

Workplace Curiosity As A Catalyst For Job Crafting: Revealing The Mediating Role Of Occupational Self-Efficacy

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ABSTRACT

Explanatory mechanisms to trigger proactive behaviors through employees' workplace curiosity have rarely been discussed. Therefore, this study extended the job demand resource (JDR) model by examining the psychological relationship between workplace curiosity dimensions and job crafting under the mediating role of occupation self-efficacy. Data was collected through adopted and adapted questionnaires in three-time lags from 443 nurses serving in reputed public sector hospitals of Pakistan. The data were analyzed via Smart-PLS using the structured equation modeling (SEM) technique. The results showed that major dimensions of workplace curiosity affect job crafting under the partial mediation of occupational self-efficacy. Thus, certain psychological and contextual recommendations are provided to the targeted sector in particular and other sectors in general.

Keywords: workplace curiosity, occupational self-efficacy, job crafting.

I. INTRODUCTION

During the last few years, the business world has been dramatically more complicated because of rapid changes in information processing and development (Erbeke et al., 2018). The psychologist believes that in prevailing circumstances, curiosity acts as a conqueror to manage creativity (Loewenstein, 1994), well-being (Gallagher & Lopez, 2007), change (Kashdan, & Steger, 2007), and maintain a competitive advantage for individuals and organizations (Garrison et al., 2008). The learning framework of Economic Cooperation and Development Organization 2030 presented the required characteristics for human well-being living in the 21st century, and curiosity is placed at the top of this list (OECD, 2018). Workplace curiosity is a desire to know or learn from a novel and complex workplace situation (Litman, 2005; Mussel, 2013). By this assertion, the trait of curiosity assists individuals in understanding

rationale and finding the true meaning of work in an organization (Mussel, 2013).

Despite the importance of curiosity in the psychological literature, few studies examine its imperative role in occupational perspective (Reio & Wiswell, 2000), such as supporting to manage of occupational uncertainty (Van & Zeelenberg, 2007), predicting career achievement (Nilforooshan & Salimi, 2016) and improve interpersonal growth (Kashdan & Steger, 2007). Recently, Lievens et al. (2022) shed light that workplace curiosity inclines psychological states and knowledge to set self-regulatory goals and motivate exploratory behavior. Workplace curiosity leads to better proactive behavior like job crafting and seeks empirical investigation (Kashdan et al., 2020). To have appropriate behaviors in workplace, the underlying mechanism to craft the jobs through curious traits needs to be disclosed (Ryakhovskaya et al., 2022). Thus, this study analyzes the direct and

indirect mechanisms linking workplace curiosity to job crafting in a specific context (Kashdan et al., 2020).

Theoretically, occupational self-efficacy is considered a curial motivational component in workplace, under the umbrella of the JDR model (Li et al., 2017; Kim & Choi, 2019). It stretches the skills of curious employees to craft their occupational environment (Kashdan & Yuen, 2007). Since curiosity is positively correlated with self-efficacy (Kim & Choi, 2019), it facilitates curious employees to consider different ways to apply occupational-related knowledge to modify job characteristics (Moon et al., 2020). It helps to replace uncertainty and ambiguity (Tims et al., 2014). Therefore, this study embedded understanding under the JDR model that the trait of curiosity strengthens employee's resources and develops learning strategies to craft performance (Chang & Shih, 2019; Wagstaff et al., 2020).

Consequently, this study addresses occupational perspective of nurses and how multidimensional workplace traits of curiosity influence job crafting with specific occupational-related mediating mechanisms among nurses. Workplace curiosity predisposes nurses to learn and proactively reshape their occupational roles for patient care (Markey et al., 2018). The challenging contextual factors make the nurses' occupational role more demanding. The pre and post- COVID 19 dynamics in the healthcare sector reveal much more demanding jobs. Nurses need personal resources regarding occupational self-efficacy to navigate their workplace curiosity traits into job crafting behavior (Van den Heuvel et al., 2015), specifically in an underdeveloped country like Pakistan. Accordingly, there is an intense need to study how different learning personality facets (curiosity) help buffer job demands to provide quality healthcare services (Al-Ahmadi, 2009).

