



A Systematic Review of The Literature on Innovative Work Behavior

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Abstract

Innovation and innovative work behavior have become important considerations for organizations and managers. Organizational innovation is not possible without employee's innovative work behavior. The shape of innovation can be different in different scenarios, like innovation in working methods, innovation in working techniques, or innovation in the working environment, but it is important that innovation can't take place without employees' innovative work behavior. The main purpose of this review paper is to provide a abroad picture of the literature which has been published in the previous eighteen years on innovative work behavior. Three databases; Emerald, Science Direct, and JSTOR were included in this systematic research. A total of 84 articles were published in the previous 18 years from 2001 to 2018. The research papers were published in 53 journals in different contexts. The aim of this systematic review has been to critically study the relevant literature on innovative work behavior and categorizing it with respect to year of publication, the context of the study, nature of the study (quantitative or qualitative), sample size, and type of research. The review reveals that innovative work behavior has been studied most often along with leadership styles and person-organization fit as its antecedents. It critically analyzes the overall literature and suggests future research avenues.

Keywords: Innovative work behavior, innovation, systematic review.

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(1) INTRODUCTION

The term innovative work behavior (IWB) has been acknowledged as individual innovation at the employee level (Scott & Bruce, 1994). This concept deals with multiple stages of the innovation process. Firstly, it helps to create and introduce unique ideas in the workplace; secondly, gathering resources for the application of these ideas and lastly, execution and acceptance of these ideas. It is a common practice among employees to engage in any stage of the innovative process at any time, as an innovation process is often composed of discontinuous actions. The establishment of innovative work behavior is firmly connected to creative behavior since it consists of really unique ideas that are beneficial for a firm (Amabile, 1988). Innovation is compulsory for the sustainability of an organization, therefore, if employees are innovative then the organization could compete well (Jankowicz, 2000). IWB is recognized as a deep concept as it has many attributes other than idea generation. It involves all the essential social and political activities which are decisive to convert ideas into innovative formation (Chen, Sharma, Edinger, Shapiro, & Farh, 2011; Janssen, Van de Vliert, & West, 2004; Yuan & Woodman, 2010).

Scholars have investigated the antecedents of IWB in previous researches. In the past, most of the studies investigated about the antecedents of IWB at the organizational level. For instance, the impact of perceived organizational support, workforce spirituality, and person-organization fit (PO Fit) on IWB has been examined in previous literature; and it was found that a positive influence of those factors existed on innovative work behavior (Afsar & Badir, 2017). A few studies examined the impact of person's intrinsic motivation on the innovative work behavior. For example, a previous study in the Thailand context suggested that intrinsic motivation was also an explanatory variable for innovative work behavior (Afsar, Badir, & Kiani, 2016). Similarly, others focused on predictors like innovation trust, transformational leadership, relational leadership, organizational culture, and corporate social responsibilities (Akram, Lei, & Haider, 2016; Bysted, 2013; Choi, Kim, Ullah, & Kang, 2016; Kim et al., 2018; Taghipour & Dezfuli, 2013).

This paper is about a systematic review and the main purpose is to present a clear picture of the previous 18 years of literature related to innovative work behavior. The thorough study of the concerned literature answers some important questions like these:

How much work has been done on the innovative work behavior for the duration between 2001 and 2018?

How many journals majorly published the work related to the innovative work behavior in the previous 18 years?

In what context were the studies conducted on the innovative work behavior? in what sectors, and for what type of respondents?

Has the focus of research on the innovative work behavior been more on cross-sectional research or longitudinal research?

Has the focus of research on the innovative work behavior been more on quantitative research design or qualitative research design?

What could be the research gaps and the future direction for the research on innovative work behavior?

The answers to the above questions would highlight the antecedents of innovative work behavior and its consequences, the literature gap and directions about future studies.

