

Factors Influencing Innovative Work Behaviour : A Theoretical Model

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ABSTRACT

Innovative Work Behaviour (IWB) is crucial for every organization due to digitalization, competitive markets, environmental shifts and sustainability demands. Companies that prioritize innovation and creativity are better positioned to thrive amid uncertainty, so fostering a culture of IWB among employees is vital for survival. Securing IWB from employees has drawn the attention of business and researchers alike. There are lots of studies which scrutinize methodologically the different factors affecting IWB individually, but studies related to unified theoretical model is insufficient. To address the lack of a unified theoretical model, researchers are undertaking a Systematic Literature Review using the PRISMA approach to pinpoint the factors influencing IWB.

Keywords: Systematic Literature Review (SLR), Innovative Work Behaviour (IWB), Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA), Employees.

Introduction

Innovation is considered to be an essential aspect for every institution, as they are expected to familiarize with rapid changes in the working environment. Now-a-days, organizations are facing many challenges regarding the innovative products or services created by their competitors. So, organizations are forced to pursue innovativeness in their activities in order to achieve their organizational goals. For that, the innovative behavior of employees needs to be developed. Innovative work behavior is significant for organizational efficiency and existence, which eventually leads to sustainable organizational development. Innovative work behavior (IWB) deals with developing or adopting or implementing new ideas for creating

or modifying products or services or technologies or working procedures by employees; which is considered as a one of the significant elements for organizational success. IWB is expected to produce innovative Products or services and it acts as a beneficial outcome for individuals, groups, or organizations. Hence, it should be carried out consistently in order to survive in the market. Training and development on innovative work behavior among employees helps them to be innovative in their working space. In the current era, IWB acts as an essential component for career progression. Rewards, incentives, or promotion for workforces were given on the basis of this variable. Establishments that adopt non-technological routine can able to support employees' innovative work behavior.

Numerous studies examine the antecedents of IWB, including the impact of leadership, personal factors, and organizational practices. So, for the current research the researchers focus comprehensively on the various factors that influence Innovative Work Behavior among employees within an organization.

Objectives of the study

- To identify the various factors that influences innovative work behavior in an organization.
- To establish a theoretical model which shows the factors that positively influences IWB in an organization.

Research Methodology

This involves a systematic literature review which includes researching, analyzing, evaluating, and summarizing scholarly journals and articles regarding a particular topic. Such research enhances review quality through transparent, reproducible methods; it identifies and assesses many literatures. Grounded theories guide the review, helping researchers spot gaps and build theoretical models based on emerging results. This process has five stages i.e., defining, searching, selecting, analyzing, and presenting the reviews.