2. LITERATURE REVIEW

Impact of workplace curiosity dimensions on job crafting

According to the JDR model, job crafting is employee's self-initiative (Tims & Bakker, 2010) and proactive behavior (Petrou et al., 2012) that involves reshaping or modifying activities in job-related demands and resources (Tims & Bakker, 2010). Because job crafting can predict many benefits for employee and organizational growth (Naeem et al., 2020; Demerouti et al., 2019; Zhang & Parker, 2019), the prior studies examined different antecedents to enhance employee's job crafting behavior (Naeem et al., 2020; Petrou et al., 2012). Including individual-related cognition (Liao, 2022), leadership styles (Tuan, 2022), and organizational climate (Mäkikangas et al., 2017). Moreover, scholars also claimed that personal resources are more likely to improve job crafting behavior than others, but such resources attain limited attention (Bipp & Demerouti, 2015). Generally, individuals employ job crafting behavior to respond to dissatisfaction or to reduce stress (Petrou et al., 2012). At a personal level, encountering a problem stimulates employees to seek new solutions to improve their working environment, leading to job crafting (Bipp & Demerouti, 2015). Philip (2021) stated that employee's personality characteristics are a key driving force for crafting job performance. For example, an employee's proactive personality positively influences job crafting behavior (Liao, 2022). Another study examined the big five personality traits and job crafting relevance (Sameer & Priyadarshi, 2020). Lievens et al. (2022) argued that curiosity is the core personality trait that directs employees' effort toward exploring new ways and connecting novel cues with learning opportunities to craft their job (Sekerka et al., 2014).

Accordingly, studies showed that a recurring organizational issue is that the employees often slowly craft new and

challenging environments, resulting in deteriorated performance (Liao, 2022). Workplace curiosity help employees continuously look for new ideas and solutions before the situation becomes a crisis (Wagstaff, 2020). Therefore, the curious employee understands and acquires new knowledge and skills for better crafting job attributes (Kashdan et al., 2020).

Thus, the narrowly focused personality traits in the form of workplace curiosity dimensions recommended by Kashdan et al. (2020) (joyous exploration, deprivation sensitivity, stress tolerance, and openness to people's ideas) may lead to better crafting behavior instead of considering the conventional personality characteristics as.

Joyous exploration and job crafting

Joyous exploration is a dimension of trait curiosity that means people intrinsically enjoy their workplace experience (Birenbaum et al., 2019). Feelings of satisfaction due to enjoyment in their work positively impact their cognitive and emotional behavioral response (Fischer et al., 2019). Intrinsically enjoyable work links with curiosity for learning new experiences, embracing complexity, and being more flexible in taking risks (Hardy et al., 2017). However, academic performance-related research proposed that this joyous exploration conceivably engages students in advanced studies to manage and modify the risky working environment (Powell et al., 2017). Job crafting through such intrinsic joyous at the workplace needs to be analyzed (Kashdan et al., 2020). Therefore, this research focuses on service employees as management scholars recommend that enjoyable workplace experiences generate positive emotion and create compelling affection that helps them reshape job boundaries (Hulshof et al., 2020).

Accordingly, this study proposed hypothesis as

H1: Joyous exploration positively affects job crafting.

Deprivation sensitivity and job crafting

Deprivation sensitivity refers to an individual who wants to acquire new information to reduce adverse emotions due to a gap in understanding called derivative sensitivity (Litman, 2008). In this type of curiosity, the employee emphasizes giving more time and effort to search for the problem's accurate solution (Ryan & Deci, 2000). It also produces frustration and unpleasant feelings, and individuals seek more pleasure in seeking and crafting information to reduce uncertainty (Litman, 2010). Zeidner (1998) explained that it might positively affect job performance and enhance motivation to understand the work environment (Spielberger, 1962). Recent studies also supported that employees often craft job boundaries to decrease the knowledge gap for mastery, further enhancing their job-related resources (Sameer & Priyadarshi, 2020). Deprivation sensitivity engages employees to obtain new knowledge that resolves their stress issues and proves helpful in modifying job-related demands (Müceldili et al., 2020). Employees with a high level of deprivation curiosity encourage to extend knowledge by identifying learning opportunities to craft their job performance for a better fit in their organization. Hence, this study proposes the following hypothesis:

H2: Deprivation sensitivity positively affects job crafting.