(2) RESEARCH METHODOLOGY

As noted before, this is a systematic review and the research methodology was based on a structured literature review. Three databases including Emerald, JSTOR and Science Direct were included in this research process. In the first step, the literature was searched with specific keywords on these databases and articles were downloaded that were published between the period, 2001 to 2018. It was found that eighty-four research articles were published in that time frame in the fifty-three (53) journals. The journals were specifically PSABS: Procedia-Social and Behavioral Sciences, PR: Personnel Review, EJOIM: European Journal of Innovation Management, JOWL: Journal of Workplace Learning, RP: Research Policy, JOOCM: Journal of Organizational Change Management, TM: Tourism Management, EJOTAD: European Journal of Training and Development, PAID: Personality and Individual Differences, IJOHM: International Journal of Hospitality Management, EL: Empowering Leadership, JOBR: Journal of Business Research, TIOTAL: the Impact of Transformational and Leadership, SORC: Specialization of Regional Clusters, CDI: Career Development International, NET: Nurse Education Today, JOHTM: Journal of High Technology Management Research, JOVB: Journal of Vocational Behavior, LJTAB: Linking justice, Trust and Behavior, JOMP: Journal of Managerial Psychology, JOKM: Journal of Knowledge Management, IJOEM: International Journal of Educational Management, IMDS: Industrial Management & Data Systems, IM: Information & Management, AJOIM: Aslib Journal of Information Management, MD: Management Decision, TPM: Team Performance Management, AEABJ: Arab Economic and Business Journal, IJOM: International Journal of Manpower, JOCHRM: Journal of Chinese Human Resource Management, TFSC: Technological Forecasting & Social Change, IJOPM: International Journal of Project Management, CER: China Economic Review, JOMD: Journal of Management Development, LODM: Leadership & Organization Development Journal, IJOIR: International Journal of Intercultural Relations, JOBE: Journal of Business Ethics, IJOIR: Indian Journal of Industrial Relations, EMJ: European Management Journal, JOBAP: Journal of Business and Psychology, IJONS: International Journal of Nursing Studies, PHA: Public Health Abstracts, JOBV: Journal of Business Venturing, ANR: Asian Nursing Research, TSAC: Thinking Skills and Creativity, HP: Health Policy, PA: Physica A, CI: Construction Innovation, RAIH: Relationship and Innovation in HRD,

IB: Innovative Behavior, EFOJ: Employee Feelings of Joy, IJOHCQA: International Journal of Health Care Quality Assurance. All the articles published in the English language were included and it was ensured that all relevant articles were searched and included in the study. The articles were analyzed in-depth with respect to their objectives, research gaps, research design, findings, sample sizes, contexts, sectors, etc.

3. FINDINGS AND DISCUSSION

3.1 HOW MUCH WORK HAS BEEN DONE?

Table 1 shows how many research articles were found through the databases using the keywords, and categorizes the research articles as relevant and irrelevant based on the specific description of the construct and the objectives of the study. The columns for 'title' and 'abstract' show the field of search during the process. Table 1 shows that research on the innovative work behavior was published more in Science Direct and Emerald in comparison to JSTOR. Finally, 42 relevant articles were selected from Emerald, 03 articles were selected from JSTOR, and 39 research papers were selected from Science Direct published during 2001-2018.

Table 1: Database search record

Year	Emerald					JSTOR					Science Direct		
	Title	Ab- strac t	Total	R	IR	Title	Ab- strac t	Total	R	IR	Title & Ab- strac t	R	IR
2001	0	2	2	0	2	0	0	0	0	0	2472	0	2472
2002	0	0	0	0	0	0	0	0	0	0	2306	0	2306
2003	0	3	3	0	3	0	4	4	0	4	2762	1	2761
2004	0	3	3	0	3	0	1	1	0	0	2928	0	2928
2005	0	5	5	0	5	0	0	0	0	0	3401	0	3401
2006	1	6	7	2	5	0	4	4	0	4	3938	0	3938
2007	0	5	5	0	5	0	2	2	0	2	4235	0	4235
2008	0	11	11	0	11	0	0	0	0	0	4890	1	4889
2009	0	4	4	0	4	0	1	1	0	1	5139	0	5139
2010	0	11	11	1	10	0	3	3	0	3	5822	0	5822
2011	1	12	13	3	9	0	2	2	0	2	6770	3	6767
2012	1	14	15	3	12	0	1	1	1	1	8091	5	8086

