



Contents lists available at insancendikia.or.id

ARBITRASE

(Journal of Economics, Accounting, Management and Business)

ISSN: 3124-8985

Journal homepage: <https://ojs.insancendikia.or.id/index.php/Arbitrase>



Systematic Literature Review and Bibliometric Analysis: Innovative Work Behavior as a Strategic Asset in Public Organization

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Article Info

Article history:

Keyword:

Innovative Work Behavior;
Strategic Asset; Public
Organizations; Public Sector
Innovation; Public Value

ABSTRACT

Innovative Work Behavior (IWB) is increasingly recognized as a key driver of innovation, organizational adaptability, and public value creation in public organizations. However, the existing literature remains fragmented across theoretical perspectives, methodological approaches, and levels of analysis. This study aims to systematically review and synthesize research on IWB in public sector contexts by examining its conceptualization, antecedents, outcomes, and transformation into a strategic organizational asset. A Systematic Literature Review (SLR) was conducted following the PRISMA 2020 guidelines using the Scopus database, covering publications from 2020 to 2025. From an initial pool of 1,636 records, a rigorous screening process resulted in 50 peer-reviewed articles being included in the final analysis. The study employed descriptive bibliometric analysis and thematic synthesis to identify publication trends, intellectual structures, and key research themes. The findings reveal that IWB is predominantly conceptualized as a multistage process encompassing idea generation, idea promotion, and idea implementation. It is influenced by five major categories of antecedents: individual, job-related, leadership, organizational, and institutional factors. Psychological empowerment, work engagement, and knowledge sharing emerge as the primary mediating mechanisms, while the outcomes extend beyond individual performance to organizational effectiveness and public value creation. Nevertheless, bureaucratic constraints and excessive workload may impede the effective implementation of IWB. The study concludes that IWB becomes a strategic organizational asset when it is embedded within organizational systems, leadership practices, and institutional support. This research contributes to the literature by integrating fragmented findings into a coherent multilevel framework and reconceptualizing IWB as a strategic asset in public organizations. It also provides practical implications for strengthening innovation capacity and enhancing organizational performance in the public sector.



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Introduction

Public organizations operate in an increasingly complex environment shaped by rapid digital transformation, rising expectations for accessible and high-quality services, persistent resource constraints, and continuously evolving societal needs Bolgova, E. (2021). At the same time, these organizations are required to

demonstrate greater accountability, transparency, efficiency, and responsiveness while operating within formal bureaucratic structures and complex regulatory frameworks Mappisabbi, F., & colleagues (2024). Digital transformation therefore involves more than the adoption of new technologies; it requires capable public employees, supportive leadership, effective coordination, and organizational arrangements that enable institutions to redesign policies and services around citizens' needs. International evidence further emphasizes that governments depend on skilled and adaptable public servants to translate policy objectives into meaningful transformation and public value. Under these conditions, the innovative capacity of public organizations increasingly depends on employees who can identify emerging problems, generate novel and useful ideas, mobilize support for those ideas, and translate them into improved processes, practices, and public services. Innovative Work Behavior (IWB) is therefore particularly important because it connects employees' knowledge and creativity with the organizational implementation of innovation Jadmiko, P., Adawiyah, W., & Indyastuti, D. L. (2025). Rather than viewing innovation solely as a top-down policy or technological initiative, public organizations must recognize employees as active agents who initiate, promote, and implement solutions capable of improving institutional adaptability, administrative effectiveness, and service outcomes.

Although Innovative Work Behavior has been extensively examined within the broader organizational and management literature, knowledge concerning its operation in public organizations remains comparatively less consolidated than research conducted in market-oriented and private-sector settings Moon, K.-K., & Lim, J. (2025). An earlier systematic review of 57 studies provided an important foundation by classifying the determinants of IWB in public organizations into personal, interpersonal or teamwork, and organizational factors; however, its primary emphasis was on mapping influential variables rather than explaining how individual innovative actions become enduring strategic capabilities that generate public value. Subsequent studies have continued to examine specific relationships involving public service motivation, organizational commitment, innovative culture, leadership, feedback, autonomy, and organizational support, but these findings remain dispersed across theoretical perspectives and levels of analysis Khalis, T., Halim, B. B. A., Sanaullah, A., & Hammad, M. (2025). Consequently, IWB is still predominantly treated as an individual behavioral outcome rather than as a resource that can be accumulated, institutionalized, and strategically deployed by public organizations. Moreover, the combined roles of bureaucracy, formal regulation, leadership, institutional constraints, organizational learning, and public-value orientation have not yet been sufficiently integrated into a coherent explanatory framework Pribadi, U., et al. (2024). This fragmentation limits understanding of when employees' innovative behaviors merely produce isolated improvements and when they develop into sustainable organizational capabilities that strengthen service innovation, adaptability, and the creation of value for citizens Suliati, N. N., Noermijati, A. Sudiro, & Kurniawati, D. T. (2025)

