

A Systematic Literature Review : Antecedents, Concepts and Research Sector of Innovative Work Behavior

Kholilah Danarratoe Kharima ^{a,1,*}, Praptini Yulianti ^{b,2}, RD Kusyeni ^{c,3}

^{a1, b2} Universitas Airlangga, Surabaya, Indonesia, ^{c3} Institut Ilmu Sosial dan Manajemen STIAMI, Jakarta, Indonesia

¹ kholilah.danarratoe.kharima-2021@feb.unair.ac.id ; ² praptini.yulianti@feb.unair.ac.id ; ³ kusyenird@gmail.com

* corresponding author

ARTICLE INFO

Article history

Received : 6 July 2023

Revised : 10 September 2023

Accepted : 15 September 2023

Keywords:

Innovative Work Behavior;

Antecedents;

Concepts;

Research Sector IWB;

ABSTRACT

Innovative work behaviour is an important focus in dealing with the digitalization era because there is still a lack of individual adaptation to the different changes that occur. There are currently few research models constructed to see IWB, thus this study seeks to conduct additional research on the most recent concepts in IWB so that it can be carried out in areas where IWB has not yet reached. The antecedents, concepts, and sectors involved in IWB are investigated using a literature review method in this study. Furthermore, a bibliometric technique was employed in this study to obtain a clear picture of the IWB's applicability. The results of this study show that IWB has numerous antecedents that may be categorised into three categories: individual, organisational, and leadership. Related to the concept of IWB is divided into three sets of concepts, namely innovative work behaviour for learning and leadership, innovative work behaviour for process and performance, innovative work behaviour for characteristic and conditions, and for sectors that carry out IWB more in telecommunications and manufacturing, but it is also necessary that in the future IWB can be more widespread in all sectors, especially the public sector which provides public services.

1. INTRODUCTION

In knowledge-based economy era, maximizing the inventive potential of employees has become a major priority in every organization (Pieterse, Knippenberg, Michaela, & Stam, 2010). Employee-generated new ideas and initiatives provide organizations with a competitive advantage through product differentiation or improved service. Organizations are rapidly realising that no small or large company can achieve long-term success unless its personnel have the ability to generate fresh ideas in their work. Companies or organizations that continue to experience sustainability require people with innovative work behaviours; this behaviour is regarded as crucial and related to strengthening the sustainability of organizational performance (Pieterse et al., 2010).

The industrial revolution 4.0 can simply be defined as a significant and profound change in the way humans generate goods or services. Aside from the economic sector, the industrial revolution is followed by technology breakthroughs and digital modes of working. Starting in 2016, the industrial revolution has grown and developed until the present day. The existence of an industrial transformation that requires everything to be digital means that individuals must also develop novel ways of functioning. Innovative work behaviour, also known as IWB, is an individual work behaviour in an organization that involves the act of developing and introducing new ideas, processes, products, or procedures for adoption that are relevant in terms of providing significant benefits to other individuals, groups, and organizations (Kumar, Upadhyay, Yadav, & Goyal, 2022). The presence of this inventive work behaviour is a creative action that can add innovation for long-term organizational growth. This is also consistent with what was stated by (Kaymakçı, Görener, & Toker, 2022), who stated that IWB, or innovative work behaviour, refers to the activities of individuals within an organization to develop, promote, and execute meaningful ideas.

Individuals in the organization can use IWB to complete difficult and complex activities that demand incentive efforts. Meanwhile, demographic features, organizational conditions, other personality traits, and a lack of innovative knowledge are all internal and external elements that directly and indirectly affect IWB (Li & Zheng, 2014). Furthermore, (Jong & Hartog, 2010) defines IWB as the pouring of creative ideas that will result in an innovation, and the trigger for this innovative work behaviour can come from an opportunity to improve conditions or threats that require a response.

Thus, in order to realise IWB, it is required to understand the driving causes (antecedents) and research conceptions of IWB that are in agreement with the needs of the study to be carried out. Apart from that, the location of IWB research is a concern because IWB is mostly conducted in the telecommunications and manufacturing sectors, according to research by (Bannay, Hadi, & Amanah, 2020), (Nguyen, Tran, Doan, & Van Nguyen, 2020), (Pradhan & Jena, 2019). Even though, aside from the telecommunications and manufacturing sectors, more research on IWB is required, particularly in the public sector, which focuses on public services, because there are still many problems related to employees who are less innovative in providing services, so it is necessary to increase the innovative work behaviour of employees who work in the public sector, particularly agencies that provide public services. As a result, the goal of this literature review is to provide information about the antecedents and principles of IWB, as well as areas that require IWB study for future studies.

2. LITERATURE STUDY

The location of a
(Ivanov, 2018).