Stress tolerance and job crafting

Employees' ability to tolerate stress is considered the strongest predictor of adaptive performance in the workplace (Huang et al., 2014). Stress tolerance reflects an individual's perceived ability to manage stress in complex situations (Kashdan et al., 2020). Previous studies show that people with high-stress tolerance can manage job demands and accept

uncertainty better than those with low-stress tolerance (Litman, 2010). Multiple studies explained workplace stress impact employee's job performance (Byron et al., 2018). Researchers also supported that when individuals perceive stress as more challenging, they will put more effort into crafting job demands and resources (Lauriola et al., 2016). Hence, this study proposed hypothesis as

H3: Stress tolerance positively affects job crafting

Openness to people's ideas and job crafting

Openness to people's ideas shows that most individuals are interested in other people's feelings and behavior in a particular new situation (Renner, 2006). They want information about other people to predict their social networking (Hartung & Renner, 2011). Different studies also proposed that openness to people's ideas is closely related to social curiosity, a fundamental learning requirement to craft a working environment (Renner, 2006; Dunbar, 2004). According to the JDR model, employees with a high level of social curiosity continue to reshape the social working environment (Orgambídez-Ramos & de-Almeida, 2017). In addition, Shin et al. (2018) suggested that openness to people's ideas helps to increase a sense of belongingness at the workplace and leads employees toward job crafting behavior. This work-related social curiosity encourages employees to utilize job resources more efficiently under high demands. Therefore, the following hypothesis is tested in this study:

H4: Openness to people's ideas positively affect job crafting

Mediating role of occupational self-efficacy between workplace curiosity dimensions and job crafting

Bandura's (2000) work on self-efficacy theory suggested that self-efficacy's prediction gives more accurate results if examined under a specific

context. Occupational self-efficacy is context-specific, and Rigotti et al. (2008) explained it as employee's competence-related beliefs to successfully complete job-related tasks (Rigotti et al., 2008). It is an actual psychological state that helps people express healthy behavior in the workplace (Hentrich et al., 2017). In this perspective, work-based self-efficacy motivates employees to make risky decisions to seek job resources and manage job demand (Van den Heuvel et al., 2015). It is essential for employee adaptive performance, especially in healthcare organizations (De Simone et al., 2018; Lee & Ko, 2010).

Moreover, another educational service sector study reported that such abilities also help teachers manage occupational-related challenges and successfully cope with job-related demands (Troesch & Bauer, 2017). Therefore employee self-efficacy consider a robust antecedent of job crafting to perform better in any organizational setting (Miraglia et al., 2017). But still, a work-related belief such as occupational self-efficacy is missing in the literature to predict job crafting.

Occupational self-efficacy and personality characteristics also vary per context (Schyns & Von Collani, 2002). Maggiori et al. (2016) examine occupational self-efficacy as an intervening variable between personality and job satisfaction concerning the JDR model. Reio and Callahan (2004) studied an association between trait curiosity and job-related outcomes mediated by social learning. A study by Hardy et al. (2017) reported that interest and deprivation-related curiosity dimensions significantly impact individual exploratory behavior, mediated by information-seeking ability. Another study suggested that joyous-related curiosity increases personal self-efficacy expectations (Kim & Choi, 2019). Puente-Díaz and Cavazos-Arroyo's (2017) findings supported that curiosity mediates self-efficacy about other experiences and their impact on students' imitate behavior. Furthermore, curiosity is closely associated with openness to

experience (Kashdan et al., 2009). Still, it is vital to identify novel situations to enhance individuals' work-related self-efficacy (Kim & Choi, 2019). Recently, scholars also clarified that stress tolerance is a personality variable that positively influences self-efficacy in effective decision-making (Storme et al., 2019).

According to several researchers (e.g., Chang & Shih, 2019; Li et al., 2017), individuals' dispositions (e.g., curiosity, proactive personality) affect employees' occupation-specific resources, such as occupational self-efficacy, to evaluate their work environment, which in turn impact job crafting. Together with these arguments, occupational self-efficacy may be mediated in the relationship between workplace curiosity dimensions and job crafting as under:

H5: Occupational self-efficacy mediates the relationship between joyous exploration and job crafting

H6: Occupational self-efficacy mediates the relationship between deprivation sensitivity and job crafting

H7: Occupational self-efficacy mediates the relationship between stress tolerance and job crafting

H8: Occupational self-efficacy mediates the relationship between openness to people's ideas and job crafting.

3. DATA COLLECTION AND SAMPLE

The data was obtained from registered nurses in public sector hospitals across major provinces of Pakistan. The nurse's sample was selected because they are the second-largest technical group among those employed in hospitals after doctors. The nurse's challenging occupation is also becoming more demanding in pre and post-COVID-19 context. Moreover, nurses often face complex patients who demand customized care. To meet such requirements, nurses must craft their job with suitable workplace curiosity features.

We approached hospital medical superintendents (MS) to discuss the scope of the current study. After getting their approval and with the support of the head nurse, we accessed registered nurses through respective duty rosters and then distributed self-reported paper-pencil questionnaires by marking their assigned ward and bed numbers. Additionally, a hospital ethical committee was permitted for data collection activity.