Against this background, the present study aims to systematically identify, evaluate, and synthesize the literature on Innovative Work Behavior (IWB) in public organizations, a domain that remains fragmented across theoretical perspectives and levels of analysis (Panda & Swamy, 2025) More specifically, it seeks to map how IWB has been conceptualized, operationalized, and measured across different public-sector settings, as well as how existing research is predominantly concentrated in leadership and HRM-driven frameworks, with limited integration into broader public governance models (Jadmiko et al., 2025) The study further classifies the individual, job-related, leadership, organizational, and institutional factors that encourage or inhibit innovative work behavior, including knowledge sharing, psychological empowerment, and organizational support systems, which have been repeatedly identified as key but often examined in isolation across studies (Rattanawichai et al., 2023, Sena et al., 2024) In addition, it examines the consequences of IWB for employees, organizational functioning, and public-service outcomes, particularly in terms of performance improvement and service innovation in complex institutional environments (Alshahrani et al., 2023,) The review also aims to determine the conditions under which IWB can move beyond episodic individual initiative and evolve into a strategic organizational asset. This involves assessing whether innovative behavior is embedded in collective knowledge systems and organizational routines, supported by leadership and institutional structures, and translated into sustained organizational capability (Imran & Haroon, 2025) Finally, by identifying conceptual inconsistencies, underexplored contexts, methodological limitations, and missing relationships in the existing evidence, the study seeks to formulate a structured research agenda that can guide future theoretical development and empirical investigation of IWB in public organizations. This includes addressing the persistent fragmentation between individual-level behavioral models and institutional-level governance frameworks, which limits the development of a coherent explanatory theory of public sector innovation (Darusalam et al., 2023)

To achieve these objectives and maintain a focused review structure, this study is guided by four research questions that address the conceptual, explanatory, outcome-oriented, and strategic dimensions of Innovative Work Behavior in public organizations: RQ1: How is Innovative Work Behavior conceptualized and studied in public organizations? RQ2: What factors encourage or inhibit Innovative Work Behavior in public organizations? RQ3: What individual, organizational, and public-service outcomes are associated with Innovative Work Behavior? RQ4: Under what conditions can Innovative Work Behavior become a strategic

asset in public organizations? Together, these questions allow the review to move beyond a descriptive inventory of previous studies by examining how IWB is defined and measured, which multilevel conditions shape its emergence, what forms of value it produces, and how individual innovative activities may be converted into an institutionalized and sustainable organizational capability admiko, P., Adawiyah, W., & Indyastuti, D. L. (2025).

This review is expected to make four principal contributions to the literature. First, it integrates a dispersed body of evidence on Innovative Work Behavior (IWB) within the distinctive institutional context of public organizations, thereby extending earlier reviews that primarily concentrated on mapping its antecedent factors and leadership-based explanations of employee innovation behavior (Jadmiko et al., 2025; Panda & Swamy, 2025). Evidence from public-sector research confirms that such studies remain fragmented across organizational psychology, HRM, and governance perspectives (Moon & Lim, 2025). Second, it develops a multilevel classification that connects individual attributes, job characteristics, leadership practices, organizational conditions, and institutional arrangements, providing a more comprehensive explanation of how IWB is enabled or constrained across different analytical levels. Prior studies show that these determinants are typically examined in isolation rather than as an integrated system of governance and behavioral mechanisms (Sena et al., 2024; Rattanawichai et al., 2023). Institutional and bureaucratic constraints further shape the extent to which innovative behavior can emerge and be sustained in public organizations (Prasodjo, 2025). Third, the study reframes IWB from an exclusively individual behavioral construct into a potential strategic asset by linking employees' innovative actions to organizational learning, adaptive capacity, service innovation, and public-value creation. Recent evidence suggests that innovation becomes organizationally meaningful only when embedded in knowledge systems and managerial structures that transform individual behavior into collective capability (Imran & Haroon, 2025; Alshahrani et al., 2023). Such transformation is essential for achieving sustained service innovation and organizational performance in complex public-sector environments. Finally, the review proposes an integrative conceptual framework and a future research agenda that identify relevant theories, mechanisms, contextual conditions, methodological improvements, and underexplored public-sector settings. This responds to the persistent fragmentation of public administration research across behavioral, institutional, and governance perspectives, which limits the development of coherent explanatory frameworks for public-sector innovation (Darusalam et al., 2023; Wijayanti et al., 2025).

Literature Review

Innovative Work Behavior

Innovative Work Behavior (IWB) is conceptualized as a multistage, intentional, and discretionary behavioral process through which employees contribute to the development, promotion, and implementation of novel and useful ideas within organizational settings. Contemporary literature emphasizes that IWB is not limited to idea generation, but encompasses a sequential process including problem/opportunity recognition, idea exploration, idea generation, idea championing, and idea implementation, all of which collectively determine the realization of innovation outcomes (Moisoglou et al., 2024; Aransi et al., 2025). Recent empirical studies further confirm that these dimensions are interrelated behavioral components that contribute significantly to employee performance and organizational effectiveness (Tico et al., 2023). In addition, IWB is increasingly understood as an outcome of both individual and contextual factors, including psychological empowerment, self-efficacy, motivation, and perceived organizational support, which shape employees' willingness and capability to engage in innovative processes (Morales & Pacheco, 2024). Leadership, particularly transformational leadership, has also been consistently identified as a critical antecedent that facilitates IWB by enhancing employee engagement, knowledge sharing, and psychological safety, thereby enabling the translation of ideas into actionable innovations (Tan, 2023; Mayastinasari & Suseno, 2023). Overall, recent studies converge on the view that IWB represents a behavioral microfoundation of organizational innovation, integrating cognitive, social, and implementation-oriented processes that collectively drive sustainable organizational performance and innovation outcomes (Farliana et al., 2026).

Innovative Work Behavior in Public Organizations

Innovative Work Behavior (IWB) in public organizations is understood as the result of a complex interaction between governance systems, leadership, organizational capacity, and psychological factors operating within a bureaucratic environment characterized by accountability, regulation, and political pressure. Recent studies emphasize that although bureaucracy is often seen as constraining innovation, digitalization, decentralization, and adaptive governance can actually open space for experimentation and improve public service innovation (Singgir et al., 2025). However, barriers such as rigid bureaucracy, limited flexibility, and institutional fragmentation still reduce the effectiveness of innovation implementation in the public sector

(Singgir et al., 2025). On the other hand, recent research shows that organizational identification and transformational/charismatic leadership can enhance IWB even within strict bureaucratic systems by strengthening employee motivation and engagement (Moon & Lim, 2025). In addition, recent literature highlights that innovation in the public sector strongly depends on psychological safety, trust, and organizational support, which enable employees to take risks and express new ideas without fear of negative consequences (Dudau & Brunetto, 2022; Udin, 2025). Overall, contemporary studies conclude that IWB in the public sector is not determined solely by individuals, but by an institutional ecosystem that balances public accountability, legitimacy, and innovation space through leadership, digital transformation, and a psychologically safe work environment.