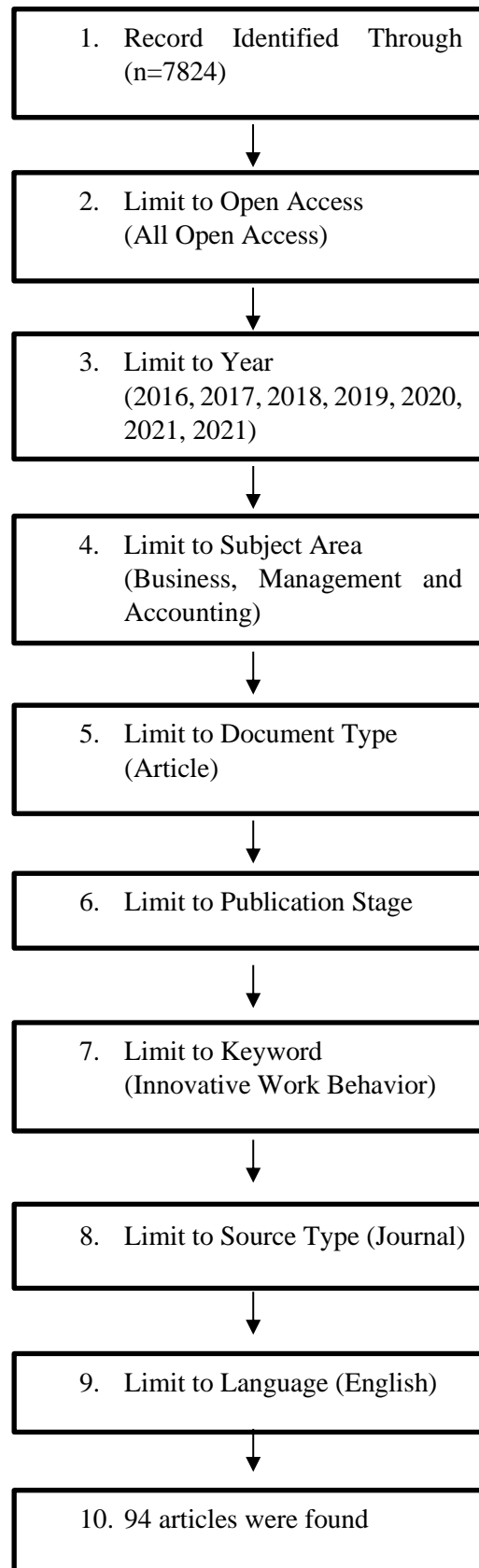
3. METHOD

This study will use the literature review method in order to investigate the IWB idea. A literature review is a research process that tries to collect and distil the core of prior research as well as analyze many expert overviews provided in the text (Snyder, 2019). A literature review can also serve as a foundation for various types of research because the results provide an understanding of the evolution of knowledge, serve as a source of stimulus for policy making, spark the creation of new ideas, and serve as a guide for research in specific fields. The initial step is to define the scope of the research, specifically the IWB idea. The IWB concept studied includes the sector in which the IWB is studied, its antecedents and consequences.

Furthermore, an internet data source was used to do a reference search for earlier studies. This study employs bibliometric methodologies with the use of the VosViewer 1.6.18 software to aid in the search. Bibliometric analysis is a method for evaluating global research trends in a subject that is based on data from a literature database and provides a wide perspective of a specific study field (Guiling, Panatik, Sukor, Rusbadrol, & Cunlin, 2022). The bibliometrics employed is to map subjects connected to IWB and evaluate sectors that frequently research IWB so that it can later become a recommendation so that sectors that are significant but seldom conduct IWB research need to be carried out.

The Scopus database was chosen as the data source for this study since it is commonly regarded as the largest collection of abstracts and citations, as well as because it covers more prominent journals (Mongeon & Paul-Hus, 2016). We began a literature search on the Scopus database with the keyword "Innovative Work Behaviour" and found 7,824 articles. Because the IWB results are too large and will be difficult to analyze, we provide limitations on several indicators in the Scopus database. Indicator for limitation is from the year of "Revolusi Industri 4.0" that is starting from 2016 and ending in 2022 because we can look up how important innovative work behavior in any sector or industry and we didn't include 2023 because this year is still ongoing.

Including the year of publication beginning in 2016 and ending in 2022, as well as more specific keywords, namely innovative work behaviour, innovation, innovative behaviour, and subject areas, namely Business, Management, and Accounting. The researcher's second restriction yielded 94 papers. The process of limitation articles will explain below.



After finding articles in the Scopus database, we read the abstracts of the 94 articles and produced forty-four articles that were suitable for use as data in this literature review and 50 articles from the 94 that we considered less relevant because they did not include antecedents, and concepts of IWB.

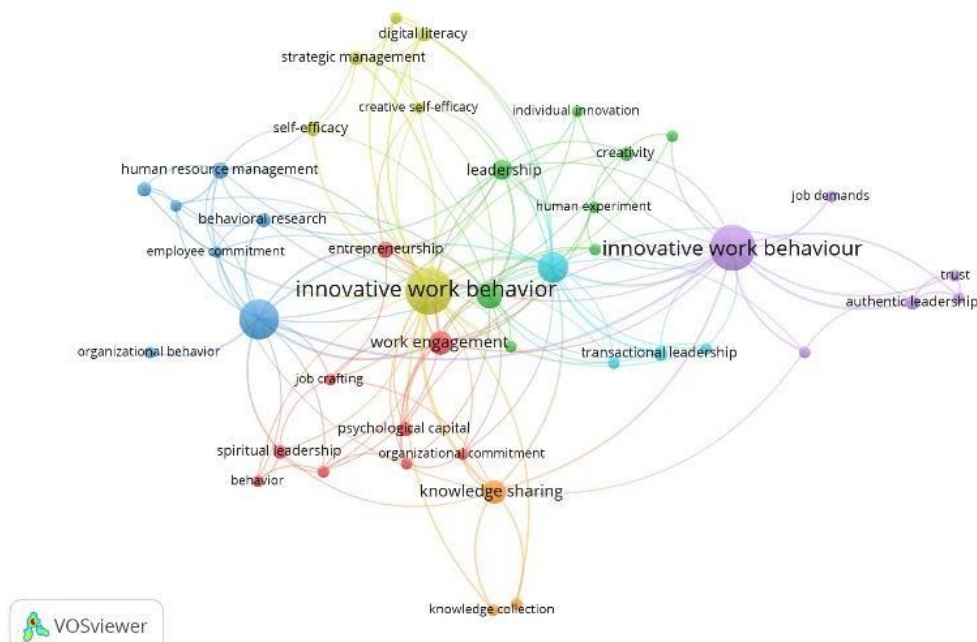


Figure.1 Topic Search Results with Bibliometrics

Source: VOS Viewer

According to Figure 1, there are numerous topics related to Innovative work behaviour or IWB, such as digital literacy, self-efficacy, individual innovation, creativity, leadership, work engagement, psychological capital, knowledge sharing, organizational behaviour, job demands, trust, and employee commitment. This article will go through the presence of these topics later on.

