87		.83				
	EE8	.87		.83				
GoF statistics for measurement model: $\chi^2=774,869$, $df=312$, $\chi^2/df=2.484$, $IFI=.955$, $TLI=.950$, $CFI=.955$, $RMSEA=.064$, $SRMR=.034$								

The measurement model created within the scope of the research was tested and the results are detailed in Table 1. In this context, the GoF values obtained as a result of CFA using the maximum likelihood method meet the required critical values. Therefore, the GoF values indicate that the measurement model is appropriate. In addition, the factor loading values obtained as a result of CFA were found to be at least .80 (Table 1) and meet the criterion of $\geq .50$ suggested by Hair et al. (2014).

Convergent and discriminant validity were conducted for the validity of the scales. Composite Reliability (CR) and Average Variance Extracted (AVE) values were checked for convergent validity. In this context, it is recommended that the CR values be $\geq .70$, and the AVE value $\geq .50$, and the CR values should be greater than the AVE values (Fornell and Larcker, 1981; Gürbüz, 2019;). According to the results obtained, it is seen that the CR values and AVE values meet the specified criterion and the CR values are greater than the AVE values (Table 1). In this case, it is possible to say that convergent validity is achieved. On the other hand, for discriminant validity, it is stated that the square root of the AVE values should be greater than the correlations between the factor structures found in the research (Fornell and Larcker, 1981; Gürbüz, 2019;). According to the findings obtained, it is possible to say that the square roots of all AVE values are greater than the correlations between factor structures and thus discriminant validity is ensured (Table 2). It is also stated that Cronbach's Alpha values for reliability should be $\geq .70$ (Hair et al., 2014; Pallant, 2017). Thus, findings indicate that all Cronbach's Alpha values meet the specified criteria and the scales are reliable (Table 1).

Table 2. Correlation, Discriminant Validity, Mean, and Standard Deviation Values

	POS	CB	EE	Mean	Standard Deviations
POS	.870*			3.67	.89
CB	.649	.835*		3.95	.73
EE	.595	.739	.855*	3.96	.77
Significance of Correlations: $p < .001$ *The square root of the AVE					

The means, standard deviations, and correlations of the research variables are given in Table 2. Accordingly, it is possible to say that the POS of the hotel employees participating in the research ($\bar{x}=3.67$) is relatively high. In addition, it was determined that the hotel employees' exhibited CB ($\bar{x}=3.95$) and energy levels ($\bar{x}=3.96$) were high. On the other hand, in light of the results of the correlation analysis, it was decided that there are strong relationships among POS, CB, and EE (Table 2).

Two SEM models were used to test the research hypotheses (Figure 2). In the first model created to test the direct impacts, the impact of POS on CB (H1) was examined. In this context, the GoF values for the first model ($\chi^2/df=2.722$, $IFI=.965$, $TLI=.958$, $CFI=.964$, $RMSEA=.069$, $SRMR=.030$) show that the model is appropriate. Accordingly, it is concluded that POS has a positive impact on CB at the level of .649 and explains 42.1% of CB. Thus, H1 is supported.