Innovative Work Behavior as a Strategic Asset

Innovative Work Behavior (IWB) is increasingly understood as the result of interactions between human resource management practices, leadership, and organizational psychological factors, positioning it as a strategic asset rather than merely an individual behavior. Various studies emphasize that HRM practices such as high-performance work systems, training, work-life balance, and learning culture consistently enhance IWB through organizational support and employee engagement (Manalo et al., 2024; Ahriansyah & Martdianty, 2024). On the other hand, supportive leadership styles such as knowledge-oriented leadership, socially responsible leadership, and charismatic leadership have been shown to strengthen IWB through the mediating roles of psychological safety and employee voice, enabling employees to more confidently express new ideas and take innovative risks (Ononye & Maduemezia, 2024; Kyambade et al., 2024; Moon & Lim, 2025). In addition, psychological safety and organizational support are consistently identified as key factors that enhance individual innovation by improving wellbeing, trust, and knowledge sharing, particularly in high-pressure work environments and the public sector (Brunetto et al., 2021; Silva et al., 2025). Furthermore, recent models highlight that modern HR leadership operates in an integrated manner through organizational culture, psychological safety, collaboration, and innovation to create a productive and adaptive work ecosystem (Aduwo et al., 2025). Overall, contemporary literature underscores that IWB becomes a strategic asset only when it is simultaneously supported by HRM systems, enabling leadership, and a psychologically safe environment that allows innovative ideas to be generated, developed, and implemented into sustainable organizational value.

Method

Review Design

This study employed a systematic literature review (SLR) to consolidate and critically interpret the accumulated evidence on Innovative Work Behavior (IWB) in public organizations. The review was designed and reported in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 statement, which provides a structured framework for transparently documenting the rationale, information sources, search procedures, eligibility decisions, quality appraisal, and synthesis of evidence (Page et al., 2021a, 2021b). An SLR was considered appropriate because the literature on IWB is theoretically diverse, methodologically fragmented, and distributed across multiple public-sector settings, making a transparent and reproducible procedure necessary to establish the boundaries and current state of the field. The review process comprised five interrelated functions. First, it systematically identified potentially relevant studies through predefined database searches rather than relying on selective or convenience-based citation retrieval. Second, it selected articles by applying explicit inclusion and exclusion criteria at the title, abstract, and full-text levels. Third, it assessed the methodological quality and reporting transparency of the eligible studies to determine the credibility and interpretive weight of their findings. Fourth, it extracted comparable information on research settings, methods, theories, measurements, antecedents, mechanisms, consequences, and contextual constraints. Fifth, it synthesized the evidence through descriptive and thematic procedures to explain not only what has been studied, but also how and under what conditions employee innovative behavior may create organizational and public value. The review was therefore integrative rather than merely aggregative: it mapped publication patterns while also developing a conceptually informed account of the drivers, barriers, mechanisms, outcomes, and strategic conditions associated with IWB in public organizations. PRISMA 2020 was used primarily as a reporting and transparency framework, whereas the substantive interpretation was guided by the conceptual distinction between IWB as employee-level behavior and IWB as a potentially strategic organizational resource.

Database and Search Strategy

The literature search was conducted in Scopus because these multidisciplinary citation databases provide extensive coverage of peer-reviewed research in management, public administration, organizational behavior, human resource management, and related social-science fields. Scopus served as the principal retrieval source represented in the current flow diagram. The searches covered publications issued from 2020 to 2025 and were

last updated on June 13, 2026. Search terms were developed around two concept blocks: employee innovative behavior and the public-organizational context. Within each block, synonyms, related expressions, and British and American spelling variants were connected using the Boolean operator OR, whereas the two conceptual blocks were linked using AND.

Inclusion and Exclusion Criteria

Eligibility was established prior to screening to maintain consistency with the research question. Included articles were peer-reviewed journal articles and review articles on IWB in the public sector (government, public services, civil service). Studies were required to have employee innovative behavior as the main focus (as an independent variable, dependent variable, mediator, or moderator). Excluded were organizational innovation studies that did not address employee behavior, as well as private-sector or mixed-sector studies unless public-sector data could be clearly separated. Only English-language articles were used to ensure analytical consistency. Full-text availability was required to ensure eligibility and quality of analysis. Non-peer-reviewed sources such as books, editorials, news, and conference proceedings were excluded. Review articles were retained for conceptual mapping but were not double-counted as empirical data to avoid duplication.