Based on the result of Vos Viewer, IWB topics can still be explored. Such as a new topics like digital literacy it could be a mediation variable for IWB because it can be improve when we used digital literacy. And it same like another topics like creativity, psychological capital, trust, commitment, knowledge sharing and organizational behavior. By using that topic we can better understand how IWB can be improved and how IWB can be used in many sector because as we know that IWB hasn't been implements in all sectors, it just on industry telecommunication.

Even though this IWB should be able to be done in all sectors, a fact is human resources in all sectors also need innovative work behavior to be able to improve company performance. so that several of these topics can be used according to the sector in which the IWB research will be carried out.

4. RESULTS AND DISCUSSION

Antecedents of Innovative Work Behavior (IWB)

Referring to previous research studies and assisted by topic searches using the Vos Viewer, it is evident that various factors are the drivers or antecedents of IWB.

Table. 1. Antecedents of IWB

Antecedents	Source
Job Stress	(Rafique et al., 2022)
Transformational Leadership	(Rafique et al., 2022) (Arsawan et al., 2022) (Kurniawan, Kusnayain, Aulisaina, & Hakim, 2021) (Santoso, Abdinagoro, & Arief, 2019) (Pradhan & Jena, 2019) (Amankwaa, Susomrith, & Seet, 2022) (Messmann, Evers, & Kreijns, 2022) (Grošelj, Černe, Penger, & Grah, 2020)
Knowledge Sharing	(Rafique et al., 2022) (Arsawan et al., 2022) (Supriyanto, Sujianto, & Ekowati, 2020) (Nguyen et al., 2020) (Nguyen, Nguyen, Do, & Nguyen, 2019)
Organizational Commitment	(Arsawan et al., 2022)
Work Engagement	(Fiernaningsih, Herijanto, & Trivena, 2022) (Kurniawan et al., 2021) (Mansoor, Abdul Wahab, & Jahan, 2021) (Bannay et al., 2020) (Eva,

	Meacham, Newman, Schwarz, & Tham, 2019)
Self Efficacy	(Siregar, Supriadi, Pranowo, Ende, & Harahap, 2022) (Santoso, Elidjen, Abdinagoro, & Arief, 2019) (Buenaventura-Vera, 2017) (Clarke & Higgs, 2020) (Arain, Bhatti, Hameed, & Fang, 2020) (Nwanzu & Babalola, 2019) (Nguyen et al., 2019) (Newman, Tse, Schwarz, & Nielsen, 2018)
Spiritual Leadership	(Alfarajat & Emeagwali, 2021) (Supriyanto et al., 2020)
Workplace Spirituality	(Alfarajat & Emeagwali, 2021)
Organizational Justice	(Kurniawan et al., 2021)
Inclusive Leadership	(Mansoor et al., 2021) (Bannay et al., 2020)
Job Autonomy	(Dixit & Upadhyay, 2021) (Dediu, Leka, & Jain, 2018)
Psychological Ownership	(Atatsi, Azila-Gbettor, & Mensah, 2021)
Innovative organizational Climate	(Sarwar, Imran, Anjum, & Zahid, 2020) (Bos-Nehles & Veenendaal, 2019)
Work Culture	(Sarwar et al., 2020)
Job Crafting	(Supriyanto et al., 2020)
Empowering Leadership	(Tri, Nga, & Sipko, 2019)
Challenge Work Environment	(Tri et al., 2019)
Employee Creativity	(Tri et al., 2019)
Spiritual Climate	(Pandey, Gupta, & Gupta, 2019)
Meaningful Work	(Pradhan & Jena, 2019)
Work Experience	(Nguy, 2019)
Perceived Organizational Support	(Sulistiawan, Herachwati, Permatasari, & Alfirdaus, 2017) (Clarke & Higgs, 2020) (Chen, Liu, Zhang, & Kwan, 2019) (Riaz, Xu, & Hussain, 2018)
Self Monitoring	(Sulistiawan et al., 2017)
Team Member Exchange	(Buenaventura-Vera, 2017)
Job Embeddedness	(Amankwaa et al., 2022)
Voice Behavior	(Cangialosi, Odoardi, Battistelli, & Baldaccini, 2021)
Organizational Tenure	(Cangialosi et al., 2021)
Organizational Change	Excel no.32 (Wynen, Boon, Kleizen, & Verhoest, 2020)
Openness to Experience	(Zhou & Verburg, 2020)
Creative Environment	(Zhou & Verburg, 2020)
Knowledge Hiding	(Arain et al., 2020)
Authentic Leadership	(Grošelj et al., 2020)
Psychological Empowerment	(Grošelj et al., 2020)
Employee Ambidexterity	(Caniëls & Veld, 2019)
High Performance Work System	(Caniëls & Veld, 2019)
Employee Silence	(Maqbool, Černe, & Bortoluzzi, 2019)
Psychological Capital	(Nwanzu & Babalola, 2019)
Task Autonomy	(Nwanzu & Babalola, 2019)
Resilience	(Nwanzu & Babalola, 2019)
Trust	(Nguyen et al., 2019)
Perceived HR Practices	(Bos-Nehles & Veenendaal, 2019)
Entrepreneurial Leadership	(Newman, Neesham, Manville, & Tse, 2018) (Newman, Tse, et al., 2018)
Servant Leadership	(Newman, Neesham, et al., 2018)
Empowering Leadership	(Günzel-Jensen, Hansen, Jakobsen, & Wulff, 2018)
Thriving at Work	(Riaz et al., 2018)
External Work Contacts	(Riaz et al., 2018)
Job Demands	(Dediu et al., 2018)
Task Complexity	(Dediu et al., 2018)
Job Resources	(Dediu et al., 2018)
Job Tenure	(Woods, Mustafa, Anderson, & Sayer, 2018)

Source: Author's Analysis, 2023

According to Table 1, IWB is influenced by a variety of factors, including individuals, organisations, and leadership. Transformational leadership, knowledge sharing, job engagement, self-efficacy, and perceived organisational support are some of the existing antecedents that have been widely employed as IWB driving factors. Because these five elements are so widely employed as IWB drivers, they are currently developing and presenting other factors that are also vital in realising IWB. Job demand, job tenure, job resources, job embeddedness, task autonomy, task complexity, and so on are some of them. The existence of these new characteristics that have not been widely used can serve as a

reference for future study in order to include these driving factors in the goal of understanding innovative work behaviour.