To avoid common method variance, questionnaires were distributed in three-time-waves across targeted nurses. The workplace curiosity dimensions were included in the first wave of data collection. In the second wave, occupational self-efficacy items were incorporated. In the last wave of data collection, job crafting items were distributed. Accordingly, the nurses' employee ID code was applied across three waves of the survey to access the same nurse. A total of 600 questionnaires were distributed, of which 504 were returned in the first wave. 499 questionnaires were distributed to the same nurses selected in the first and second waves. After omitting invalid questionnaires, 490 samples were received in the second wave. After scanning invalid responses from the second wave, 443 out of 485 questionnaires were completed in all aspects in the third wave, yielding a response rate of 73%.

Scales and measures

All the study variables were measured on a 5 point Likert scale ranging from Strongly Disagreed=1 to strongly agree=5. Joyous exploration, deprivation sensitivity, stress tolerance, and openness to people's ideas were measured using a 4-item scale developed by Kashdan et al. (2020). Occupational self-efficacy was measured using six items version by Rigotti et al. (2008). Job crafting was measured by 15 items scale developed by Nielsen and Abildgaard (2012).

Data analysis

The statistical package for social sciences software (process micro 3.2) was utilized to test preliminary analysis, including common method bias, correlation, and descriptive analysis. This research applied partial least squares based on structural equation modeling (PLS-SEM) to examine the study hypotheses. This technique is widely used because of its reliability and robustness (Ringle et al., 2015; Hair et al., 2014). PLS-SEM has the benefit of enabling strong predictive ability and therefore is more effective in using resampling methods during significant analysis. (Hair et al., 2014). SmartPLS software version 3.2.7 was used to test the data. (Ringle et al., 2015). A two-stage approach relies on Anderson and Gerbing (1988) evaluating the research model. Initially, the measuring model was examined using reliability and validity estimates, and then the structural model was applied on structural model.

4. RESULTS

Demographics analysis

Demographic variables are included in the questionnaire to know about the sample. The

current study's demographic variables include gender, qualification, age, marital status, and experience. The majority of respondents in the present study are female (79.9%), and the rest are male. Qualification is diploma (48.3%), BSN Degree (31.1%), M.Sc Degree (16.6%) and MPhil Degree (4%). Most of the respondent's ages varied in the limit of 18 to 24 years (29.3%); other respondent's ages limit was of 35 to 31 years (44.5%), age limit 32 to 38 years (14.5%), and age limit of 39 and above years (11.7%). Whereas approximately 65% of respondents were married and 35% were unmarried. The experiences of samples were 1 to 5 years (46.2%), 6 to 10 years (33.2%), 11 to 15 years (10.4), and job experience 16 and above (10.2) in the current study.

Descriptive statistics and correlation

Table 1 presents the descriptive statistics and correlations for the study variables. Correlational analysis tells the relation between the constructs along with their significance value. Results indicate that all variables are associated within the defined range by avoiding multicollinearity (Farrar & Glauber, 1967) in table 1.

Table 1. Descriptive Statistics and Correlation

Variable	Mean	SD	1	2	3	4	5	6
Joyous exploration (1)	3.70	0.85	1					
Deprivation sensitivity(2)	3.32	0.77	0.46**	1				
Stress tolerance(3)	3.60	0.86	0.46**	0.59**	1			
Openness to people's ideas (4)	3.43	0.84	0.19**	0.16**	0.26*	1		
Occupational self-efficacy (5)	3.68	0.89	0.30**	0.23**	0.39**	0.27**	1	
Job crafting(6)	3.51	0.79	0.38**	0.31**	0.50**	0.51**	0.49**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Measurement model

Convergent and discriminant validity is applied to analyze the measurement model. Convergent validity indicates one or more underlying

constructs (Henseler et al., 2009) assessed by factor loading, composite reliability, and the average variance extracted (AVE). The study's findings show that factor loading values for all

items are higher than 0.60 in figure 1. Hence the reliability satisfaction condition is met. Three items from job crafting out of fifteen items were deleted, as their values were less than 0.60 (see figure 1) under contextual differences (Hofstede, 2011). Henseler (2017) has suggested the acceptable value of reliability is a minimum of 0.70 for all composite indicators.

Moreover, Hair et al. (2011) propose an AVE minimum cutoff value is 0.50. Table 2 shows all variables have adequate AVE. All latent variable values have met the standardized requirement of convergent validity. Also, table 2 shows the variance inflation factor (VIF) values are less than the threshold, i.e., 0.50, which means no multicollinearity.