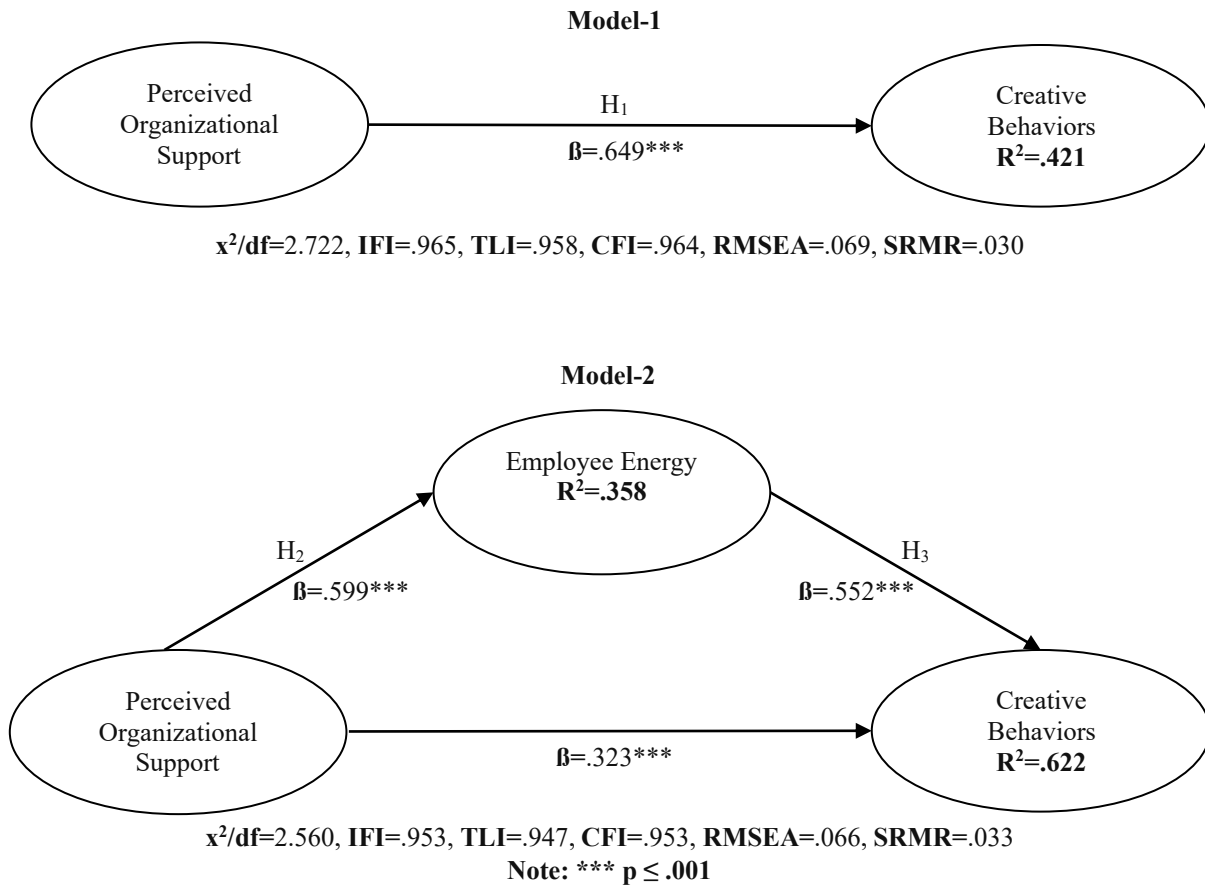


Figure 2. The Results for SEMs

With the second model created to determine the indirect impacts, the impact of POS on EE (H2), the impact of EE on CB (H3), and the mediating impact of EE (H4) were examined. The GoF values for the second model ($x^2/df=2.560$, $IFI=.953$, $TLI=.947$, $CFI=.953$, $RMSEA=.066$, $SRMR=.033$) were checked and it was determined that the model was appropriate. In this context, it was concluded that POS has a positive impact on EE at the level of .599 and explains 35.8% of EE. Thus, H2 is supported. On the other hand, it was decided that EE has a positive impact on CB at the level of .552. Therefore, H3 is supported. In addition, according to the results of the second model, it was seen that 62.2% of the change in CB was caused by POS and EE. The results of the Bootstrap test for the significance of the mediating impact of EE are given in Table 3.

Table 3. Bootstrapping Test Results for Mediating Impact

Dependent Variable	Total Impacts	Direct Impacts	Indirect Impacts	Bootstrapping	
				Lower Bounds	Upper Bounds
CB	.653	.323	.330	.244	.425

The Bootstrap test was conducted with 5000 resampling method and 95% confidence interval. In this context, if the confidence interval values do not contain zero, the mediating impact is considered to be significant (Gürbüz, 2019; Hayes, 2018). Thus, it was determined that the confidence interval values (Lower Bounds=.244-Upper Bounds=.425) leave out the zero and significant indirect effects are present at .33 level. According to these results, H4 is supported. In other words, it is concluded that EE has a mediating role in the impact of POS on CB.

5. DISCUSSION AND CONCLUSION

In the research carried out on hospitality businesses, which have an important place in the tourism industry, the impacts of POS on CB and the mediating impact of EE in this relationship were examined. In line with the SCT, it is assumed that support given to employees by the business and the relationships that occur within this framework can positively affect employees' energy and CB. Thus, the model created according to the

study's objective was analyzed. Findings were compared with the results of similar studies and evaluated in terms of theoretical and practical contributions.

According to the results obtained, it has been seen that the supports offered to employees by the organization create a positive perception in them. It has been concluded that the POS directly affects employees' tendency to exhibit CB depending on positive relationships. These outcomes are comparable to those of studies that reveal that the POS can affect important individual outcomes such as CB for the future of the organization (Akgündüz et al., 2018; Aldabbas et al., 2021; Duan et al., 2020; Tang et al., 2017; Zhang et al., 2016). In addition, it has been found that the POS has a decisive impact on increasing the energy levels of employees as a positive and psychological condition. As a matter of fact, the results of studies showing that the POS is impactful in the emergence of positive individual results, such as EE (Aknar, 2021; Alparslan and Kılıç, 2015), support these obtained results. On the other hand, it has been determined that high EE is an encouraging force in exhibiting CB in organizations. In this regard, similar findings have been obtained with studies reflecting the view that individual factors as well as organizational factors are impactful in the emergence of CB in organizations (Aknar, 2021; Cross et al., 2003; Schippers and Hogenes, 2011). Hence, when all the results are assessed, it becomes apparent that the support provided by the organization creates a POS in employees, which is an important force in the formation of creative work behaviors both directly and through EE.