Research Sector of Innovative Work Behaviour (IWB)

According to prior research studies, IWB is typically performed or explored in a variety of areas, including the following.

Table. 2. Research Sector of IWB

Organization	Source
Telecommunication Type of organization: Private	(Bannay et al., 2020) (Nguyen et al., 2020) (Santoso, Abdinagoro, et al., 2019) (Nguy, 2019) (Santoso, Elidjen, et al., 2019) (Nguyen et al., 2019)
Manufacture Type of organization: Private	(Sarwar et al., 2020) (Pradhan & Jena, 2019) (Chen et al., 2019) (Maqbool et al., 2019) (Bos-Nehles & Veenendaal, 2019) (Newman, Tse, et al., 2018)
Multi Organization Type of organization: Public and private	(Pandey et al., 2019) (Sulistiawan et al., 2017) (Arain et al., 2020) (Riaz et al., 2018) (Dediu et al., 2018)
Health service/hospital Type of organization: Public	(Atatsi et al., 2021) (Clarke & Higgs, 2020) (Nwanzu & Babalola, 2019) (Günzel-Jensen et al., 2018)
Banking/financial institution Type of organization: Private	(Tri et al., 2019) (van Assen & Caniels, 2022) (Woods et al., 2018)
Educational Institution Type of organization: Private	(Arsawan et al., 2022) (Dixit & Upadhyay, 2021) (Buenaventura-Vera, 2017)
Educational Institution Type of organization: Public	(Fiermaningsih et al., 2022) (Supriyanto et al., 2020) (Messmann et al., 2022)
IT companies Type of organization: Private	(Mansoor et al., 2021) (Grošelj et al., 2020)
Small Medium Enterprises Type of organization: -	(Arsawan et al., 2022) (Siregar et al., 2022)
Hotel Type of organization: Private	(Alfarajat & Emeagwali, 2021) (Amankwaa et al., 2022)
Government public sector Type of organization: Public	(Kurniawan et al., 2021) (Wynen et al., 2020)
Social Institution Type of organization: Public and Private	(Newman, Neesham, et al., 2018)

Source : Author’s Analysis, 2023

Table 2 illustrates the sectors that generally or frequently perform IWB research, while the table above shows that IWB is most often investigated in the telecommunications, manufacturing, and multi-organizational sectors, with the type of organisation being private. In addition to telecommunications and manufacturing, research on IWB can be conducted in the health service sector, banking, educational institutions, IT firms, MSMEs, social institutions, and government agencies that provide public services.

According to the table above, government agencies that provide community services are still rare in doing IWB research. Despite the fact that innovative work behaviour of government employees is

required in order to provide good and maximum service to the community, government still lacks good behaviour in providing services, which may be constrained by bureaucracy because it is in government agencies or public sector organisations that are criticised for being bureaucratic, too stable, stagnant, and conservative (Parker & Bradley, 2004). As a result, innovation activity in these organisations is delayed, scattered, and asynchronous (Fagerberg, 2009).

This can undoubtedly provide us an idea that the sectors that are frequently carried out by IWB research are indeed included in sectors that follow technological changes and so require intense new inventions. However, the table above shows that other sectors besides telecommunications and manufacturing also need to conduct IWB research because in this era everything is completely digital with easy access and innovation that continues to advance and develop, making all sectors, both public and private, also demand that individuals have innovative work behaviour in order to keep abreast of existing developments and be able to provide good output.

Research Concept of Innovative Work Behaviour (IWB)

Based on previous research, there are three sets of management concepts that are mostly used for IWB research.

Table. 3 Research Concept of IWB

Concept	Meaning	Sub Theme and References
IWB Learning and Leadership	This set of ideas focuses on the knowledge and abilities required for innovation as defined by the organization, as well as the direction in which the leadership is present.	<ol style="list-style-type: none"> 1. Transformational Leadership (Rafique et al., 2022) (Arsawan et al., 2022) (Kurniawan et al., 2021) (Santoso, Abdinagoro, et al., 2019) (Pradhan & Jena, 2019) (Amankwaa et al., 2022) (Messmann et al., 2022) (Grošelj et al., 2020) 2. Spiritual Leadership (Alfarajat & Emeagwali, 2021) (Supriyanto et al., 2020) 3. Inclusive Leadership (Mansoor et al., 2021) (Bannay et al., 2020) 4. Empowering Leadership (Tri et al., 2019) (Günzel-Jensen et al., 2018) 5. Authentic Leadership (Grošelj et al., 2020) 6. Servant Leadership (Newman, Neesham, et al., 2018) 7. Entrepreneurial Leadership (Newman, Neesham, et al., 2018) (Newman, Tse, et al., 2018) 8. Knowledge Sharing (Rafique et al., 2022) (Arsawan et al., 2022) (Supriyanto, Sujianto, & Ekowati, 2020) (Nguyen et al., 2020) (Nguyen, Nguyen, Do, & Nguyen, 2019)
IWB Process and Performances	This series of concepts focuses on the steps needed to achieve the desired goal.	<ol style="list-style-type: none"> 1. Perceived HR Practices (Bos-Nehles & Veenendaal, 2019) 2. Job Demands (Dediu et al., 2018) 3. Job Tenure (Woods et al., 2018) 4. Job Crafting (Supriyanto et al., 2020) 5. Job Autonomy (Dixit & Upadhyay, 2021) (Dediu et al., 2018) 6. Employee Creativity (Tri et al., 2019) 7. Perceived Organizational Support