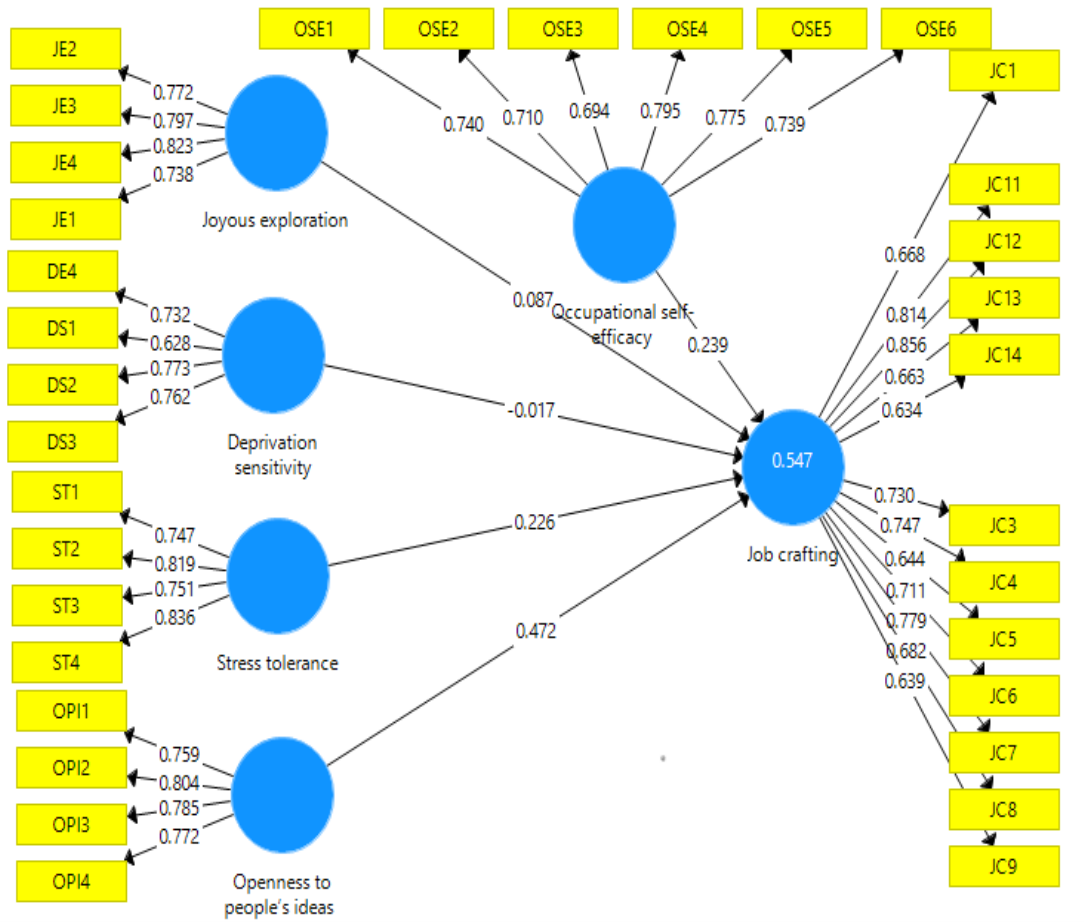


Figure 1: SmartPLS Output for measurement model

Table 2. Measurement Model

Variable	VIF	CR	Rho_A	AVE
Joyous exploration	1.40	0.87	0.81	0.61
Deprivation sensitivity	1.67	0.81	0.71	0.52

Stress tolerance	1.84	0.86	0.81	0.62
Openness to people's ideas	1.13	0.86	0.79	0.60
Occupational self-efficacy	1.22	0.88	0.84	0.55
Job crafting	----	0.92	0.92	0.51

Note. All loadings are significant at 0.001 level (2-tailed); rho_A, Dijkstra-Henseler's rho indicators; VIF, Variance Inflation Factor

Furthermore, discriminant validity indicates that the model's constructs are distinct from one another. The fornell larcker criteria were used for this study to prove discriminant validity. According to table 3, the values on the diagonally exceed every previous value in the

matrix's rows and columns. Also, the square root of the AVE of every construct is higher than its correlation with other constructs. As a result, it implies that discriminant validity has been demonstrated (Hair et al., 2011).