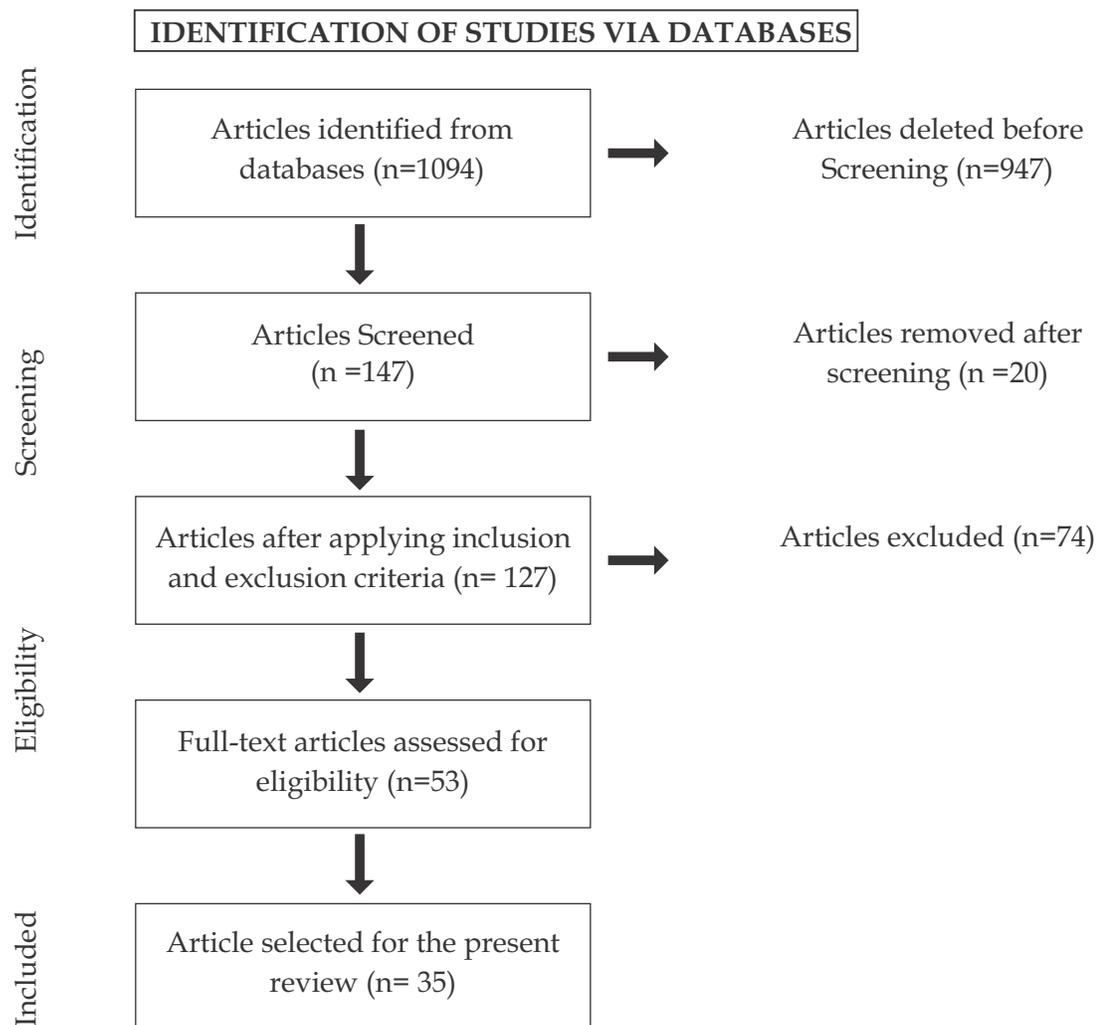


Fig. 1. PRISMA flow chart

Sources of Information

The first step in the systematic literature review is to define the database, for this research two types of databases (Google Scholar and Delnet) were used. Searching Strategy

The next step involves searching for relevant and effective studies in the database, identified by using the keywords: “innovation”; “innovative work behavior”; “employees innovative work behavior”; “factors influencing innovative work behavior”. As the result 1094 articles were obtained.

Selection Criteria

From the preceding step, 147 articles were chosen and subsequently narrowed down to 127 articles based on the abstract and titles that matches the predetermined theme. From the 127 articles 53 were selected based on the availability of full text of article. Finally, 35 articles were selected for this review. The PRISMA flowchart of the entire research process is shown in Fig.1.

Eligibility Criteria

Inclusion and exclusion criteria are outlined

follows, Research articles were included based on the following inclusion criteria,

- Articles published from the year 2005 to 2025
- Evaluated based on title, keywords, and abstract
- English language
- Related with factors that affects innovative work behavior within the organization.
- Article available in Full paper format

Research articles were excluded based on the exclusion criteria

- Reports from Books, thesis
- Studies out of context
- If abstract of article alone available in the database.

Data Analysis and Synthesis Method

The essential information for the study was extracted including the name of the authors, Publication year, study type, citations and factors that positively influences innovative work behavior in an organization in each study.