Table 1. Article Selection Criteria

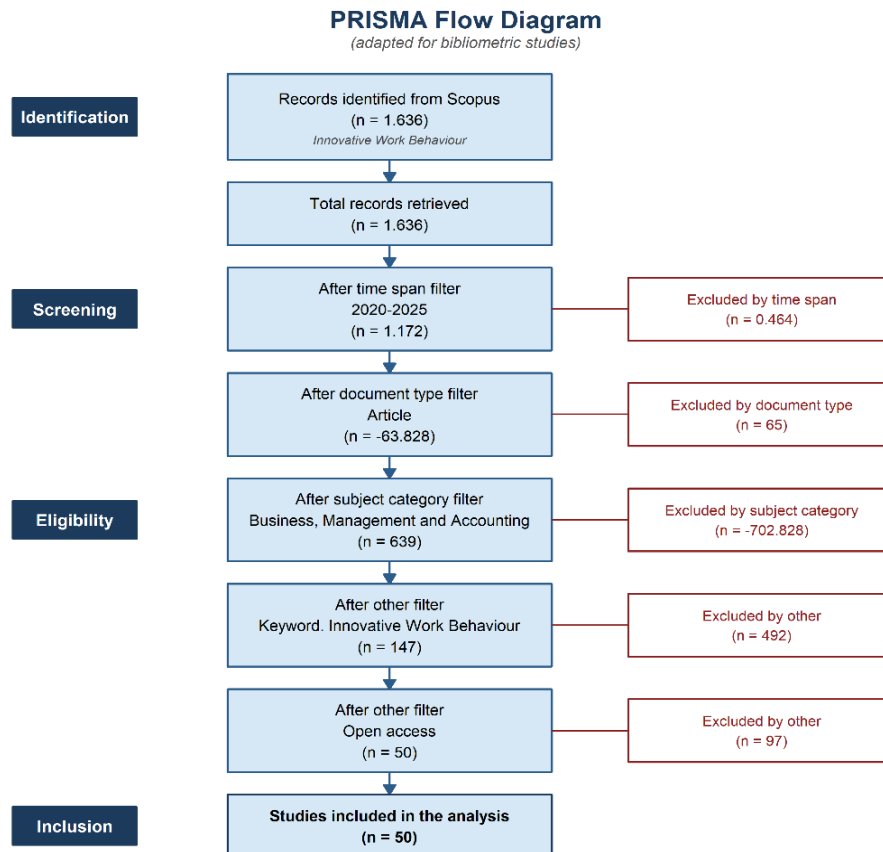
Criterion	Inclusion	Exclusion
Document type	Peer-reviewed journal articles and review articles	Books, book chapters, editorials, news reports, conference summaries, and non-scholarly documents
Research focus	IWB or an equivalent form of employee innovative behavior as a substantive construct	Organizational innovation without analysis of employee behavior
Organizational context	Public organizations, government bodies, public administration, civil service, local government, or publicly governed services	Private organizations and mixed samples without separately reported public-sector findings
Language	English	Publications in languages that could not be consistently analyzed
Availability	Complete full text accessible through legitimate channels	Abstract-only records or unavailable full texts
Publication quality	Verified peer-reviewed publication containing sufficient methodological information	Unverified, non-peer-reviewed, or methodologically uninterpretable material

Study Selection

Study selection followed a staged procedure consistent with PRISMA 2020. During the identification stage, records retrieved from Scopus were exported in a single bibliographic database. Duplicate records were subsequently removed before substantive screening by comparing DOIs and bibliographic fields and manually checking near-identical titles where necessary. During the screening stage, titles and abstracts were assessed against the predefined focus, context, document-type, language, and publication-period criteria; records clearly concerned with private-sector innovation, technological innovation without employee-level behavior, or unrelated uses of the term innovation were excluded. Potentially relevant articles proceeded to full-text examination, during which the public-organizational context, substantive treatment of IWB, availability of sufficient methodological information, and contribution to at least one of the review questions were verified. Eligibility assessment also considered whether mixed-sector studies provided extractable public-sector findings and whether apparently relevant constructs genuinely represented employee innovative behavior rather than general creativity, organizational entrepreneurship, innovation adoption, or innovation performance at the organizational level. Articles satisfying all criteria entered the final evidence base. The numerical sequence is reported in Figure 1. In the Scopus pathway currently represented in the diagram, 1,636 records were initially identified; application of the 2020–2025 publication-period filter retained 1,172 records and excluded 464. The document-type filter subsequently excluded 65 records and retained 1,107, while restriction to the Business, Management and Accounting subject category retained 639 records and excluded 468. Substantive keyword screening retained 147 records and excluded 492, after which the full-text availability stage retained 50 studies and excluded 97. These 50 studies constituted the final analytical sample. Reasons for exclusion were documented at each stage to preserve an auditable decision trail. Eligibility disagreements were addressed

through a documented consensus procedure based on the review protocol, with unresolved cases referred for additional assessment where applicable. For complete reproducibility, the final report should present database-specific identification results, the number of cross-database duplicates removed, and the principal reasons for exclusion following full-text examination.

Figure 1. PRISMA Flow Diagram of the Study-Selection Process



Source: Biblioshiny output (Bibliometrix R-package, RStudio)

Figure 1. Systematic Literature Review information flow using PRISMA

Quality Assessment

The methodological quality of the eligible studies was assessed using a structured appraisal framework designed to accommodate the heterogeneous quantitative, qualitative, mixed-method, and review designs represented in the literature. The assessment covered six domains: clarity of the research objective, appropriateness of the research design and methods, clarity and adequacy of the sample or data source, validity and reliability of the measurement approach, transparency and appropriateness of the analytical procedure, and alignment among the reported results, interpretations, and conclusions. For the first domain, each study was examined for an explicit research problem and clearly formulated objectives, hypotheses, or research questions. Methodological appropriateness concerned whether the selected research design was capable of addressing those objectives and whether the data-collection procedures were adequately described. Sample clarity included specification of the population, organizational setting, sampling strategy, sample size, participant characteristics, and inclusion conditions. Measurement validity addressed the conceptualization and operationalization of IWB and related constructs, including evidence regarding scale provenance, construct validity, internal consistency, reliability, or qualitative credibility. Analytical transparency concerned whether the study adequately explained how the data were prepared and analyzed and whether the selected analytical technique was consistent with the data structure and research design. Finally, conclusion alignment assessed whether the interpretations and claims remained proportionate to the evidence and whether relevant limitations and alternative explanations were acknowledged. Each domain was classified as fully met, partially met, or not met, supported by a concise justification recorded in the quality-appraisal matrix. Quality assessments were used to calibrate the interpretive weight assigned to individual findings rather than automatically excluding studies below an arbitrary numerical

threshold, because methodologically diverse studies may provide different but complementary forms of evidence. Nevertheless, articles exhibiting serious weaknesses across several domains were interpreted cautiously and were not used as the sole foundation for major theoretical conclusions. This procedure enabled the synthesis to distinguish between frequently reported associations and findings supported by more methodologically credible evidence.