2013	0	16	16	1	15	1	3	4	1	2	9250	3	9247
2014	5	25	30	7	28	0	3	3	0	3	10872	5	10867
2015	3	19	22	4	15	1	3	4	1	2	12964	5	12959
2016	5	19	24	7	15	0	0	0	0	0	13230	6	13224
2017	3	33	36	5	31	0	1	1	0	1	14326	6	14320
2018	7	27	34	9	25	0	1	1	0	0	16122	4	16118
				42				03				39	

R: Relevant, IR: Irrelevant

(3.2) THE JOURNALS PUBLISHING THE RELEVANT WORK

Table 2 presents the detail of the relevant 84 articles published in 53 different journals. Ten papers were published in Procedia - Social and Behavioral Sciences, 04 were published in Personnel review, 04 were published in European Journal of Innovation Management, 04 were published in the Journal of Workplace Learning, 04 were published in Research Policy, 04 were published in the Journal of Organizational Change Management, 03 were published in Tourism Management, 03 were published in European Journal of Training and development, 02 were published in Personality and Individual Differences, 02 were published in International Journal of Hospitality Management, 02 were published in International Journal of Contemporary Hospitality Management, and other 42 articles were published in the remaining journals.

Table2.Papers published journal-wise

Journal Title	Papers published on IWB
Procedia - Social and Behavioral Sciences	10
Personnel Review	4
European Journal of Innovation Management	4
Journal of Workplace Learning	4
Research Policy	4
Journal of organizational change management	4
Tourism Management 57	3
European Journal of Training and development	3
Personality and Individual Differences	2
International Journal of Hospitality Management	2

International Journal of Contemporary Hospitality Management	2
Empowering leadership	1
Journal of Business Research	1
The impact of transformational and leadership	1
Specialization of regional clusters	1
Career Development International	1
Nurse Education Today	1
Journal of High Technology Management Research 2	1
Journal of Vocational Behavior	1
Linking justice, trust, and behavior	1
Journal of Managerial Psychology	1
Journal Of Knowledge Management	1
International Journal of Educational Management	1
Industrial Management & Data Systems	1
Information & Management	1
Aslib Journal of Information Management	1
Management Decision	1
Team Performance Management	1
Arab economic and business journal	1
International Journal of Manpower	1
Journal of Chinese Human Resource Management	1
Technological Forecasting & Social Change xxx	1
International Journal of Project Management	1
China Economic Review	1
Journal of Management Development	1
Leadership & Organization Development Journal	1
International Journal of Intercultural Relations	1
Journal of Business Ethics	1
Indian Journal of Industrial Relations	1
European Management Journal	1
Journal of Business and Psychology	1
International Journal of Nursing Studies	1
Public Health Abstracts	1
Journal of Business Venturing	1

Asian Nursing Research	1
Thinking Skills and Creativity	1
Health Policy	1
Physica A	1
Construction innovation	1
Relationship and innovation in HRD	1
Innovative Behavior	1
Employee feelings of joy	1
International Journal of Health Care Quality Assurance	1

3.3 CONTEXT OF RESEARCH ON IWB

Table 3 presents data regarding papers published with respect to different contexts in the selected journals. It reveals that most of the research on innovative work behavior was conducted in the context of China (11 studies), followed by Taiwan (7 studies), Thailand and India (6 studies). Majorly, the studies were conducted in the hospital sector in different countries like Thailand, Istanbul, and Pakistan, and found that although work on innovative work behavior was available, yet there should be more development on the concept in the future. Mostly it has been observed that concerning hospitals, opinions of respondents (doctors and nurses) are biased due to possible nepotism, and liking and disliking among them. If those factors could be controlled, then it will be possible to reveal a clear picture of innovative work behavior (Afsar et al., 2016; Afsar & Masood, 2018). Some other sectors were also included in the previous research. For instance, information technology, research and development, and the manufacturing industry were included from China; the public advertising sector from Taiwan; the financial sector from the Danish, and the HR sector from Portugal.