Table 1. Factors influencing Innovative Work Behaviour

S.No	Authors and Year	Research Type	Factors influencing IWB	Citation
16	Florian Moll et al. (2016)	Case study	Teleworking, Flexible workspace, flexible working hours	37
17	Bilal Afsar et al. (2020)	Empirical Research	Transformational Leadership, Motivation to learn, task complexity, innovation climate	702
18	Emil Knezovic et al. (2021)	Empirical Research	Psychological empowerment, participation in decision making, organisational justice, Transformational justice	161
19	Mikail Momen et al. (2014)	Descriptive analytical study	Employees' self-efficacy	71
20	Naveed Saif et al. (2024)	Empirical Research	Transformational Leaders, Task performance, Knowledge sharing,	2
21	Niko Sudibjo et al. (2021)	Empirical Research	Knowledge Sharing behaviour, Person organisation fit, Transformational leadership,	196

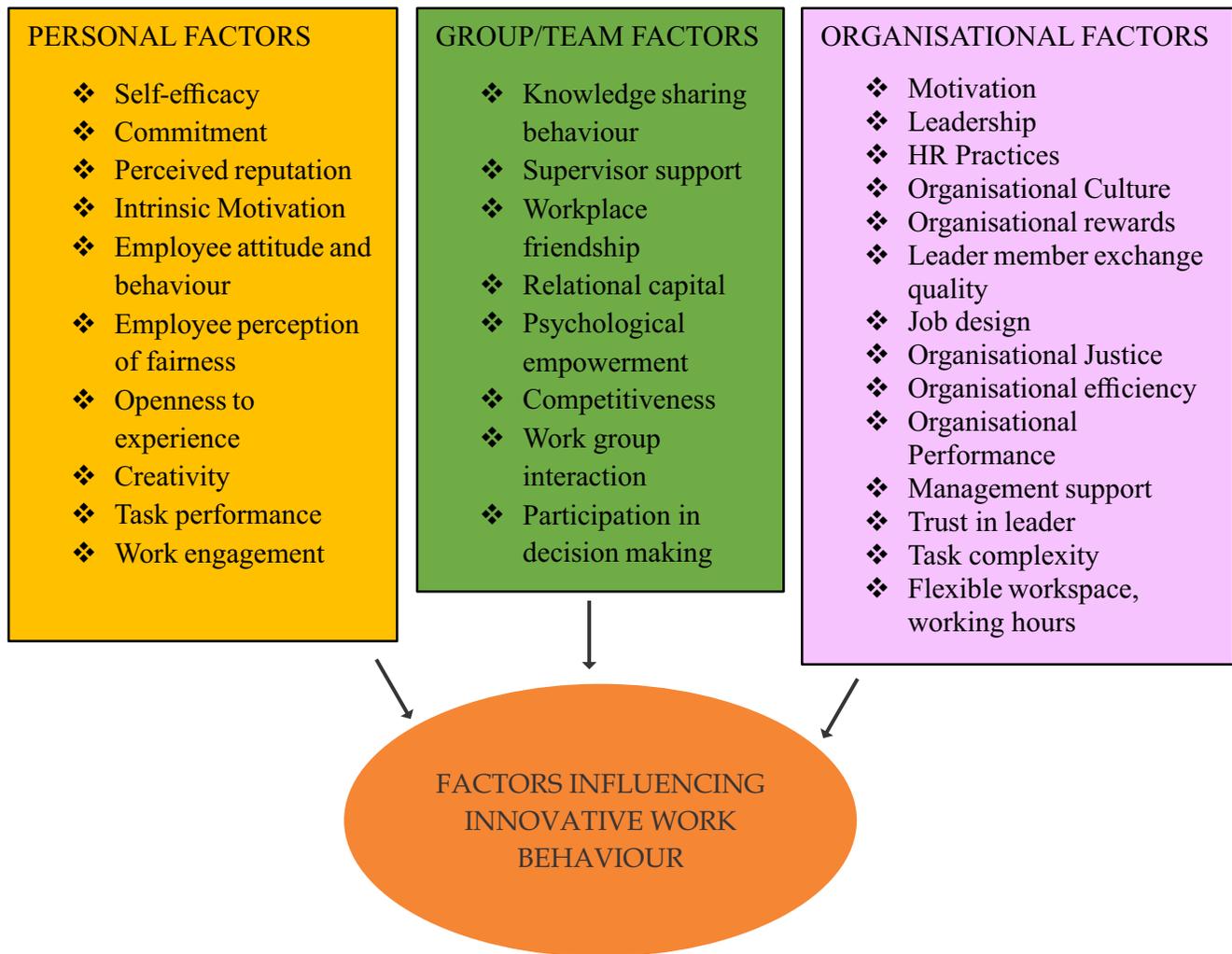
22	Thanatchaporn Jaruwanakul (2021)	Empirical Research	Work engagement, Management support, coworker support, transformational leadership	24
23	Hoang Thanh Quang et al. (2022)	Empirical Research	Personal Factors (Creative self-efficacy, Employee Commitment, Work passion)	8
24	Afsaneh Bagheri (2017)	Empirical Research	Entrepreneurial Leadership, capacity to recognize opportunities, innovative abilities, Competitiveness	306
25	Dani Rizana et al. (2023)	Conceptual study	Workplace Friendship, Psychological empowerment, Knowledge sharing	3
26	Joather Alwali (2023)	Empirical Research	High Involvement work practices, servant leadership, Job crafting	10
27	Seyed Mehdi Mousavi et al (2015)	Empirical Research	Trust in leader, Leader member exchange quality	165
28	Arum Etikariena et al (2021)	Empirical Research	Organisational climate	20
29	Natarajan Ramamoorthy et al (2005)	Empirical Research	Psychological contract, Job design, Organisational Justice	952
30	Bilal Afsar (2016)	Empirical Research	Person-organisation fit, Employees positive attitude and behaviour	144
31	Koen Nijenhuis (2015)	Case study	Social-Political factors, direct supervision, work group interactions, organisational structure, certain organisational practices, individual characteristics	33
32	Morteza Akbari et al. (2021)	Empirical Research	Employees' creative self-efficacy, Leaders' support for innovation, entrepreneurial leadership	220
33	Zahid Yousaf et al. (2023)	Empirical Research	Homophily, Job excitement, employee functional flexibility,	9
34	Hery Kustanto et al. (2020)	Empirical Research	Employee Psychological empowerment, Transactional and Transformational leadership	33
35	Tayyaba Akram et al. (2016)	Empirical Research	Organisational Justice (Spatial and Temporal Justice)	101