Data Extraction

A standardized data-extraction form was developed to ensure that comparable information was captured from every included article. Bibliographic fields comprised authorship, publication year, journal, country, and geographical setting. Contextual fields recorded the type of public organization, including central government institutions, local governments, public health-care organizations, public educational institutions, law-enforcement bodies, civil-service agencies, and other public-service organizations. Methodological fields included the research design, data source, sample characteristics, analytical technique, theoretical framework, and instrument or operational definition used to measure IWB. Substantive coding captured individual, job-related, leadership, team, organizational, and institutional antecedents; proposed or tested mediators and moderators; individual, team, organizational, and societal consequences; barriers affecting idea exploration, generation, promotion, and implementation; and any reported conditions influencing the strategic value of employee innovation. Particular attention was given to whether studies distinguished idea generation from idea implementation and whether reported outcomes were limited to internal organizational performance or extended to service quality, citizen outcomes, legitimacy, equity, institutional trust, and other dimensions of public value. Evidence relevant to the strategic-asset perspective was coded according to four sensitizing dimensions: value, uniqueness, inimitability, and organizational support. Direct quotations were used only when conceptually necessary and were accompanied by page references, whereas the extraction matrix primarily contained concise analytical summaries to facilitate systematic comparison across studies. Information that was unclear or absent was recorded as not reported rather than inferred, and multiple publications arising from the same research project were cross-checked to reduce the risk of double counting.

Data Analysis

Data analysis in this study was conducted using two main approaches, namely descriptive synthesis and thematic synthesis. Descriptive synthesis was used to map the structural characteristics and development of IWB research based on publication year, country, public-sector context, research methods, theoretical perspectives, sample types, analytical techniques, and IWB measurement instruments. Frequencies and distributions were applied to identify publication trends, geographical concentration, dominant organizational contexts, commonly used theoretical frameworks, measurement instruments, and methodological variations, while narrative analysis was used when data categories were too heterogeneous for meaningful quantitative aggregation. A meta-analysis was not conducted due to substantial variation in research designs, construct operationalization, statistical reporting, and organizational contexts across the included studies. Meanwhile, thematic synthesis was conducted through an iterative process of coding, comparison, categorization, and conceptual interpretation to group the determinants of IWB (such as individual resources, leadership, HRM, and organizational climate), barriers (such as bureaucracy, resource constraints, risk aversion, and low psychological safety), and mechanisms explaining these relationships (such as intrinsic motivation, empowerment, trust, and knowledge sharing). The impacts of IWB were analyzed at individual to public value levels, while strategic conditions were examined through the dimensions of value, uniqueness, inimitability, and organizational support, as well as additional factors such as institutionalization and implementation capacity. The analytical process was iterative between data and the conceptual framework, while retaining contradictory and non-significant findings to provide a more contextual understanding. Accordingly, this study not only maps the empirical profile of IWB research but also explains when IWB remains an individual behavioral act and when it develops into a sustainable organizational capability that generates public value.

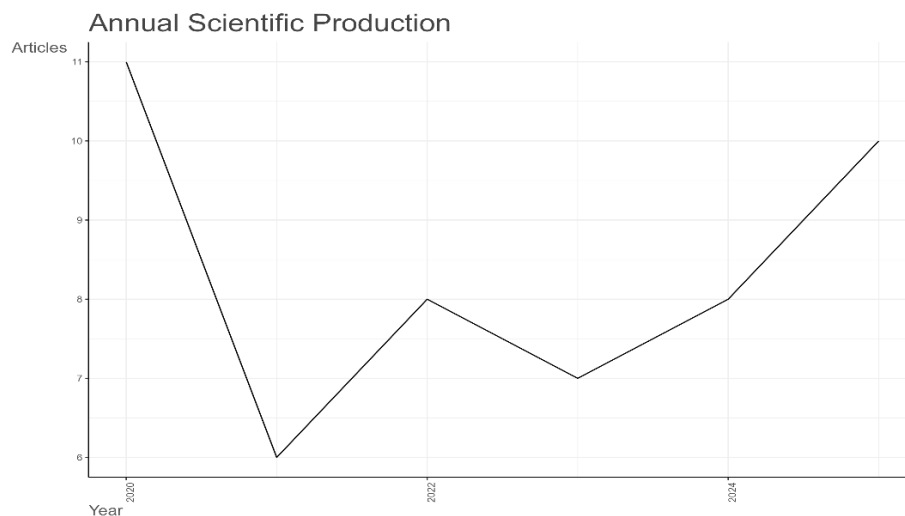
Results and Discussions

Study Selection and Characteristics

The *Annual Scientific Production* graph indicates that the development of scholarly publications during the 2020-2025 period was characterized by considerable fluctuation, although a stronger recovery trend became evident toward the end of the observation period. Scientific output reached its highest level in 2020, with 11 articles, before declining sharply to 6 articles in 2021, representing a decrease of approximately 45.5%. Following this lowest point, the number of publications increased to 8 articles in 2022, although it subsequently declined moderately to 7 articles in 2023. Thereafter, scientific production resumed its upward trajectory, rising to 8

articles in 2024 and reaching 10 articles in 2025. This pattern demonstrates that publication growth did not occur in a linear manner, but rather progressed through successive phases of contraction, recovery, and renewed expansion.