		(Sulistiawan et al., 2017) (Clarke & Higgs, 2020) (Chen et al., 2019) (Riaz et al., 2018)
IWB Characteristics and Conditions	This set of concepts is concerned with defining the characteristics of a person or place as well as the status of excellent work.	<ol style="list-style-type: none"> 1. Psychological Empowerment (Grošelj et al., 2020) 2. Work Engagement (Fiernaningsih et al., 2022) (Kurniawan et al., 2021) (Mansoor et al., 2021) (Bannay et al., 2020) (Eva et al., 2019) 3. Self-efficacy (Siregar et al., 2022) (Santoso, Elidjen, et al., 2019) (Buenaventura-Vera, 2017) (Clarke & Higgs, 2020) (Arain et al., 2020) (Nwanzu & Babalola, 2019) (Nguyen et al., 2019) (Newman, Tse, et al., 2018) 4. Meaningful of Work (Pradhan & Jena, 2019)

Source: Author's Analysis, 2023

Based on table 3, it presents an overview of the IWB idea from the chosen reference, namely Scopus. And demonstrates that three sets of IWB concepts are frequently employed in research: innovative work behaviour for learning and leadership, innovative work behaviour for process and performance, and innovative work behaviour for characteristics and conditions

Innovative work behaviour for learning and leadership includes sub-concepts on learning and leadership that focus on the knowledge and skills required by organizations, as well as the role of existing leaders inside the organization. The notion of innovative work behaviour for learning and leadership reflects workplace innovation, which necessitates a safe work environment for employees to be creative and inventive, as shown by the position of a leader. According to the findings of the review, there are numerous leadership styles associated with IWB, with transformational leadership dominating the most. Transformational leadership is the ability of a leader to transform the work environment, work motivation, and values perceived by subordinates in order to optimise performance in accordance with organisational goals. According to (Santoso, Elidjen, et al., 2019), transformational leadership is able to provide intellectual encouragement to its team members while also challenging the status quo, so transformational leadership assists team members in the organisation to find new ways of working that are adapted to their needs. Other leadership styles besides transformational leadership are spiritual leadership, inclusive leadership, empowering leadership, servant leadership, entrepreneurial leadership, and authentic leadership. Individual drive to learn and share knowledge, or what is often known as knowledge sharing, is also taken into account in innovative work behaviour for learning and leadership. The existence of knowledge exchange among individuals in organisations will be critical in achieving innovative work behaviour (Rafique et al., 2022; Arsawan et al., 2022; Supriyanto, Sujianto, & Ekowati, 2020; Nguyen et al., 2020).

The second concept, namely innovative work behavior for process and performance, contains the characteristics of innovative actions needed for organizational performance. To realize IWB, of course, there needs to be a process and performance for each individual, the process and performance needed include job demands, job tenure, job autonomy, job crafting, employee creativity. Focusing on work characteristics will be able to increase organisational performance because work characteristics that are in accordance with the needs of the organisation and carried out by persons who are appropriate in their fields will be able to improve organisational performance. In addition to the requisite work attributes, managerial support, such as perceived organisational support and perceived HR practises, is required required (Bos-Nehles & Veenendaal, 2019; Sulistiawan, Herachwati, Permatasari, & Alfirdaus, 2017; Clarke & Higgs, 2020). The existence of this managerial support will make employees feel supported for their performance and will also be given more attention by the organisation so that it will be able to create innovative work behaviour and studies on performance also focus on all levels of employees in the organisation, namely the individual level and team performance (Schuh, Zhang, Morgeson, Tian, & van Dick, 2018).

The third concept, namely innovative work behaviour for characteristics and conditions, describes how human traits and environmental factors enable IWB to be implemented. It is founded on motivation, personality, and competence, and it has the potential to spark organisational innovation. The emphasis on this third notion is on how the personality of each member in the organisation can improve performance and increase productivity. Innovative work behaviour for characteristics and situations also analyses competencies to achieve IWB such as psychological empowerment, work engagement, self-efficacy, and work meaning (Grošelj et al., 2020; Fiernaningsih et al., 2022; Siregar et al., 2022; Pradhan & Jena, 2019). The third IWB idea focuses on the individual personality conditions that exist in the organisation and their features that generate innovative work behaviour.

Finding

Following a review of various studies related to the context of IWB research, it was discovered that there are new variables that can be factors in affecting IWB and will be grouped into three groups, including individual, organisational, and leadership aspects.

Table. 4 Category Factor of IWB

Individual	<ol style="list-style-type: none"> 1. Job stress 2. Job autonomy 3. Job crafting 4. Job embeddedness 5. Job demand 6. Job resources 7. Job tenure 8. Knowledge sharing 9. Knowledge hiding 10. Work engagement 11. Work culture 12. Self efficacy 13. Self monitoring 14. Exploratory learning 15. Exploitative learning 	<ol style="list-style-type: none"> 16. Psychological ownership 17. Psychological capital 18. Employee creativity 19. Spiritual climate 20. Meaningful work 21. Team member exchange 22. Paradox mindset 23. Voice behavior 24. Political skill 25. Openness to experience 26. Task autonomy 27. Task complexity 28. Resilience 29. Trust 30. Perceived HR practices 31. Thriving at work
Organization	<ol style="list-style-type: none"> 1. Workplace spirituality 2. Work culture 3. Organizational commitment 4. Organizational justice 5. Organizational learning capability 6. Organizational tenure 	<ol style="list-style-type: none"> 7. Organizational change 8. Innovative organizational climate 9. Challenge work environment 10. Perceived organizational support 11. Creative environment 12. Cognitive diversity
Leadership	<ol style="list-style-type: none"> 1. Transformational leadership 2. Transglobal leadership 3. Spiritual leadership 4. Inclusive leadership 5. Empowering leadership 	<ol style="list-style-type: none"> 6. Social leader member exchange 7. Economic leader member exchange 8. Authentic leadership 9. Entrepreneurial leadership 10. Servant leadership

