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A Conceptual Review of the Determinants of Employee Innovative Work Behavior

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Abstract: The increasing prevalence of digitalization, competitive markets, quick environmental changes, and the imperative of organizational sustainability have necessitated business organizations to adopt innovative practices. Hence, all organizations must foster a culture of innovative work behavior among their employees to ensure the organization's ongoing survival and advancement. Nonetheless, comprehensive studies that methodically scrutinize the different factors affecting IWB within a unified theoretical model are insufficient. This research is a literature review to find and analyze factors that influence innovative work behavior. The findings of the literature review or existing research indicate that psychological empowerment, employee engagement, self-efficacy, knowledge sharing, perceived organizational support, climate for innovation, HRM practices, and transformational leadership have consistently demonstrated strong associations with employee IWB in various studies. This study additionally proposes a novel conceptual framework that examines the interplay between psychological empowerment, employee engagement, self-efficacy, knowledge sharing, perceived organizational support, climate for innovation, HRM practices and transformational leadership, with a specific focus on their impact on IWB. This framework holds potential for future investigations conducted by other scholars.

Keywords: *Innovative Work Behaviour, Innovative Work Behavior, IWB, HRM Practices, Leadership Style.*

1. Introduction

In recent years, there has been a growing interest in research studies centered on innovative work behavior (IWB) (Hassan & Ghias, 2021). There seems to be no slowdown in IWB research because there has always been a need for innovation in all aspects of life (Hassan & Ghias, 2021). Its popularity could be attributed to the general openness of modern society to new ideas and innovations. As a result, innovation is now a must for almost all types of businesses. To maintain the long-term viability and achievement of an organization in complex and ever-changing contexts, it is imperative for management to actively pursue innovative strategies for their enterprises (Salam & Senin, 2022). Moreover, it plays a pivotal role in the European Union's overarching strategy for fostering globalization and cultivating a society centered on knowledge and innovation (Grošelj et al., 2021). In addition, the presence of a highly competitive market has led to the recognition of knowledgeable workers as a crucial factor in driving innovative outcomes (Hebbaz et al., 2023). Therefore, it is imperative to grasp the significant reliance of organizations on the IWB of their employees to foster innovation.

Additionally, as the business landscape continues to evolve unpredictably, the significance of an employee's IWB is steadily gaining recognition as a crucial element for boosting organizational efficiency and competitiveness (Afsar et al., 2020). This is mainly because the success of organizations is predominantly dependent upon the capability of their employees to take part in IWB (Afsar et al., 2020). In addition, Wissmann, (2021) states, that employees hold significant value as a crucial asset inside an organization and failing to leverage the innovative potential of employees would constitute a significant loss to their organization. The cultivation of IWB equips individuals with the necessary abilities to uphold a competitive advantage and ensure organizational stability (AlEssa & Durugbo, 2021).

Prior research has indicated that both scholars and professionals have demonstrated significant interest in exploring IWB (Afsar & Umrani, 2020; Al-Omari et al., 2019; Carlucci et al., 2020; Gashema, 2021; Javed et al., 2020; Mohammed Afandi & Mohd Effendi Ewan, 2020; Odoardi, 2018; Park & Kim, 2022; Zhang et al., 2021). The need to investigate this subject arises from the contemporary competitive landscape of the business

world, which has fostered a challenging environment (Kustanto et al., 2020). Therefore, businesses must know how to encourage and support employees' IWB. Hence, it is imperative to establish a framework for improving IWB (Ranihusna et al., 2021). The primary objective of this review was to analyze the fundamental mechanisms through which individual factors, environmental factors, and leadership styles impact individual work behavior (IWB).