Table 3.

[illegible]

[illegible]

Table 4 presents a summary of previous research designs for studies conducted on innovative work behavior. Specifically, it provides details about sample sizes, type of research (empirical: quantitative, qualitative, or conceptual/literature review), and the nature of research (cross-sectional or longitudinal).

Journal	Year of publication	Nature of Research	Sample Below 100	Sample Above 100	Research typez
IJ	2006	Quantitative		175	Cross-sectional
CI	2006	Qualitative	01 org		Longitudinal
RAIIH	2010	Qualitative	65		Longitudinal
IB	2011	Quantitative		460	Cross-sectional
EFOJ	2011	Quantitative		279	Cross-sectional
EL	2011	Quantitative	72		Cross-sectional
TIOTAL	2012	Quantitative		358	Cross-sectional
SORC	2012	Qualitative		246	Longitudinal
CDI	2012	Quantitative		979	Cross-sectional
EJOIM	2013	Quantitative		294	Cross-sectional
EJOTAD	2014	Quantitative		326	Cross-sectional
IJOCHM	2014	Quantitative		112	Longitudinal
IMDS	2014	Quantitative		639	Cross-sectional
JOCM	2014	Quantitative		487	Cross-sectional
LJTAB	2014	Quantitative		323	Cross-sectional
PR	2014	Quantitative		198	Cross-sectional

TPM	2014	Quantitative		510	Cross-sectional
AJOIM	2015	Quantitative		257	Cross-sectional
EJOIM	2015	Quantitative		166	Cross-sectional
JOMD	2015	Quantitative		395	Cross-sectional
LODJ	2015	Quantitative		394	Cross-sectional
IJOEM	2016	Quantitative		201	Cross-sectional
IJOHCQA	2016	Quantitative		426	Longitudinal
JOOCM	2016	Quantitative		920	Cross-sectional
JOOCM	2016	Quantitative		211	Longitudinal
JOCHRM	2016	Quantitative		448	Longitudinal
JOWL	2016	Quantitative		324	Cross-sectional
PR	2016	Quantitative	4		Longitudinal
EJOTAD	2017	Quantitative	97		Cross-sectional
JOOCM	2017	Quantitative		529	Cross-sectional
JOWL	2017	Quantitative		493	Cross-sectional
PR	2017	Quantitative		239	Cross-sectional
PR	2017	Mixed	27 Articles		Mixed
MD	2018	Quantitative		225	Cross-sectional
JOWL	2018	Quantitative	60		Cross-sectional
JOWL	2018	Quantitative		362	Cross-sectional
JOMP	2018	Quantitative		146	Cross-sectional
JOKM	2018	Quantitative		608	Cross-sectional
IJOCHM	2018	Quantitative		514	Cross-sectional
EJOTAD	2018	Quantitative		487	Longitudinal
EJOIM	2018	Quantitative		517	Cross-sectional
EJOIM	2018	Quantitative		441	Cross-sectional
JOBAP	2012	Quantitative		276	Cross-sectional
JOBE	2013	Quantitative		302	Cross-sectional
IJOIR	2015	Mixed	conceptual		Review
RP	2003	Quantitative		152	Cross-sectional
IJONS	2008	Quantitative		576	Cross-sectional
PSABS	2011	Quantitative		320	Cross-sectional
PSABS	2011	Quantitative		133	Cross-sectional