Findings

With time, IWB has increased the attention of the researchers as the number of researchers in the field kept increasing with different titles and in some studies, it also acts as a mediating variable. Table 1 summarizes the key factors that influences innovative work behavior within an organization.

The evaluation of articles from the year 2005-2025, led to research findings presented aligned with the objectives of the study.

- IWB not only improve the working style but also insists the organization to focus on the different aspects where they are lacking.



Source: Researchers

Fig.2. Factors influencing IWB: A Theoretical Model

- This research highlights personal attributes such as self-efficacy, commitment, perceived reputation, intrinsic motivation, employee attitude and behaviour, employee perception of fairness, openness to experience, creativity, task performance, work engagement, and other personal traits that can impact employees' innovative work behaviour within an organisation.
- The fundamental organizational elements driving innovation encompass task demands, role demands, interpersonal demands, and organisational structure. However, this study pinpointed several key factors affecting IWB within organisations, specifically: motivation, leadership styles (including Transactional, Transformational, Spiritual), HR practices, organisational culture, organisational rewards, leader member exchange quality, job design, organisational justice, task complexity, organisational efficiency, organisational performance, management support, trust in leader, Task complexity, Flexible workspace, working hours.
- Group factors play a vital role in every organisation for retaining and motivating

employees working in the organisation. They are the one who supports the activities of the employees and stimulates them to work better. Here are some group or team factors that influences IWB, they are, knowledge sharing, supervisor support, social interaction, relational capital, psychological empowerment, competitiveness, Work group interaction, Participation in decision making. Fig.2. shows a theoretical model of various factors that influences IWB.

- Some of the external factors like family, social support, political factors also strengthen or weaken employees' innovative work behaviour in an organisation.

Limitations

- This research has limitations; specifically, it was constrained by limited access to full- text articles matching the keywords, resulting in the exclusion of all papers related to employees' innovative work behavior in organizations.
- Data were extracted from Google scholar and Delnet databases. Other sources of data can also be used for future research.