Numerous academics have conducted studies investigating the factors affecting IWB such as leadership style (Bin Saeed et al., 2019; Iqbal et al., 2022; Joo et al., 2023; Stanescu et al., 2020; Sudibjo & Prameswari, 2021), proactive personality (Yang et al., 2020), personal values (Purc & Lagun, 2019), perceived organizational support (Sulaiman et al., 2019), organizational climate (Ali et al., 2020), cultural intelligence (Afsar et al., 2020), employee engagement (Ali et al., 2022), knowledge sharing (Nguyen et al., 2020), HRM practices (Bos-Nehles & Veenendaal, 2019) and external factor (Zhang et al., 2021). Despite its significance, understanding the factors that drive this behavior remains fragmented and uneven (Stankevičiute et al., 2020). Although several studies have been conducted to identify the causes of IWB, no study has yet drawn a complete picture of the variables that play a role in shaping IWB. A systematic review has been done by Al-Omari et al., (2019); AlEssa & Durugbo, (2021); Srirahayu et al., (2023) however a clear framework which identified factors that have robust finding have not been clearly defined. Thus, this study will provide a framework on antecedents of IWB which significantly relate to IWB. Previous study has state that there are 3 categories that support IWB, namely: leadership, organizational and individual.

2. Literature Review

Innovative Work Behaviour: In the beginning, it was Farr and Ford (1990) who established the idea of innovative workplace behaviors (IWB). The term "IWB" refers stands for an individual's proactive behavior aimed at initiating and implementing innovative and advantageous ideas, processes, products, or procedures. Later Scott & Bruce, (1994) refer IWB to as a collection of activities that are focused on identifying, nurturing, altering, accepting, and putting into action ideas. Numerous scholars have made efforts to establish a comprehensive definition of IWB. However, the prevailing definition in the existing literature is the one put forth by Janssen (2000). According to Janssen, IWB refers to the deliberate actions undertaken by employees to generate, introduce, and implement novel ideas within the context of their work, whether in a group setting or within an organizational framework, with the ultimate aim of enhancing performance.

Later few other researchers came up with their definition. Example de Jong & Hartog (2007) refer to IWB as the deliberate actions undertaken by individuals to introduce or implement novel ideas, products, processes, and procedures inside their respective work roles, units, or organizations. In other words, Yuan & Woodman, (2010) said, IWB can be defined as the process of initiating, developing, realizing, and implementing novel ideas with the potential to enhance products, services, processes, and work methods. Similarly, Xerri & Brunetto (2013) described innovative work behavior as a process aimed at enhancing problem-solving efficiency and effectiveness inside the workplace. Recently Farrukh et al., (2022) defined IWB as the actions of individuals and teams within an organization that result in the development and implementation of novel services/products, tasks, or work-related ideas that improve organizational outcomes. Table 1 represents the key definition of IWB over the years:

Table 1: Key Definitions of IWB

IWB Definitions	Authors
IWB is defined as an individual's behavior that attempts to initiate and intentionally introduce new valuable ideas, processes, goods, or procedures.	Farr & Ford, (1990)
Innovative work behavior stands for an individual's proactive behavior aimed at initiating and implementing innovative and advantageous ideas, processes, products, or procedures.	Scott & Bruce, (1994; Ven, (1986)
The intentional efforts of employees to generate, implement, and utilize novel concepts at the workplace, either individually or collectively, to enhance organizational performance	Janssen, (2000)
IWB refers to the deliberate implementation and utilization of concepts, methods, goods, or systems within a specific function, team, or institution.	Dorenbosch et al., (2005)

A set of actions focused on introducing a valuable and beneficial idea, to enhance both individual employee and overall organizational performance	de Jong & Hartog, (2007)
The creation, acceptance, and execution of innovative concepts in products, technologies, and operational techniques by staff members.	(Yuan & Woodman, 2010)
Innovative teacher behavior teachers involve executing novel ideas. This behavior includes watching, hearing, and modifying new concepts, formulating an action plan, critiquing and reassessing, tweaking the original idea, and seeking supportive collaborators.	Messmann & Mulder, (2012)
A sophisticated and uncommon conduct in which employees advocate for innovative concepts, steer clear of conventional mindsets, and question authority by challenging existing norms.	(Kanter, 1988; Kessel et al., 2012)
Innovative behavior is characterized as a series of steps involving the exploration, development, and implementation of new ideas and solutions to address present challenges.	Park, Song, Yoon and Kim (2013)
Innovative work behavior "as a process that should improve the efficiency and effectiveness of problem-solving in the workplace".	Xerri & Brunetto, (2013)
Employees conceive, invent, develop, apply, promote, realize, and modify new ideas to improve their role performance in organizations.	(Thurlings et al., 2015)
Innovative behavior refers to the actions taken by an individual in the workplace to generate and implement new ideas, leading to the development of novel processes and products.	(Binnewies et al., 2007; Lukes & Stephan, 2017)
The deliberate integration and use of new ideas, processes, products, or methods in a specific organizational unit, aimed at bringing substantial advantages to either the organization itself or the broader community.	(Odoardi, 2018)
Employees intentionally work toward achieving the organization's goals by generating, overseeing, and executing innovative ideas that provide a competitive edge and contribute to long-term stability.	(Bawuro et al., 2018)
The innovative actions of employees concentrate on the journey of innovation, such as participating in inventive tasks, rather than the end products like new goods, which fall outside the realm of creativity	(Qi et al., 2019)
Innovative work behavior refers to a set of actions that enable employees to think creatively to enhance job performance, as well as streamline processes and routines.	(Samma et al., 2020)
Innovative Work Behavior (IWB) is the collective efforts of individuals and teams within an organization to bring forth new services, products, tasks, or ideas that enhance overall innovativeness and yield positive results.	(Farrukh et al., 2022)