Table 3. Discriminant Validity

Construct	DS	JC	JE	OSE	OPI	ST
Deprivation sensitivity	0.73					
Job crafting	0.30	0.71				
Joyous exploration	0.46	0.37	0.78			
Occupational self-efficacy	0.25	0.49	0.36	0.74		
Openness to people's ideas	0.17	0.61	0.20	0.28	0.78	
Stress tolerance	0.60	0.48	0.48	0.40	0.27	0.79

Note.DC=Deprivation sensitivity; JC=Job crafting; JE=Joyous exploration; OSE=Occupational self-efficacy; OPI=penness to people's ideas; ST=Stress tolerance

Common method bias (CMB)

Podsakoff et al. (2003) recommended that if all of the input data is collected from one single source, the issue of common method bias (CMB) may impact the results' validity. CMB was evaluated via Harman's single-factor test in this study. The analysis indicated that all elements might be classified into six factors, with the first factor explaining just 29.5 percent of the variation. Additionally, the present study results demonstrate that all VIF values ranged less than

the cutoff of 3.3 (Kock, 2015). As a result, the findings of both tests confirmed that the survey was free of CMB.

Hypothesis testing

The bootstrapping process has been used through 5000 random drawn subsamples at a 0.05% significance level to analyze the research model of the current study. This bootstrapping process provides confidence regarding interval and standard error values to analyze the statistical

significance of all the variables of interest, as suggested by Henseler et al. (2009). The direct

effect of independent variables on the dependent variables has been shown in figure 2.

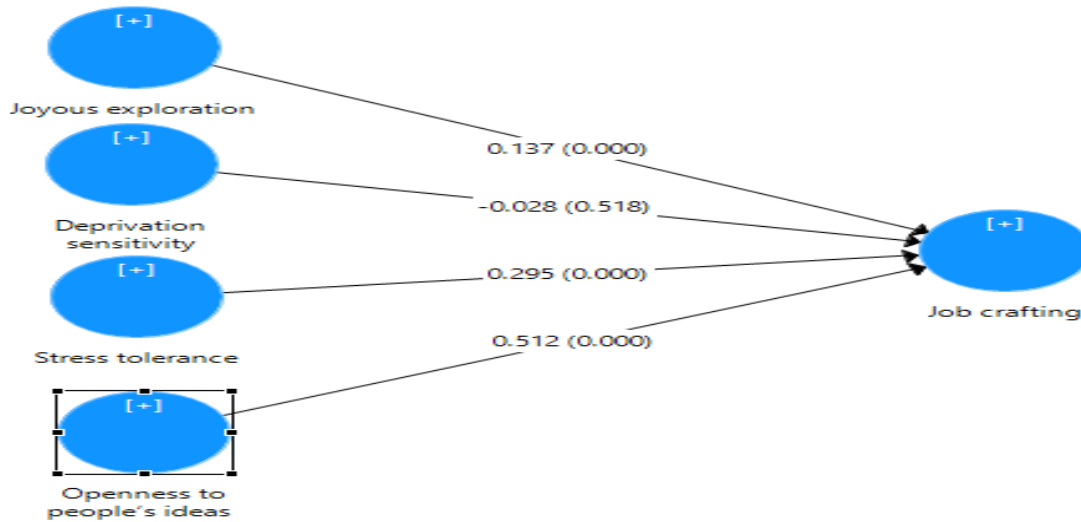


Figure 2. Direct effect

The findings of table 4 show a positive and significant relationship between joyous exploration ($\beta=0.1437$, $p < 0.001$), stress tolerance ($\beta=0.293$, $p < 0.001$), and openness to people's ideas ($\beta=0.518$, $p < 0.001$) on job

crafting. There is an insignificant effect of deprivation sensitivity ($\beta=-0.021$, $p > 0.001$) on job crafting. The R square value is 0.50, which shows the goodness of model fit. All proposed direct hypotheses have been accepted except H2.

Table 4. Path Coefficients for Direct Relationship with Job Crafting

Relationships	β	SE	(T statistics)	p-Value	Confidence interval	
					LLCI	ULCI
Joyous Exploration -> Job Crafting	.137	.037	3.72	0.000	0.065	0.210
Deprivation Sensitivity -> Job Crafting	-.021	.044	.647	0.518	-0.106	0.066
Stress Tolerance -> Job Crafting	.293	.045	6.89	0.000	0.210	0.378
Openness to People's Ideas -> Job Crafting	.518	.043	11.48	0.000	0.421	0.595

This study followed mediation analysis in SmartPLS by performing bootstrapping to test the mediating role of occupational self-efficacy

between workplace curiosity dimensions and job crafting association in table 5 and figure 3.