Overall, a total of 50 articles were published over the six-year period, with an average annual output of approximately 8.3 articles. Although the number of publications in 2025 remained slightly below the peak recorded in 2020, the consecutive increase observed since 2023 suggests a renewed strengthening of scholarly interest in the research field under examination. The increase from 7 articles in 2023 to 10 articles in 2025 also represents growth of approximately 42.9% over a two-year period. These findings may be interpreted as evidence that the topic continues to possess substantial scholarly relevance and remains a subject of growing attention within the academic community. Nevertheless, the observed year-to-year fluctuations indicate that the field is still undergoing a process of consolidation. Further research is therefore required to determine whether the recent increase in publication output reflects a sustained long-term trajectory or merely short-term variation in scientific productivity.

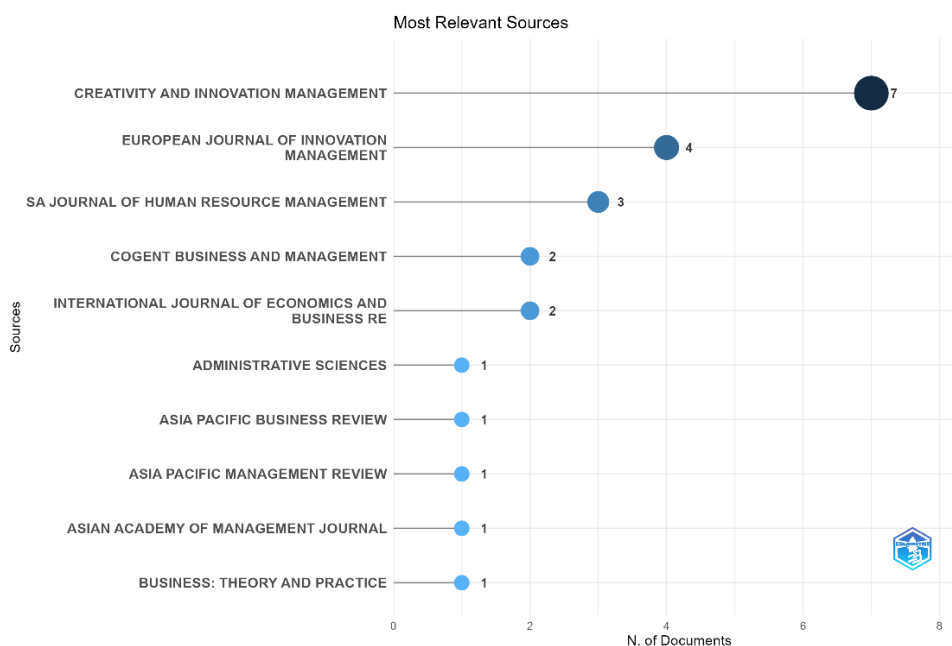


Source: Scopus database

Figure 2. initial number of articles

The distribution of the most relevant publication sources indicates that scholarly output on the topic is concentrated within a relatively limited number of journals, particularly those specializing in innovation and human resource management. Creativity and Innovation Management emerged as the most prominent source, contributing seven documents, followed by the European Journal of Innovation Management with four publications and the SA Journal of Human Resource Management with three. Cogent Business and Management and the International Journal of Economics and Business Research each contributed two documents, while Administrative Sciences, Asia Pacific Business Review, Asia Pacific Management Review, Asian Academy of Management Journal, and Business: Theory and Practice each published one article. Collectively, the ten most relevant sources accounted for 23 documents, with the three leading journals contributing approximately 60.9% of the total publications represented in the figure.

This publication pattern suggests that research in the field is primarily situated at the intersection of innovation management, organizational behavior, and human resource management. The dominance of journals explicitly focused on creativity and innovation reflects the strong conceptual association between Innovative Work Behavior and organizational processes involving idea generation, promotion, and implementation. At the same time, the presence of journals covering management, economics, administration, and regional business studies demonstrates the multidisciplinary character of the topic and its relevance across diverse organizational and institutional settings. Nevertheless, the concentration of publications in a small number of specialized journals may indicate that the literature has not yet achieved broad dissemination across mainstream public administration and public management outlets. This finding highlights an opportunity for future research to strengthen the connection between Innovative Work Behavior, public-sector governance, organizational capability, and public-value creation, thereby expanding the field's theoretical reach and publication visibility.



Source: Scopus Database

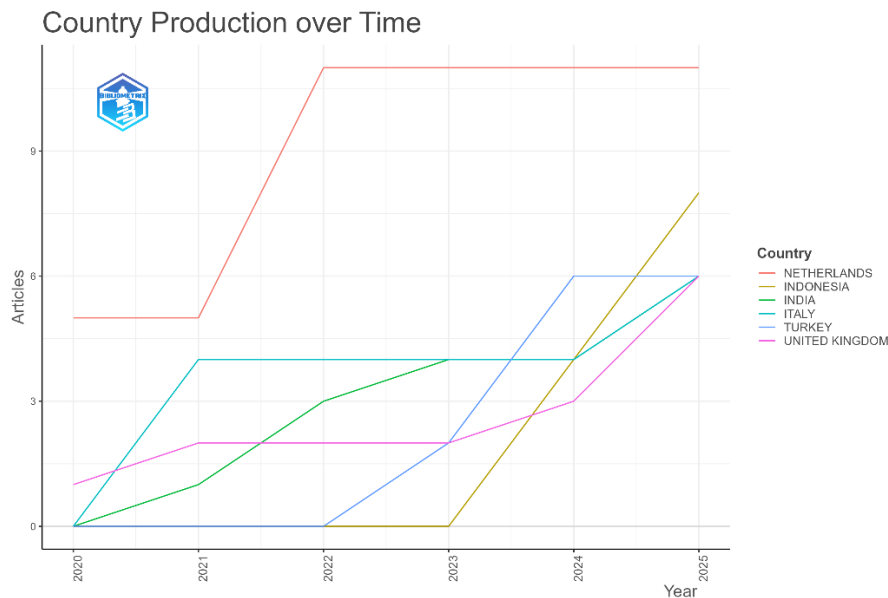
Figure 3. The Most Dominant Journal Source