3. Research Methodology

After conducting a thorough and methodical examination of existing scholarly works, the authors concentrated on published research that encompassed the literature pertaining to employee innovative work behavior, innovative work behavior and individual innovative behavior. The review used a combination of Google Scholar and manual searches, as well as computerized keyword searches, in the most important business source databases such as Scopus, Science Direct, WOS, Springer Link, and Emerald from 2018 to 2023.

Factors of Innovative Work Behavior: Since Scott and Bruce (1994, 1998) introduced the idea of "Innovative Work Behaviour," the number of publications that make use of IWB has increased consistently. Scholars argue that IWB has a considerable impact on organizational performance, making it a topic of interest for both academics and business leaders (Choi et al., 2021; Jankelová, Joniaková, et al., 2021). As a result, a business that seeks a continual flow of individual innovation must ensure that its personnel are both willing and capable of innovating (De Jong & Den Hartog, 2010). Aligned with the increasing recognition of the significance of individual innovation, previous scholarly works have investigated the determinants that impact individual innovative work behavior (IWB) (Bawuro et al., 2018; Contreras et al., 2020; Saraih et al.,

2019). However, the findings in this field are still limited and inconclusive. As a consequence innovation has moved to the forefront of organizational study and practice, demanding more investigation of IWB.

A significant amount of study has focused on examining the elements that contribute to innovative behavior in the workplace, to enhance our understanding of this phenomenon(De Jong & Den Hartog, 2010; Yuan & Woodman, 2010; Bos-Nehles et al., 2017; Sulistiawan et al., 2017; Ab Rahman & Ismail, 2018; Bawuro et al., 2018; Riaz et al., 2018; Aishah Hashim et al., 2019; Bin Saripin & Kassim, 2019; Purc & Lagun, 2019; Saraih et al., 2019; Siregar et al., 2019; Widodo, 2020; Contreras et al., 2020; Hashim, 2021; Hosseini & Haghighi Shirazi, 2021; Zhang et al., 2021). However, the findings are still insufficient and conclusive due to different regions, industries and cultures. Hence, the objective of this study is to provide a comprehensive framework encompassing many factors that have been consistently found to significantly impact individual work behavior (IWB). In reviewing previous literature, variables that support innovative work behaviour have been identified. A closer look at these variables shows that they are connected to factors at the individual, leadership, organizational, human resource practices and external levels.

Individual Factor: According to Scott & Bruce (1994) the fundamental element for establishing a high-performance organization is the presence of workers who exhibit innovative behavior within the workplace. Thus, many organizations are looking at the factors influencing employee IWB. There are many individual factors have been studied on IWB. Among the individual related factors that have been studied relating to IWB include perceived role clarity (Kundu et al., 2020), emotional intelligence (Andrabi & Rainayee, 2020), psychological capital (Yonla et al., 2019), self-efficacy (Santoso & Heng, 2019; Siregar et al., 2019), personal values (Purc & Lagun, 2019). Among all the factors studied psychological empowerment is one of the most studied factors on employee IWB due to its different findings (Abdullatif, 2016; Almulhim, 2020; Helmy et al., 2019; Kustanto et al., 2020; Nasir et al., 2019; Rahman et al., 2014; Sinaga et al., 2021; Yasir et al., 2021). Meanwhile self-efficacy is proven to be one of the most influential factors of IWB (Siregar et al., 2019; Santoso & Heng, 2019).