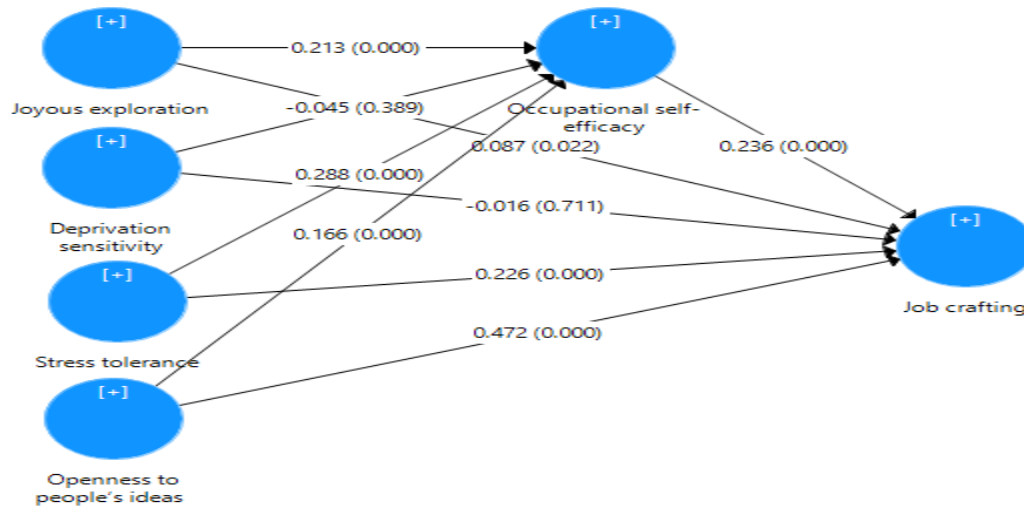


Figure 3. A mediation analysis

Table 5. Path Coefficients for Mediation

Relationship	β	SE	(T statistics)	p-Value	Confidence interval	
					LLCI	ULCI
Joyous Exploration -> Occupational Self Efficacy -> Job Crafting	.050	.015	3.28	0.001	0.024	0.083
Deprivation Sensitivity -> Occupational Self Efficacy -> Job Crafting	-0.011	.012	0.855	0.393	-0.033	0.016
Stress Tolerance -> Occupational Self Efficacy -> Job Crafting	.067	.017	3.99	0.000	0.03	0.104
Openness to People’s Ideas -> Occupational Self Efficacy -> Job Crafting	.040	.013	3.04	0.002	0.017	0.067

Figure 3 and Table 5 present the mediating role of occupational self-efficacy in the association between joyous exploration, stress tolerance, and openness to people's job crafting. Results show that occupational self-efficacy predicts job crafting ($\beta=0.23$, $p < 0.001$). Joyous exploration, stress tolerance, and openness to people's ideas positively affect job crafting in the presence of occupational self-efficacy ($\beta=0.05$, $p < 0.001$; $\beta=0.07$, $p < 0.001$; $\beta=0.04$, $p < 0.001$). All proposed mediation hypotheses have been accepted except the mediating role of

occupational self-efficacy between deprivation sensitivity and job crafting as ($\beta=-0.05$, $p > 0.05$), reflected in table 04.

Lastly, to evaluate model fit using PLS, this study also measured the Stoner-Geisser Q2 (Stone, 1974) and the standardized root mean square residual (SRMR). The Q2 value should be greater than 0, which shows how well the model and its estimated parameters reproduce the observed values. Therefore, the study's outcomes indicate predictive relevance as the Q2 values for occupational self-efficacy and job crafting were

0.123 and 0.272, respectively. The composite SRMR value for the model was 0.056, which is also below the 0.07 threshold (Bagozzi & Yi 2012).

5. DISCUSSION

This research study provides empirical evidence for a relationship between workplace curiosity dimensions and job crafting, mediated by occupational self-efficacy, except for one dimension of deprivation sensitivity. The results show that hypotheses H1, H3, and H4 were accepted. Building on curiosity (Reio & Wiswell, 2000) and self-determination studies, employees with high workplace curiosity tend to tap different opportunities that increase self-knowledge to adjust to a new environment (Müceldili et al., 2020). These favorable characteristics increase nurses' learning to seek and modify further resources for improving occupational tasks and creativity (Schutte & Malouff, 2020). Consequently, it is established that occupational-related curiosity promotes job crafting behavior.

Moreover, following the JDR model (Bakker & Demerouti, 2017), mediating hypotheses H5, H7 and H8 are also accepted. Interest-related curiosity, tolerance of stress, and openness to people's ideas enhance individual work-related cognitive recourses, including work-based self-efficacy for crafting behavior. Past studies also supported that personality characteristics, including a higher level of curiosity, are essential factors that affect employees' competencies for modifying their environments (Takase et al., 2018).