5.1. Theoretical Implications

One of the most important theoretical contributions inside the purview of the study is that the proposed model has been confirmed. In other words, it is seen as a theoretically important result that CB increase both directly and through EE as a result of positive relations created by the support provided by the organization to employees within the scope of the SCT. When studies on POS are examined, it is observed that the focus is on factors that are closely related to EE such as psychological well-being (Aggarwal-Gupta et al., 2010; Pahlevan Sharif et al., 2018), employee performance (Alagöz, 2023), and intrinsic motivation (Hong et al., 2019). In this study, it was decided to act on EE, which is regarded as a key resource of power for many individual and organizational factors. On the other hand, this study is a contribution to the literature in terms of being one of the limited experimental studies dealing with EE in the tourism industry (Aknar, 2021; Kayır and Özkoç, 2020). In addition, the findings suggest that EE may not only emerge as an individual and emotional phenomenon, but also as a result of social interactions such as POS.

It has been concluded that POS can increase CB through EE. These results provide important evidence that organizational factors are impactful in the formation of CB in employees on the one hand, and individual factors are also highly impactful on the other. Besides, this study, which is one of the limited studies examining the impact of EE on displaying CB (Aknar, 2021; Atwater and Carmeli, 2009), makes significant contributions to the literature. In addition, it is thought that EE is a critical factor for the service sector making a significant contribution to the tourism literature, and should especially be examined in different areas (Cross et al., 2003). As a result, it has been found that POS within the context of the SCT is accepted as a benefit in employees' minds, and it has been determined that employees will respond to this situation by revealing their creative potential in favor of the organization. Additionally, it has been concluded that organizational support perceived by employees can increase creativity by revealing employees' energies together with a positive situation and intrinsic motivation.

5.2. Practical Implications

Due to the difficulties encountered in working conditions and its critical importance in the tourism sector, organizations and managers should focus on employees. In tourism businesses, employees assume a decisive role in the most basic issues such as ensuring tourist satisfaction as well as the quality and sustainability of activities. In this direction, it is seen that various supports provided by managers are impactful in the emergence of positive situations in employees. As a matter of fact, with the support provided, the energy and creativity of employees can increase individually. This situation is desired not only by tourism businesses but also by all businesses. In this context, it is possible to make various suggestions to managers representing businesses for the development, quality service delivery and future of hospitality businesses, which are one of the important service providers of the tourism industry.

Organizational supports provided to employees can be effective in the emergence of results such as job satisfaction, work performance, innovative and CB, etc. that can have a direct positive effect on the activities of the business. In this direction, relationships between managers and employees should be strengthened both physically and psychologically by providing various supports such as rewards, promotions, premiums, approval, praise, and so forth. Based on the findings obtained, such supports provided can ensure that employees have positive feelings towards the business. However, employees will be more likely to exhibit CB that are critical for the business. On the other hand, organizational supports provided will contribute to the increase of employees' energy levels and contribute to the further development of their creativity.

It is seen as an important issue for employees in the tourism industry to be energetic. CB and EE are of critical importance in the emergence of many other desirable situations in tourism business. Therefore, one of the points that managers should focus on is EE. In this context, managers can increase employees' energy levels by distributing work according to their capacities, taking into account employee characteristics in promotions and job rotations, developing social environments and relationships that will contribute positively to their energy levels, organizing social events in certain periods, dealing sincerely with employees' problems, adjusting their rest times reasonably and so on. In addition, it should be taken into consideration that positive leadership qualities of managers can also increase EE. EE, which can be increased by paying attention to such points, will facilitate the emergence of CB that will considerably enhance the ability of the business to compete on an ongoing basis.

5.3. Limitations and Future Research

The research was undertaken with some limitations. Based on these limitations, it is possible to make some suggestions for future research. Firstly, it is not possible to generalize since this study was applied on employees of five-star hotel businesses located in Mersin. Therefore, conducting future studies in other destinations where tourism is developed and in other tourism businesses will allow more generalizable results to be obtained. On the other hand, data in this study were obtained from the employee perspective. In particular, collecting information on organizational support from the manager's perspective may lead to different results. Additionally, this study was examined in relation to the SCT. In this context, theories such as conservation of resources theory, ego-depletion theory, and interaction ritual chain theory, on which EE can be based, may evoke different perspectives in researchers. Moreover, studies to determine the impacts of leadership traits on EE in the context of manager and employee relations will make significant contributions to the literature.

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