Competency, ability to innovate and readiness to change seem to be a growing factor studied by researchers in recent years (Carvalho et al., 2023; Sengupta et al., 2023). Besides some factors like employee engagement (Ali et al., 2022; Bannay et al., 2020), organizational commitment (Akhtar et al., 2019; Arsawan et al., 2022), emotional intelligence (Andrabi & Rainayee, 2020; Malik, 2021), proactive behavior (Nurjaman et al., 2019; Yang et al., 2020) are also significantly correlated with employee IWB.

Leadership Factor: There are various leadership styles have been studied on IWB such as Transformational leadership, Transactional leadership and Laisser-Faire leadership (Alheet et al., 2021; Khan et al., 2020; Afsar & Umrani, 2020; Bawuro et al., 2018; Chatchawan et al., 2017; Gashema, 2021; Grošelj et al., 2020; Sinaga et al., 2021; Tan et al., 2021) Ethical Leadership (Wen et al., 2021; Hashim, 2021) Inclusive Leadership (Alshoukri et al., 2020; Javed et al., 2020; Bannay et al., 2020; Javed et al., 2019) Entrepreneurial Leadership (Li et al., 2020) and Servant Leadership (Cai et al., 2018). According to a recent systematic literature review by AlEssa & Durugbo, (2021) and El Alfy & Naithani, (2021) found that leadership studies dominate research related to IWB and transformational leadership (TL) is the most studied style of leadership linked to IWB.

Afsar & Umrani (2020) found employees' innovative work behavior was positively influenced by transformational leadership, while motivation to learn mediated the transformational leadership–innovative work behavior link. The study also indicated that task complexity and the innovation climate moderate the association between transformational leadership and workers' innovative work behavior. While other studies state inclusive leadership styles closely relate to IWB (Aboramadan et al., 2022; Javed et al., 2020). On the other hand (Grošelj et al., 2021; Schuckert et al., 2018) found authentic leadership has a significant impact on IWB.

Organizational Factor: According to Damanpour (1991) organizational factors play a critical role in the innovation process. Various studies have focused on the organizational factor of employee IWB. Previous studies tested perceived organizational support on IWB (Chatchawan et al., 2017; Afsar & Umrani, 2020; DOĞRU, 2018; Masyhuri et al., 2021; Mustika et al., 2020; Qureshi et al., 2020; Riaz et al., 2018; Susilo, 2019). While some scholars investigate Organizational Climate for Innovation and IWB (Ali et al., 2020; Izzati, 2018;

Munir & Beh, 2019**;** (Bos-Nehles et al., 2017; Contreras et al., 2020;). Meanwhile, Knowledge sharing also became one of the most interesting areas studied with IWB (Akram et al., 2020; Ibus, Wahab, & Ismail, 2020; Işık et al., 2021; Kmieciak, 2020; Mustika et al., 2020; Nguyen et al., 2019; Yasir et al., 2021).

There is also evidence shows organizational culture positively relates to employee IWB (Jankelová et al., 2021; Khan et al., 2020; Mutonyi et al., 2021; Saraih et al., 2019; Nazir et al., 2018). While other researchers have focused on HRM Practices (Bos-Nehles & Veenendaal, 2019; Stankevičiute et al., 2020; Yasir & Majid, 2020 Koednok & Sungsanit, 2018; Saraih et al., 2019; Majid, 2020; Saraih et al., 2019; Bos-Nehles et al., 2017). Chatchawan et al., (2017) in their study reported several research in Thailand and globally have discovered that team climate inventory, learning orientation, transformational leadership, and organizational supportiveness are all characteristics that influence innovative behavior. Bani-Melhem et al. (2018) reported a positive effect of workplace happiness and co-worker support on employee IWB. Table 2 below represents factors that affect employee innovative work behavior.