Source: Author's Analysis, 2023

Individual variables have the most influence on the occurrence of IWB among the three categories. This is consistent with the IWB's notion that innovative work behaviour refers to the activities of individuals within an organisation to develop, promote, and adopt meaningful innovations (Kaymakçı et al., 2022). In addition (Jong & Hartog, 2010) provides a definition related to IWB or innovative work behavior, which is the pouring out of creative ideas that will produce an innovation and a trigger for this innovative work behavior can come from an opportunity to improve conditions or a threat that requires

a response. Thus, the antecedent findings of IWB show that behavioral variables tend to have more influence on IWB because the output of IWB is individual innovative work behavior in organizations.

Furthermore, in terms of where IWB is being researched, for the time being, the private sector is mostly chosen to carry out research related to IWB, while the public sector is mostly done in health service institutions, with a few exceptions in government agencies that provide public services. So this can be a recommendation for the future so that IWB research can be carried out in government or public organisations that focus on public services because the current phenomenon is that there are still many state civil servants or ASNs who are public services who have not shown innovative attitudes or behaviour in providing services to the public even though their main task is to provide public services properly so it is very necessary for employees in government or public organisations to conduct IWB research. So, apart from improving digital products, it is also necessary to improve the innovative work behavior of its employees first.

The last finding is connected to the IWB research concept, which is divided into three sets of IWB concepts that can be utilised as basic concepts for conducting IWB research, so that the variables employed are in agreement with the research concept to be carried out. The three sets of concepts are innovative work behaviour for learning and leadership, innovative work behaviour for process and performance, and innovative work behaviour for characteristics and conditions.

5. CONCLUSION

The goal of this research is to conduct a literature review on Innovative Work Behaviour. From 2016 to 2022, there are 44 articles that are relevant and serve as a reference in this respect. The literature review investigates the antecedents, concepts, and sectors most commonly used by IWB. As a result, a variety of factors, including individual, organizational, and leadership, became the forerunners of IWB. The IWB concept set is organized into three parts: IWB learning and leadership, IWB process and performance, and IWB characteristics and conditions.

Suggestions for further research include the development of IWB in the type of public organization because, in addition to private organizations, the public sector also needs to conduct research because, remembering the public sector's orientation is service to the community, it should be able to demonstrate more innovative work behaviour in dealing with developments in the current digitalization era

REFERENCES

- Alfarajat, H. S., & Emeagwali, O. L. (2021). Antecedents of Service Innovative Behavior: The Role of Spiritual Leadership and Workplace Spirituality. *Organizacija*, 54(4), 320–333. <https://doi.org/10.2478/orga-2021-0022>
- Amankwaa, A., Susomrith, P., & Seet, P. S. (2022). Innovative behavior among service workers and the importance of leadership: evidence from an emerging economy. *Journal of Technology Transfer*, 47(2), 506–530. <https://doi.org/10.1007/s10961-021-09853-6>
- Arain, G. A., Bhatti, Z. A., Hameed, I., & Fang, Y. H. (2020). Top-down knowledge hiding and innovative work behavior (IWB): a three-way moderated-mediation analysis of self-efficacy and local/foreign status. *Journal of Knowledge Management*, 24(2), 127–149. <https://doi.org/10.1108/JKM-11-2018-0687>
- Arsawan, I. W. E., Kariati, N. M., Shchokina, Y., Prayustika, P. A., Rustiarini, N. W., & Koval, V. (2022). Invigorating Employee'S Innovative Work Behavior: Exploring the Sequential Mediating Role of Organizational Commitment and Knowledge Sharing. *Business: Theory and Practice*, 23(1), 117–130. <https://doi.org/10.3846/btp.2022.15684>
- Atatsi, E. A., Azila-Gbettor, E. M., & Mensah, C. (2021). Predicting task performance from psychological ownership and innovative work behaviour: A cross sectional study. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1917483>
- Bannay, D. F., Hadi, M. J., & Amanah, A. A. (2020). The impact of inclusive leadership behaviors on