Managerial Implications

In this research, the literatures were analyzed systematically in order to provide a comprehensive view of factors which influence innovative work behavior among employees. It not only acts as comprehensive contribution but it acts as a useful tool for Human resource practitioner and management those who are looking forward for innovative working behavior among employees. There are many factors plays a significant role in influencing IWB, but leadership, self-efficacy and knowledge sharing behavior dominates all. First and foremost the leader is anticipated to serve as an exemplary figure for their employees, should build trust

among their team members, should set a clear vision/objectives, must respond to his subordinate's emotional information, should be a person who fosters open communication, should empower team members by delegating task with adequate support to perform them, have to identify individual strength and tries to motivate them to attain career success, all these activities makes the employees feel comfortable at work and execute innovative ideas in their work.

The second one is self-efficacy, which focus on creating an active working environment where employees' believe in their capability to succeed. This can be attained by strategies like organizing training and development program, offering positive feedback, setting achievable targets, recognizing employees through awards and rewards, and encouraging human resources to take ownership of their role, all those ultimately leads to increased performance, job satisfaction, motivation and inculcate innovative work behavior among employees.

The last one is knowledge sharing behavior, which promotes a collaborative working environment where it fosters a culture of open communication, empowering employees to share their expertise, establishing a accessible tools for knowledge exchange and addressing the barriers like fear of losing power while sharing knowledge with the co-workers. Managers should demonstrate and recognize active knowledge sharing behavior, should encourage active interactions and knowledge sharing that happen between inter departments and intergroup. To inculcate this behavior among employees the management have to organize training sessions. The above-mentioned points help to create a knowledgeable environment in the organization but for maintaining it, assessing the effectiveness of knowledge sharing regularly is important.

So, for an organization which would like to create

an innovative work environment should focus on some of the following personal traits during the process of selection as personal factors of an individual which plays a significant part in fostering innovative work behavior among employees. The traits are as follows, multitasking ability of prospective employees, the employees' personality, self-efficacy, commitment in previous job, intrinsic motivation, attitude towards present role, creativity, team work experiences, openness to exposures, willingness to learn, competency to perform the job. Organization with these kinds of human resources ultimately create an innovative work environment.

Further research

Studying Innovative Work Behavior is captivating; analyses show many IWB related areas remain unexplored by researchers so far. The following are some of them,

- In what ways do outside organizational factors influence IWB?
- How technological advancements like artificial intelligence, blockchain etc., have influence IWB?
- Role of psychological factors like mindfulness, emotional intelligence and cognitive diversity on innovative work behavior.
- Relationship between IWB and customer satisfaction or market share or financial performance of an organization.
- Negative impacts of encouraging innovative work behavior in an organization.
- How IWB contribute to sustainable business practices?
- Relationship between workplace spirituality and innovative work behavior.
- How IWB can impact the organization in

different situation.

- How does the spiritual atmosphere influence innovative work behavior?
- Role of innovative work behavior and organizational support.
- In today's work environment, how can spirituality boost creativity across various workplace settings?
- What strategies can unlock IWB potential among staff members of an organization?
- Influence of innovative work behavior on employee career success (it encourages the employees to adopt innovative work behavior in their workspace).
- There are many articles available by using IWB as the dependent and moderating variable, so that taking IWB as an independent variable in organization can be made.
- Study on impact of innovative work behavior on work role performance

Conclusion

In today's competitive and dynamic environment, innovative work behaviour is a crucial element for every organization to improve their performance and to sustain in the market as well. The present research aims to systematically identify and present factors which influence employee's innovative behavior in the organization specifically from 2005 to 2025. A total of

35 factors from three different groups namely personal, group, and organizational were identified. Like other aspects of human behavior, various factors can impact employees' innovative work practices. It is anticipated that this study will offer valuable insights for scholars seeking to expand their understanding of employees' innovative work behavior, thereby

facilitating future research in this area.

Authors contributions

Anbugeetha D: Conceived, designed, analyzed, interpreted the data, and wrote the article.

Sangeetha S: Conceived, designed, analyzed, interpreted the data, and wrote the article.

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Declaration of Interest's statement

The authors declared that they have no competing interests that could have influenced the results of this paper.

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