Table 2: The Antecedents of IWB 2018 - 2023

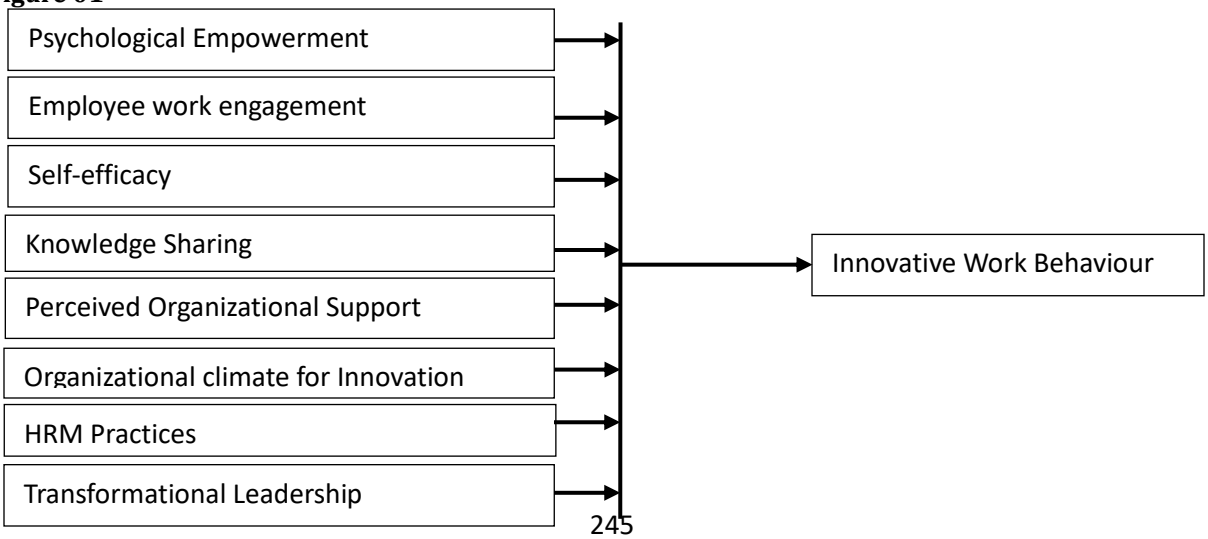
Category	Factors	Author
Individual	Psychological Empowerment	(Aldabbas et al., 2021; Almulhim, 2020; Bin Saeed et al., 2019; Grošelj et al., 2020; Helmy et al., 2019; Khan et al., 2019; Khan et al., 2021; Kustanto et al., 2020; Mahendri et al., 2022; Nasir et al., 2019; Park & Kim, 2022; Prabowo et al., 2018; Rahman et al., 2014; Sinaga et al., 2021; Stanescu et al., 2020; Swaroop & Dixit, 2018; Yadav et al., 2023; Yasir et al., 2021; Zhang et al., 2021)
	Perceived role clarity	(Kundu et al., 2020)
	Social Capital	(Heliawaty et al., 2020)
	Emotional Intelligence	(Andrabi & Rainayee, 2020; E. Khan et al., 2021; Malik, 2021)
	Proactive Behavior	(Gultom et al., 2022; Khan & Dukhaykh, 2022; Nurjaman et al., 2019; Yang et al., 2020)
	Psychological Capital	(Gashema, 2020, 2021; Mutonyi et al., 2021; Yonla et al., 2019)
	Self-Employment	(Yonla et al., 2019)
	Hope	(Namono et al., 2021)
	Humor	(Johari et al., 2021)
	Trust	(Afsar et al., 2020; Afsar & Masood, 2018)
	Competency	(Carvalho et al., 2023; Siregar et al., 2019)
	Self-efficacy	(Siregar et al., 2019), (Afsar & Masood, 2018; Choi et al., 2021; Hashim, 2021; Ibus, Wahab, Ismail, et al., 2020; Islam et al., 2022; Oppi et al., 2020; Santoso & Heng, 2019)
	Personality Trait	(Saraih et al., 2019)
	Personal Values	(Purc & Lagun, 2019)
	Readiness to change	(Sengupta et al., 2023; Tan et al., 2021)
	Agile learning	(Jo & Hong, 2022)
	Learning goal orientation	(Hebbaz et al., 2023; Sukumarl Koednok, 2023)
	Psychological Safety	(Xu & Suntrayuth, 2022)
	Work Engagement/Employee engagement	(Afsar et al., 2020; H. Ali et al., 2022; Bannay et al., 2020; Contreras et al., 2020; DOĞRU, 2018; Hosseini & Haghighi Shirazi, 2021; Jena & Memon, 2018; Jo & Hong, 2022; Khan & Dukhaykh, 2022; Ranihusna et al., 2021; Swaroop & Dixit, 2018; Vithayaporn & Suwaree Ashton, 2019)
	Employees Thriving	(Riaz et al., 2018; Shah et al., 2020)
	Organizational Commitment	(Arsawan et al., 2022; Bawuro et al., 2018; Hashim,