- innovative workplace behavior with an emphasis on the mediating role of work engagement. *Problems and Perspectives in Management*, 18(3), 479–491. [https://doi.org/10.21511/ppm.18\(3\).2020.39](https://doi.org/10.21511/ppm.18(3).2020.39)
- Bos-Nehles, A. C., & Veenendaal, A. A. R. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *International Journal of Human Resource Management*, 30(18), 2661–2683. <https://doi.org/10.1080/09585192.2017.1380680>
- Buenaventura-Vera, G. (2017). The impact of leader self-efficacy on the characteristics of work teams. *Intangible Capital*, 13(4), 824–849. <https://doi.org/10.3926/ic.938>
- Cangialosi, N., Odoardi, C., Battistelli, A., & Baldaccini, A. (2021). The social side of innovation: When and why advice network centrality promotes innovative work behaviours. *Creativity and Innovation Management*, 30(2), 336–347. <https://doi.org/10.1111/caim.12434>
- Caniëls, M. C. J., & Veld, M. (2019). Employee ambidexterity, high performance work systems and innovative work behaviour: How much balance do we need? *International Journal of Human Resource Management*, 30(4), 565–585. <https://doi.org/10.1080/09585192.2016.1216881>
- Chen, X., Liu, J., Zhang, H., & Kwan, H. K. (2019). Cognitive diversity and innovative work behaviour: The mediating roles of task reflexivity and relationship conflict and the moderating role of perceived support. *Journal of Occupational and Organizational Psychology*, 92(3), 671–694. <https://doi.org/10.1111/joop.12259>
- Clarke, N., & Higgs, M. (2020). Political Skill and Role Overload as Antecedents of Innovative Work Behavior in the Public Sector. *Public Personnel Management*, 49(3), 444–469. <https://doi.org/10.1177/0091026019863450>
- Dediu, V., Leka, S., & Jain, A. (2018). Job demands, job resources and innovative work behaviour: a European Union study. *European Journal of Work and Organizational Psychology*, 27(3), 310–323. <https://doi.org/10.1080/1359432X.2018.1444604>
- Dixit, A., & Upadhyay, Y. (2021). Role of JD-R model in upticking innovative work behaviour among higher education faculty. *RAUSP Management Journal*, 56(2), 156–169. <https://doi.org/10.1108/RAUSP-03-2020-0060>
- Eva, N., Meacham, H., Newman, A., Schwarz, G., & Tham, T. L. (2019). Is coworker feedback more important than supervisor feedback for increasing innovative behavior? *Human Resource Management*, 58(4), 383–396. <https://doi.org/10.1002/hrm.21960>
- Fagerberg, J. (2009). Innovation : A Guide to the Literature Oxford Handbooks Online Innovation : A Guide to the Literature Innovation : A Guide to the Literature. *Oxford University*, (March 2019), 1–27. <https://doi.org/10.1093/oxfordhb/9780199286805.003.0001>
- Fiernaningsih, N., Herijanto, P., & Trivena, S. M. (2022). How to improve employee performance based on transglobal leadership? *Problems and Perspectives in Management*, 20(3), 400–410. [https://doi.org/10.21511/ppm.20\(3\).2022.32](https://doi.org/10.21511/ppm.20(3).2022.32)
- Grošelj, M., Černe, M., Penger, S., & Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*, 24(3), 677–706. <https://doi.org/10.1108/EJIM-10-2019-0294>
- Guiling, Y., Panatik, S. A., Sukor, M. S. M., Rusbadrol, N., & Cunlin, L. (2022). Bibliometric Analysis of Global Research on Organizational Citizenship Behavior From 2000 to 2019. *SAGE Open*, 12(1), 1–21. <https://doi.org/10.1177/21582440221079898>
- Günzel-Jensen, F., Hansen, J. R., Jakobsen, M. L. F., & Wulff, J. (2018). A Two-Pronged Approach? Combined Leadership Styles and Innovative Behavior. *International Journal of Public Administration*, 41(12), 957–970. <https://doi.org/10.1080/01900692.2017.1303711>
- Jong, J. De, & Hartog, D. Den. (2010). Measuring Innovative Work Behaviour, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>

- Kaymakçı, R., Görener, A., & Toker, K. (2022). The perceived overqualification's effect on innovative work behaviour: Do transformational leadership and turnover intention matter? *Journal Behavioral Sciences*, 3(December 2021). <https://doi.org/10.1016/j.crbeha.2022.100068>
- Kumar, D., Upadhyay, Y., Yadav, R., & Goyal, A. K. (2022). Psychological capital and innovative work behaviour: The role of mastery orientation and creative self-efficacy. *International Journal of Hospitality Management*, 102(December 2021), 103–157. <https://doi.org/10.1016/j.ijhm.2022.103157>
- Kurniawan, D. T., Kusnayain, Y. I., Aulisaina, F. I., & Hakim, M. A. R. (2021). Exploring the Existence of Innovative Work Behavior Among Government Employee: Have Been There? *Journal of Indonesian Economy and Business*, 36(3), 272–282. <https://doi.org/10.22146/jieb.v36i3.1404>
- Li, X., & Zheng, Y. (2014). The Influential Factors of Employees ' Innovative Behavior and the Management Advices, (December), 446–450.
- Mansoor, A., Abdul Wahab, S., & Jahan, S. (2021). Stimulation of innovative behavior through the inclusive leaders and engaged workers. *Business: Theory and Practice*, 22(2), 249–255. <https://doi.org/10.3846/btp.2021.13363>
- Maqbool, S., Černe, M., & Bortoluzzi, G. (2019). Micro-foundations of innovation: Employee silence, perceived time pressure, flow and innovative work behaviour. *European Journal of Innovation Management*, 22(1), 125–145. <https://doi.org/10.1108/EJIM-01-2018-0013>
- Messmann, G., Evers, A., & Kreijns, K. (2022). The role of basic psychological needs satisfaction in the relationship between transformational leadership and innovative work behavior. *Human Resource Development Quarterly*, 33(1), 29–45. <https://doi.org/10.1002/hrdq.21451>
- Mongeon, P., & Paul-Hus, A. (2016). The journal coverage of Web of Science and Scopus: a comparative analysis. *Scientometrics*, 106(1), 213–228. <https://doi.org/10.1007/s11192-015-1765-5>
- Newman, A., Neesham, C., Manville, G., & Tse, H. H. M. (2018). Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises. *International Journal of Human Resource Management*, 29(20), 2905–2926. <https://doi.org/10.1080/09585192.2017.1359792>
- Newman, A., Tse, H. H. M., Schwarz, G., & Nielsen, I. (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89(September 2016), 1–9. <https://doi.org/10.1016/j.jbusres.2018.04.001>
- Nguy, T. P. L. (2019). Innovative work behavior of Vietnam telecommunication enterprise employees. *Management Science Letters*, 9(8), 1169–1180. <https://doi.org/10.5267/j.msl.2019.4.023>
- Nguyen, T. P. L., Nguyen, K. N., Do, T. D., & Nguyen, T. T. M. (2019). Knowledge sharing and innovative work behavior: The case of Vietnam. *Uncertain Supply Chain Management*, 7(4), 619–634. <https://doi.org/10.5267/j.uscm.2019.5.001>
- Nguyen, T. P. L., Tran, N. M., Doan, X. H., & Van Nguyen, H. (2020). The impact of knowledge sharing on innovative work behavior of Vietnam telecommunications enterprises employees. *Management Science Letters*, 10(1), 53–62. <https://doi.org/10.5267/j.msl.2019.8.016>
- Nwanzu, C. L., & Babalola, S. S. (2019). Psychological capital, task autonomy and innovative work behaviour among public organisation employees. *International Journal of Work Organisation and Emotion*, 10(4), 281–296. <https://doi.org/10.1504/IJWOE.2019.106892>
- Pandey, A., Gupta, V., & Gupta, R. K. (2019). Spirituality and innovative behaviour in teams: Examining the mediating role of team learning. *IIMB Management Review*, 31(2), 116–126. <https://doi.org/10.1016/j.iimb.2019.03.013>
- Parker, R., & Bradley, L. (2004). Organisational culture in the public sector : evidence from six organisations. *The International Journal of Public Sector Management*.