JOVB	2011	Quantitative		201	Longitudinal
RP	2012	Quantitative		142	Cross-sectional
RP	2012	Quantitative		700	Longitudinal
HP	2012	Quantitative		162	Longitudinal
PSABS	2012	Qualitative		140	Cross-sectional
PHA	2012	Qualitative	74		Cross-sectional
PSABS	2013	Quantitative		240	Cross-sectional
IJOHM	2013	Quantitative		418	Cross-sectional
PSABS	2013	Quantitative		410	Cross-sectional
PSABS	2014	Quantitative	100		Cross-sectional
PA	2014	Quantitative	Review		Review
IM	2014	Quantitative		900	Cross-sectional
RP	2014	Quantitative		800	Longitudinal
PSABS	2014	Quantitative		300	Cross-sectional
PSABS	2015	Quantitative		327	Cross-sectional
PSABS	2015	Literature	Review		Review
JOHTMR	2015	Quantitative		459	Cross-sectional
IJOHM	2015	Quantitative		618	Cross-sectional
PAID	2016	Quantitative		306	Cross-sectional
JOBV	2016	Quantitative		144	Cross-sectional
TSAC	2016	Quantitative		475	Longitudinal
TM	2016	Quantitative		418	Cross-sectional
PSABS	2016	Quantitative		152	Cross-sectional
PAID	2016	Quantitative		437	Cross-sectional
AEABJ	2017	Quantitative		261	Cross-sectional
IJOPM	2017	Quantitative		583	Cross-sectional
CER	2017	Mixed	Review		Review
TFSC	2017	Quantitative		18000	Cross-sectional
EMJ	2017	Quantitative		304	Cross-sectional
TM	2017	Quantitative		603	Cross-sectional
IJOIR	2017	Quantitative		157	Cross-sectional
ANR	2018	Mixed	Review		Review
TM	2018	Quantitative		383	Cross-sectional
JOB	2018	Quantitative		386	Cross-sectional

NET	2018	Quantitative		1247	Cross-sectional
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The table shows that most of the research studies (73) were conducted using a quantitative method, 5 studies were conducted using qualitative, and 04 studies used a mixed approach method. In 63 studies, the design of the research was cross-sectional, for 15 studies the design was longitudinal, while 5 studies were based on literature review, and only 1 research used mixed methodology. The sample size of 14 papers was below one hundred, 16 research papers' sample size was between 100-250, and the other 54 papers' sample size was above 250. The minimum sample size for qualitative research was one, while the maximum sample size was 18000 for a quantitative study. In conclusion, mostly research design was dominated by quantitative research design and mostly the research type used was cross-sectional. So, although qualitative research design was also used in some studies comparatively quantitative research design was used more than qualitative design.

4. CONCLUSION AND FUTURE DIRECTION

As noted earlier, 84 papers were analyzed. In the past 18 years, the relationships of several variables were analyzed with innovative work behavior and the scholars particularly investigated the antecedents of innovative work behavior. For instance, the impact of perceived organizational support, workforce spirituality, and person-organization fit on innovative work have been examined in previous literature and it was found that a positive influence of perceived organizational support, workforce spirituality and person-organization fit on innovative work behavior existed (Afsar, Badir, & Khan, 2015). Most of the research focused on variables such as person-organization fit, person-job fit, workforce spirituality, transformational leadership (Choi et al., 2016), ability and motivation to share, opportunity workload and climate, organizational learning, ethical leadership (Yidong & Xinxin, 2013), job autonomy, and innovation trust (Bysted, 2013). The list also includes teamwork (Hirst, Van Knippenberg, & Zhou, 2009), human resource practices, leader-member exchange, corporate social responsibility, effective supervisory commitment, and multiculturalism. The relationships among several of these variables with innovative work behavior have been found significant. The underpinning theories majorly relied upon has been social exchange theory, social capital theory, and organizational behavior.

Moreover, the impact of perceived organizational support and perceived pay equity on innovative work behavior was also investigated with the mediation role of symbolic incentive managing (Tsai, 2018). The interesting point was that the pay policy was considered as an enhancement factor for innovativeness and the study suggested future research to further investigate the phenomena and comment about the supportive theory about the relationships. Interpersonal trust was also examined as a mediator between customer participation and employee innovativeness. Two types of trust (affective trust & Cognitive trust) and three types of customer participation (emotional participation, behavioral participation, and informational participation) were examined as predictors of employee innovativeness (Li &

Hsu, 2018). Another interesting research question was about how an employee contributes to innovation when he is an ‘insider’. The study used felt obligation as a mediator between insider status and innovation; and job stress as moderator for felt obligation and innovation link (Wang, Feng, Prevellic, & Wu, 2017).