		2021; Mutonyi et al., 2021; Nazir et al., 2018; Siregar et al., 2019)
Leadership	Transformational leadership	(Alheet et al., 2021; Khan et al., 2020; Afsar & Umrani, 2020; Bawuro et al., 2018; Gashema, 2021; Grošelj et al., 2020; Sinaga et al., 2021; Tan et al., 2021)(Afsar & Masood, 2018; Alnajjar & Hashim, 2020; Alshahrani et al., 2023; Arsawan et al., 2022; Bednall et al., 2018; Bin Saeed et al., 2019; Bin Saripin & Kassim, 2019; Contreras et al., 2020; Ferdinan & Lindawati, 2021; Grošelj et al., 2021; Hansen & Pihl-Thingvad, 2019; Khan et al., 2019; Khan et al., 2021; Sukumarl Koednok, 2023; Rafique et al., 2022; Rahmah et al., 2020; Stanescu et al., 2020; Sudibjo & Prameswari, 2021; Tan et al., 2021; Zhang et al., 2021)
	Transactional Leadership	(Alheet et al., 2021; Contreras et al., 2020; Faraz et al., 2018; Hansen & Pihl-Thingvad, 2019; Kustanto et al., 2020; Rahmah et al., 2020)
	Ethical Leadership	(Hashim, 2021; Musenze & Mayende, 2022; Wen et al., 2021)
	Inclusive Leadership	(Bannay et al., 2020), (Alshoukri et al., 2020; ASLAN, 2019; Javed et al., 2019, 2020; Mansoor et al., 2021; Qi et al., 2019)
	Entrepreneurial Leadership	(Islam et al., 2022; Li et al., 2020)
	Self-Leadership	(Asurakkody & Kim, 2020; Ibus, Wahab, Ismail, et al., 2020)
	Authentic Leadership	(Grošelj et al., 2021; Sengupta et al., 2023)
	Servant Leadership	Cai et al. 2018(Ekmekcioglu & Öner, 2023; Khan et al., 2021; Mahendri et al., 2022);
	Leader-Member Exchange	(Choi et al., 2021; Khan & Dukhaykh, 2022; Qureshi et al., 2020; Rafique et al., 2022)
	Islamic Leadership	(Supriyanto, 2019)
	Empowering Leadership	(Yadav et al., 2023)
Organizational	Perceived Organizational Support	(Afsar & Umrani, 2020; ASLAN, 2019; Choi et al., 2021; DOĞRU, 2018; M. Khan & Dukhaykh, 2022; Lambriex-Schmitz et al., 2020; Masyhuri et al., 2021; Musenze & Mayende, 2022; Mustika et al., 2020; Nazir et al., 2018; Park & Kim, 2022; Qureshi et al., 2020; Ranihusna et al., 2021; Riaz et al., 2018; Sulaiman et al., 2019; Susilo, 2019; Tan et al., 2021; Volery & Tarabashkina, 2021)
	Teamwork	(Johari et al., 2021)
	Organizational Climate for Innovation	(Ali et al., 2020; Bawuro et al., 2018; Bos-Nehles & Veenendaal, 2019; Carlucci et al., 2020; Contreras et al., 2020;; Imran et al., 2019; Izzati, 2018; Munir & Beh, 2019; Xu & Suntrayuth, 2022)
	Job Demand	(Hebbaz et al., 2023; Melhem et al., 2018; Rafique et al., 2022; Samma et al., 2020)
	Learning Organization	(Cliffton et al., 2020; Hosseini & Haghighi Shirazi, 2021; Ranihusna et al., 2021; Shah et al., 2022; Widodo, 2020)
	Organizational Culture	(Saraih et al., 2019), (Ekmekcioglu & Öner, 2023; Ferdinan & Lindawati, 2021; Jankelová, Skorková, et al., 2021; Khan et al., 2020; Mutonyi et al., 2021; Nazir et al., 2018)