Results also show that deprivation sensitivity does not predict job crafting, and hypotheses H2 and H6 are rejected. Analyzing deprivation sensitivity with the concept of drive reduction theory (Berlyne et al., 1954); may create unpleasant situations, and individuals only want to reduce uncertainty by just seeking information (Szumowska & Kruglanski, 2020).

In other words, they described aimlessness for enhancing competencies and behavior modification for occupational success. So, employees with high deprivation curiosity focus on their thoughts and unpleasant feelings (Dolliver, 1994), which leads to more stress and results in low behavior modification (Maner et al., 2007).

Theoretical implications in occupationally related perspective

With the help of JDR model given by Xanthopoulou et al. (2007), this study suggested that curious employees proactively work beyond relational boundaries not defined in the formal job description (Chang & Shih, 2019). Workplace curiosity can encourage employees to modify their occupational roles and environment (Celik et al., 2016). This research contributes to management literature in several ways. First, this study disclosed a positive relationship between major dimensions of workplace curiosity and job crafting. Job-related curiosity is a personality disposition that provides a feeling of joyous exploration, increases a sense of belongingness, and better tolerates job-related stress, leading to job crafting behaviors for occupational well-being (Müceldili et al., 2020). Specifically, nurses need to be more curious about controlling their demanding occupational environments. Nurses' trait of curiosity allows them to craft thoughts, relations, and feelings learned from their own experiences or others. This finding under the lens of the JD-R model (Bakker et al., 2012.) suggests that specific personality traits lead employees to seek different job resources to reduce their job demands proactively. Yet, job-related deprivation sensitivity may have an insignificant effect on job crafting. This may be because deprivation sensitivity only fulfills the human need to cover their knowledge gap, which would not allow individuals to modify their behavior at the workplace (Noordewier & van-Dijk, 2020).

Second, this study found that occupational-based self-efficacy mediates the relationship between workplace curiosity dimension and job crafting. Profession-based curiosity influences occupational self-efficacy, work-related information, interest, and social interaction (Maggiori et al., 2016), which motivates employees to craft their job. Accordingly, with the JD-R conceptualization of job crafting, we assume that workplace curiosity develops a creative work environment, enhancing employees' occupational self-efficacy and ultimately leading to job crafting behavior. However, no support was found for mediating the role of occupational self-efficacy between deprivation sensitivity and job crafting. This might be because employees with high self-efficacy may not consider modifying their role as an appropriate strategy to cope with stress and uncertainty (Noordewier & van Dijk, 2020). This study found occupational self-efficacy as an essential psychological state that fosters employee's job crafting behavior. By doing so, our study also addressed the scholarly call by Chen (2019) to investigate the underlying psychological mechanisms (occupational self-efficacy) between personality traits and job crafting (Teng & Chen, 2019).

Practical Implications

Although workplace curiosity is a dispositional characteristic within an individual; however, organizations can gain an advantage from it by identifying different forms of curiosity in employees to attain favorable outcomes. Workplace curiosity can have some practical implications for both individuals and organizations. Firstly, workplace curiosity helps individuals redesign their job to supplement person-job- fit. Organizations can provide training and support to their curious employees with job crafting interventions and enhance occupational level satisfaction (Kooij et al., 2017). Past studies on such interventions

positively influenced employees for better occupational performance outcomes for organizational success (Rai, 2018). For example, studies suggested that nurses were skilled in proactively optimizing occupational situations through job crafting, resulting in personal and organizational benefits (Gordon et al., 2018). Secondly, workplace curiosity traits enhance intrinsic motivation and encourage employees to find meaningfulness and a sense of identity, increasing their work-related self-efficacy. Karwowski (2012) found that curiosity leads to self-efficacy and job satisfaction. Thirdly, the health care sector can boost occupational-related self-efficacy by recruiting and selecting more curious employees, bringing positive outcomes. Finally, the nurses might integrate their motives and strength through job crafting, which may help them attain their job-related goals.

Limitations

Although our study offers some good theoretical and practical contributions, it also has limitations. First, as employees evaluated independent, dependent, and mediator variables in this study, common method bias couldn't be discounted (Podsakoff et al., 2003). Gathering data from different sources over a more extended time frame is a flexible selection and can enlighten the potential risk of common method bias. Secondly, our study survey overview was directed to just the nursing sector of Pakistan, which restrains the generalization of our study to another social context. Future research may lead to reviews among different areas to explore whether the association distinguished here can be connected in a diverse cultural setting.

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