Furthermore, in past studies, innovative work behavior has also been examined in different industries of Pakistan. For instance, studies were conducted on IWB in the banking sector (Khan, Aslam, & Riaz, 2012), FMCG companies (Imran & Anis-ul-Haque, 2011), advertising agencies (Arif, Zubair, & Manzoor, 2012), textile industry (Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2019) and manufacturing sector (Marane, 2012). But still, there are many other sectors in Pakistan that could be studied with respect to IWB, such as information technology, health, education, agriculture, and the pharmaceutical sector.

Scholars have suggested various avenues for future research in IWB. For instance, some suggest that creativity is the foremost developing element of innovative work behavior and can serve as an independent variable in future research (Lam, Cheng, & Choy, 2010). Further, intrinsic motivation refers to the type of motivation in which individuals get involved in the work for the sole well-being of that work itself (Tajeddini & Trueman, 2008). Since the beginning of innovation studies, intrinsic motivation is considered as one of the key drivers to promote innovative work behavior in employees (Amabile, 1988, 1997; Collins & Amabile, 1999; Hüttermann & Boerner, 2011). Scholars are of the view that how intrinsic motivation affects IWB over time is a much more complicated subject and needs more investigation (Kimwolo & Cheruiyot, 2019).

Certain scholars suggested that innovative work behavior could also have some consequences and it could also act as a mediating variable. Hence, some hypothesized the impact of organizational climate on organizational innovation and performance using innovative work behavior as a mediator (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Carmeli & Spreitzer, 2009). The results were not clear and scholars suggested the inclusion of other mediators as well as intrinsic motivation or employee engagement. Similarly, the mediating role of innovative work behavior was examined between human resource management and product innovation and the results were significant (Sanz-Valle & Jiménez-Jiménez, 2018). Gkorezis (2016), examined the impact of principal empowering leadership on innovative work behavior with the mediation role of teacher exploration. Role conflict was used as a moderator for the principal empowering leadership and teacher exploration link. The results showed that a significant relationship existed between principal empowering leadership and innovative work behavior, and role conflict also moderated the relationship between principal empowering leadership and teacher exploration. Afsar and Badir (2017), suggested that in future studies, trust, perceived organization support, and motivation could be used as explanatory variables for IWB. Similarly, other scholars suggest that supplementary, supply-demand fit, requirement-capacity fit, and the type of person-organization fit could be examined as independent variables for innovative work behavior (Wu & Wu, 2017).

Notably, as mentioned earlier, the supportive underpinning theories for research on IWB were social exchange theory, social capital theory, organizational behavior theory, along with creativity theory, self-determination theory (SDT), Bandura's social cognitive theory, and Herzberg theory (1959). Based on its analyses, this review suggests that innovative work behavior is a rich construct. It could be a consequence of several predictive variables at the organizational and individual levels. There is although abundant research on IWB in the international context but still more research could be done. Future research must look into developing richer models investigating the impact of several variables on IWB altogether in the same research framework; as well as focusing equally on organizational and individual level variables in different research settings. This review also suggests comparative analyses between different industries and respondents on IWB for better understanding. If a longitudinal research design is employed, and multiple respondents are considered for measuring IWB, more insights could be revealed. The measurement scales for IWB could also be tailored and customized for different types of respondents working in different industries to improve validity. In Pakistan's context, research on IWB is comparatively limited and studies could be done on the antecedents as well as consequences of IWB in various sectors and serial mediation models could be developed.

5. LIMITATIONS

This systematic review also has some limitations. There were three databases selected for the purpose due to limited access. Future scholars can add some more databases like EBSCO, EBSCO Business Source Complete, and Proquest to enrich their investigation. Based on a larger database, different research frameworks could be developed for the future studies.

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