	Team Culture	(Işık et al., 2021)
	Knowledge sharing	(Akram et al., 2020; Aldabbas et al., 2021; Almulhim, 2020; Alshahrani et al., 2023; Arsawan et al., 2022; Asurakkody & Kim, 2020; Bin Saripin & Kassim, 2019; Hassan et al., 2018; Helmy et al., 2019; Ibus, Wahab, & Ismail, 2020; Işık et al., 2021; Islam et al., 2022; Kmieciak, 2020; Munir & Beh, 2019; Mustika et al., 2020; Nguyen et al., 2019; Rafique et al., 2022; Rahmah et al., 2020; Shah et al., 2020; Sudibjo & Prameswari, 2021; Udin, 2022; Usmanova et al., 2020; Xu & Suntrayuth, 2022; Yasir et al., 2021)
	Absorptive Capacity	(Contreras et al., 2020; Lekhawichit et al., 2020)
	Workplace Ostracism	(Samma et al., 2020)
	Workplace Incivility	(Samma et al., 2020)
	Workplace Happiness	(Melhem et al., 2018)
	Organizational Justice	(Akram et al., 2020; Fadul, 2021)
	Visible dissimilarity	(Bogilović et al., 2021)
	Cultural Intelligence	(Afsar et al., 2020)
	Perceived Leaders proficiency	(Santoso & Heng, 2019)
	Employee Friendly Workplace	(Santoso & Heng, 2019)
HRM Practice	HRM Practices	(Bos-Nehles & Veenendaal, 2019; (Stankevičiute et al., 2020; Yasir & Majid, 2020) Koednok & Sungsanit, 2018; Saraih et al., 2019)(Caniëls & Veld, 2019; Dzimbiri & Molefi, 2021; Elidemir et al., 2020; Odoardi, 2018; Widodo, 2020; Yasir & Majid, 2020; Zreen et al., 2021)
	Flexible work arrangement	(Jiang et al., 2023; Qi et al., 2021; Rafique et al., 2022; Rodhiya et al., 2021; Wahyudi Rahman et al., 2020)
External	Government Support for talent policies (external)	(Zhang et al., 2021)

Proposed Model: In the suggested framework, the researcher opted to incorporate variables with the strongest supporting evidence regarding their impact on IWB. This framework could serve as a roadmap for upcoming studies to explore the effects of these factors on IWB across various sectors especially in Malaysia such as higher education, agriculture; arts and humanities, sports, and entertainment as the sectors were neglected in most of IWB studies and to determine if the model is well-suited for this geographical context.

Figure 01



4. Discussion

This article review tried to explore and trace the factors influencing IWB from several authors. The factors are divided into four categories which are individual factors, organizational factors, leadership factors and external factors. Looking at individual factors, psychological empowerment shows robust findings on IWB. Psychological empowerment has become a hot topic among researchers in the study of innovative work behavior because it is closely linked to key factors like motivation, autonomy, and job satisfaction that are known to promote innovation in the workplace. Therefore, as organizations strive to become more innovative to stay competitive, understanding the role of psychological empowerment in fostering innovation has become increasingly important. Work engagement or employee engagement is also among the factors which frequently tested on IWB. As organizations continue to prioritize innovation as a competitive advantage, understanding the role of work engagement in driving innovative behavior has become essential for both researchers and practitioners.