The Country Production over Time figure illustrates the cumulative development of scientific publications across six countries between 2020 and 2025. The Netherlands emerged as the leading contributor throughout the observation period. Its publication output remained at five articles between 2020 and 2021 before increasing sharply to approximately eleven articles in 2022. Nevertheless, no further growth was recorded from 2022 to 2025, indicating that the Netherlands' contribution was concentrated primarily in the earlier years of the analysed period. Although it maintained the highest cumulative publication output, the prolonged plateau suggests a relatively limited expansion of research productivity in subsequent years.

Indonesia displayed a markedly different trajectory, characterised by delayed but rapid growth. No publication output was recorded until 2023; however, the number increased to approximately three articles in 2024 and reached eight articles in 2025. This substantial acceleration positioned Indonesia as the second most productive country by the end of the period. Turkey also demonstrated considerable growth, increasing from no publications between 2020 and 2022 to two articles in 2023 and six articles in 2024, after which its output remained stable. These patterns suggest the emergence of Indonesia and Turkey as increasingly active contributors to the research domain under investigation.

India exhibited a more gradual and sustained pattern of development. Its cumulative publication output increased from zero articles in 2020 to one article in 2021, three articles in 2022, four articles in 2023, and six articles in 2025. Italy, in contrast, experienced an early increase from zero publications in 2020 to four articles in 2021, followed by a prolonged period of stability until 2024 and a subsequent increase to six articles in 2025. The United Kingdom showed the most gradual trajectory, progressing from one article in 2020 to two articles between 2021 and 2023, three articles in 2024, and six articles in 2025.

Overall, the figure indicates a transition from a publication landscape initially dominated by the Netherlands toward a more geographically diversified pattern of scientific production. By 2025, India, Italy, Turkey, and the United Kingdom had converged at approximately six publications, while Indonesia demonstrated the strongest recent growth. This convergence reflects the expanding internationalisation of research activity and the increasing participation of countries that had previously contributed only marginally. Nevertheless, the Netherlands remained the most productive country during the entire period. Further investigation is required to determine whether these differences are associated with national research capacity, institutional collaboration, funding availability, international partnerships, or variations in thematic research priorities.



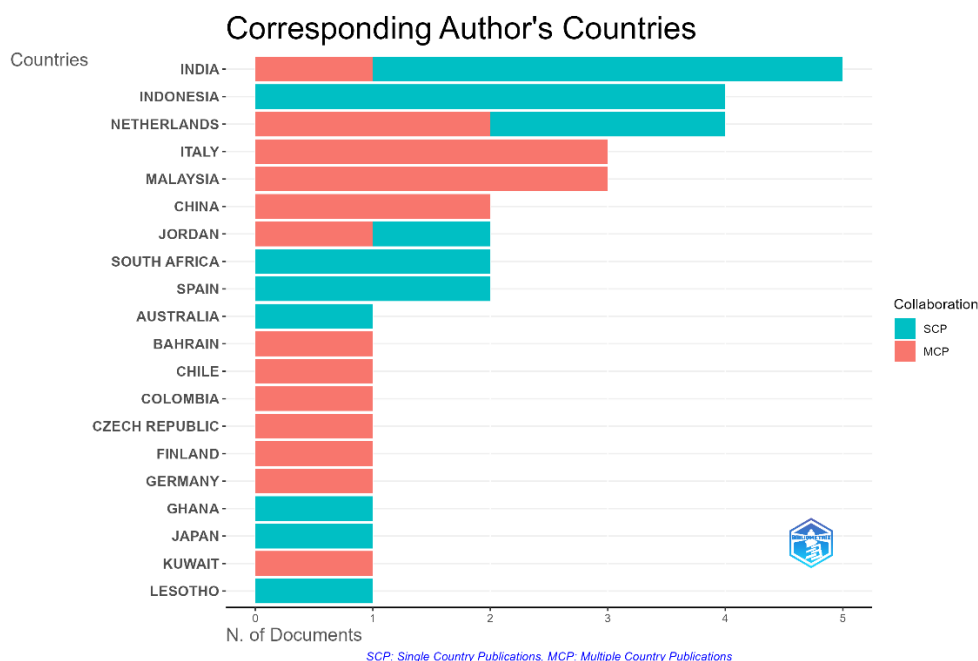
Source: Scopus Database

Figure 4. Author's Country/Affiliation

The Corresponding Author's Countries analysis reveals a geographically diverse pattern of scientific leadership, encompassing 20 countries and a total of 38 documents. India emerged as the principal contributor, with five publications, comprising four single-country publications (SCPs) and one multiple-country publication (MCP). Indonesia and the Netherlands followed with four publications each; however, their collaboration profiles differed substantially. Indonesia's entire output consisted of SCPs, indicating that its publications were produced exclusively through domestic collaboration, whereas the Netherlands exhibited an equal distribution between SCPs and MCPs, with two publications in each category. This balanced composition suggests that Dutch corresponding authors were actively engaged in both national and international research networks.

Italy and Malaysia each contributed three publications, all of which were classified as MCPs, demonstrating a strong orientation toward international collaboration. China similarly recorded two publications, both involving authors from multiple countries. Jordan produced two documents with an equal distribution between SCP and MCP, reflecting a balanced combination of domestic and cross-national research engagement. In contrast, South Africa and Spain each contributed two publications exclusively through single-country collaboration. These contrasting patterns indicate that publication volume alone does not adequately represent the international connectivity of a country's research activities, as countries with comparable output may display markedly different collaborative structures.