- Pieterse, A. N., Knippenberg, D. Van, Michaela, S., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: the moderating role of psychological empowerment. *Journal of Organizational Behavior*, 60(1), 5–22. <https://doi.org/10.1002/job>
- Pradhan, S., & Jena, L. K. (2019). Does Meaningful Work Explains the Relationship Between Transformational Leadership and Innovative Work Behaviour? *Vikalpa*, 44(1), 30–40. <https://doi.org/10.1177/0256090919832434>
- Rafique, M. A., Hou, Y., Chudhery, M. A. Z., Waheed, M., Zia, T., & Chan, F. (2022). Investigating the impact of pandemic job stress and transformational leadership on innovative work behavior: The mediating and moderating role of knowledge sharing. *Journal of Innovation and Knowledge*, 7(3). <https://doi.org/10.1016/j.jik.2022.100214>
- Riaz, S., Xu, Y., & Hussain, S. (2018). Understanding employee innovative behavior and thriving at work: A chinese perspective. *Administrative Sciences*, 8(3). <https://doi.org/10.3390/admsci8030046>
- Santoso, H., Abdinagoro, S. B., & Arief, M. (2019). The Role of Digital Literacy in Supporting Performance Through Innovative Work Behavior: The Case of Indonesia's Telecommunications Industry, 10(8), 1558–1566.
- Santoso, H., Elidjen, Abdinagoro, S. B., & Arief, M. (2019). The role of creative self-efficacy, transformational leadership, and digital literacy in supporting performance through innovative work behavior: Evidence from telecommunications industry. *Management Science Letters*, 9(Special Issue 13), 2305–2314. <https://doi.org/10.5267/j.msl.2019.7.024>
- Sarwar, A., Imran, M. K., Anjum, Z. U. Z., & Zahid, U. (2020). How innovative climate leads to project success: the moderating role of gender and work culture. *Innovation and Management Review*, 17(4), 413–430. <https://doi.org/10.1108/INMR-08-2019-0096>
- Schuh, S. C., Zhang, X. A., Morgeson, F. P., Tian, P., & van Dick, R. (2018). Are you really doing good things in your boss's eyes? Interactive effects of employee innovative work behavior and leader–member exchange on supervisory performance ratings. *Human Resource Management*, 57(1), 397–409. <https://doi.org/10.1002/hrm.21851>
- Siregar, Z. M. E., Supriadi, Y. N., Pranowo, A. S., Ende, & Harahap, N. J. (2022). A multidimensional approach in examining the role of self-efficacy on innovative work behavior: Evidence from the creative industry. *Problems and Perspectives in Management*, 20(2), 588–597. [https://doi.org/10.21511/ppm.20\(2\).2022.48](https://doi.org/10.21511/ppm.20(2).2022.48)
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104(July), 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Sulistiawan, J., Herachwati, N., Permatasari, S. D., & Alfirdaus, Z. (2017). The antecedents of innovative work behavior: The roles of self-monitoring. *Problems and Perspectives in Management*, 15(4), 263–270. [https://doi.org/10.21511/ppm.15\(4-1\).2017.10](https://doi.org/10.21511/ppm.15(4-1).2017.10)
- Supriyanto, A. S., Sujianto, A. E., & Ekowati, V. M. (2020). Factors Affecting Innovative Work Behavior: Mediating Role of Knowledge Sharing and Job Crafting. *Journal of Asian Finance, Economics and Business*, 7(11), 999–1007. <https://doi.org/10.13106/jafeb.2020.vol7.no11.999>
- Tri, H. T., Nga, V. T., & Sipko, J. (2019). Predicting overall staffs' creativity and innovative work behavior in banking. *Management and Marketing*, 14(2), 188–202. <https://doi.org/10.2478/mmcks-2019-0013>
- van Assen, M. F., & Caniëls, M. C. J. (2022). Economic and social LMX and innovative work behaviour: the moderating effect of paradox mindset. *European Journal of Innovation Management*, 25(6), 1057–1075. <https://doi.org/10.1108/EJIM-05-2022-0234>
- Woods, S. A., Mustafa, M. J., Anderson, N., & Sayer, B. (2018). Innovative work behavior and personality traits: Examining the moderating effects of organizational tenure. *Journal of Managerial Psychology*, 33(1), 29–42. <https://doi.org/10.1108/JMP-01-2017-0016>

- Wynen, J., Boon, J., Kleizen, B., & Verhoest, K. (2020). How Multiple Organizational Changes Shape Managerial Support for Innovative Work Behavior: Evidence From the Australian Public Service. *Review of Public Personnel Administration*, 40(3), 491–515. <https://doi.org/10.1177/0734371X18824388>
- Zhou, Z., & Verburg, R. (2020). Open for business: The impact of creative team environment and innovative behaviour in technology-based start-ups. *International Small Business Journal: Researching Entrepreneurship*, 38(4), 318–336. <https://doi.org/10.1177/0266242619892793>