On the other hand, self-efficacy also became one of the factors often studied with IWB. Self-efficacy is a critical psychological factor that can explain why some individuals are more inclined to engage in innovative work behavior. It is mainly because it affects motivation, confidence, persistence, and overall job performance, making it a central focus in research aimed at understanding and promoting innovation in the workplace. Looking at organizational aspects, knowledge sharing, perceived organizational support (POS) and organizational climate for innovation are among the factors that are usually examined with IWB. Knowledge sharing shows the most robust findings with IWB research. Scholars study knowledge-sharing behaviours in order to understand their importance in supporting IWB and to provide significant insights that can guide organizational practices and policies targeted at boosting innovation. When employees freely exchange information, insights, and expertise, it enhances their ability to generate new ideas, improve processes, and develop innovative solutions (Oyku Basak Derin, 2020). The active exchange of knowledge among employees facilitates their ability to continuously adapt and innovate in demanding job roles, hence enhancing their competitiveness (Udin, 2022).

On the other hand, researchers tend to use POS in IWB studies because POS because it influences the psychological, motivational, and practical aspects of employees' willingness and ability to engage in innovation. Many studies have proven that organizations that prioritize and cultivate a supportive environment are more likely to see increased innovative work behaviors among their employees (ASLAN, 2019; Jun & Lee, 2023; Masyhuri et al., 2021). Mainly researchers study POS to understand the mechanisms through which organizational support impacts innovation and to provide insights into how organizations can promote a culture of innovation. Another factor mostly studied was the organizational climate for innovation. Organizational climate for innovation also serves as a reliable predictor of IWB. When employees perceive a positive climate for innovation within their organization, they are more likely to engage in innovative behaviors. This relationship is supported by empirical evidence from numerous studies (Bos-Nehles & Veenendaal, 2019; Imran et al., 2019; Munir & Beh, 2019; Xu & Suntrayuth, 2022).

Transformational leadership exerts a dominant influence on fostering innovative work behavior. This leadership style is favored due to its ability to inspire and empower employees, leading them to surpass expectations motivating and empowering employees to go above and beyond, creating a shared vision among team members and promoting a culture of creativity and willingness to take risks (Afsar & Umrani, 2020; Bin Saeed et al., 2019; Helmy et al., 2023). This particular leadership style fosters an organizational atmosphere that is favorable to innovation, leading to heightened levels of employee engagement and improved overall performance. A study by Afsar et al., (2014) shows transformational leadership has a favorable impact on innovative work behavior, which includes both idea generation and implementation. Besides, leaders who possess transformational qualities have the ability to inspire and encourage their teams to thrive in areas such as innovation and problem-solving (Helmy et al., 2023). To sum up, transformational leadership is the most popular approach in studies of IWB because it has been shown to constantly inspire and motivate employees to do creative and innovative work that leads to the success of the organisation.

HRM practices also show a significant effect on IWB research. HRM practices have been investigated as a potential driver since it is seen as an organization's most important tool for shaping employee behavior

(Stankevičiute et al., 2020). HRM practises can affect workers' propensity to innovate on the job by creating a positive and encouraging work environment, equipping them with the skills they need, and rewarding their innovative work. Throughout the literature among the best practices which can help improve IWB are reward and training, job security, freedom, task composition, job demand, and feedback (Bos-Nehles et al., 2017; Bos-Nehles & Veenendaal, 2019; Davidescu et al., 2020; Saraih et al., 2019). Recent studies show more flexible and organization more innovative the employee will be (Jiang et al., 2023). However, there is a significant gap in our understanding of how flexible work arrangements affect employees' IWB.

5. Conclusion

In conclusion, this study has addressed eight factors that have been the subject of extensive research in the field of IWBs. The factors are psychological empowerment, employee engagement, self-efficacy, knowledge sharing, perceived organizational support, climate for innovation, HRM practices and transformational leadership. The significance and pertinence of these aspects are concisely explained to offer valuable insights and contribute to the knowledge of researchers in future studies on IWB research. It is undeniable that among the factors, transformational leadership dominates the IWB studies followed by knowledge sharing. To conclude, even though factors on IWB are widely studied by many researchers, still findings are inconclusive. Many studies are conducted in manufacturing industries and less focus have been given to service industry such as higher education, art and humanities and hospitality. It is evident that there is a tremendous need for research in this area. It is hoped that this study provides some insight for future researchers to further develop knowledge in this field, especially in the Malaysian context. Additional research can build on the foundation laid by this conceptual framework study. It is noteworthy to mention that while numerous studies have been conducted on the factors influencing IWBs there has been relatively little emphasis on examining external factors.

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