Among countries contributing one publication, Australia, Ghana, Japan, and Lesotho were represented exclusively by SCPs, whereas Bahrain, Chile, Colombia, the Czech Republic, Finland, Germany, and Kuwait contributed exclusively through MCPs. Overall, the dataset was evenly divided between SCPs and MCPs, with 19 publications in each category. This proportional balance suggests that the research field is characterised by a combination of strong domestic production and substantial international cooperation. Nevertheless, the country-specific distribution remains heterogeneous: India and Indonesia primarily relied on national research capacity, while Italy, Malaysia, China, and several lower-output countries demonstrated a pronounced dependence on international collaboration. Because many countries contributed only one or two publications, however, their collaboration proportions should be interpreted cautiously, as limited publication counts may not fully represent their broader or long-term research strategies.



Source: Scopus Database

Figure 5. Corresponding Author's Countries

The table presents the 20 most highly cited publications in the analysed research field, evaluated using total citations, citations per year, and normalised total citations. Collectively, these documents accumulated 675 citations, with an average of 33.75 citations per article. However, the citation distribution is notably uneven, indicating that scholarly influence is concentrated in a relatively limited number of publications. The four most cited documents account for approximately 43.3% of the total citations, demonstrating the dominant intellectual influence of several foundational studies within the literature.

The publication by Grošelj et al. (2020) in the *European Journal of Innovation Management* represents the most influential contribution, receiving 163 citations, equivalent to 23.3 citations per year, and achieving a normalised citation score of 4.597. Its citation count is substantially higher than that of the second-ranked article by Almulhim (2020), published in the *Journal of Asian Finance, Economics and Business*, which accumulated 49 citations and seven citations per year. The considerable difference between these two publications suggests that the study by Grošelj et al. has functioned as an important conceptual or empirical reference point in the development of the research domain. The articles by Zhou et al. (2020) in the *International Small Business Journal* and Stoffers et al. (2020) in the *International Journal of Human Resource Management* each received 40 citations, further confirming their substantial contribution to the field.

Age-adjusted indicators provide a more nuanced interpretation of scientific influence. Although the article by Zia et al. (2025) accumulated only 34 total citations, it recorded 17 citations per year and the highest normalised citation score in the dataset, at 4.722. This performance indicates an exceptionally rapid rate of scholarly recognition relative to other publications from the same period. Similarly, the 2025 article by Gandía et al. in the *Journal of Innovation and Knowledge* received 14 citations, corresponding to seven citations per year and a normalised citation score of 1.944. These results suggest that recently published studies are gaining visibility rapidly and may become increasingly influential as the literature continues to develop.

Several publications also demonstrate consistently strong citation performance after accounting for publication year. The 2022 article published in *Creativity and Innovation Management* received 36 citations, or 7.2 citations per year, with a normalised score of 2.133. Dahiya et al. (2022) recorded 27 citations and a normalised score of 1.600, while Cangialosi et al. (2021) obtained 38 citations and a normalised score of 1.365. Mustafa et al. (2021) and Almulhim (2020) likewise achieved normalised scores exceeding 1.0, indicating citation performance above the expected level for publications of comparable age. Overall, 12 of the 20 documents achieved normalised citation scores greater than one, suggesting that a majority of the highly cited papers performed above their respective publication-year citation benchmarks.

The distribution of publications across journals further reveals the central role of innovation and management-oriented outlets in disseminating influential research. The *European Journal of Innovation Management* appears repeatedly among the most cited documents, including publications by Grošelj et al., Zia

et al., Battistelli et al., and Van Assen. Likewise, Creativity and Innovation Management contributes several highly cited studies. This concentration indicates that journals focusing on innovation management, organisational behaviour, human resource management, and employee-related outcomes constitute the principal publication platforms within the analysed knowledge structure.

Overall, the table demonstrates that scientific influence in this field is shaped by both established foundational publications and rapidly emerging recent studies. Total citation counts favour older documents because they have had more time to accumulate recognition, whereas annual and normalised citation indicators highlight the accelerated influence of newer publications. Therefore, the combined interpretation of these metrics provides a more balanced assessment of scholarly impact. In particular, Grošelj et al. (2020) can be regarded as the most established and cumulatively influential contribution, while Zia et al. (2025) represents the most rapidly emerging publication based on its annual and normalised citation performance.

Tabel 2. Most Global Cited Documents

Paper	DOI	Total Citations	TC per Year	Normalized TC
Grošelj M, 2020, Eur J Innov Manage	10.1108/EJIM-10-2019-0294	163	23,3	4,597435897
Almulhim Af, 2020, J Asian Financ Econ Bus	10.13106/JAFEB.2020.VOL7.NO9.549	49	7	1,382051282
Zhou Z, 2020, Int Small Bus J	10.1177/0266242619892793	40	5,7	1,128205128
Stoffers Jmm, 2020, Int J Hum Resour Manage	10.1080/09585192.2017.1407953	40	5,7	1,128205128
Cangialosi N, 2021, Creat Innov Manage	10.1111/caim.12434	38	6,3	1,365269461
Caniëls Mcj, 2022, Creat Innov Manage	10.1111/caim.12486	36	7,2	2,133333333
Mustafa M, 2021, J Organ Eff People Perform	10.1108/JOEPP-07-2020-0133	36	6	1,293413174
Zia A, 2025, Eur J Innov Manage	10.1108/EJIM-04-2023-0311	34	17	4,722222222
Battistelli A, 2021, Eur J Innov Manage	10.1108/EJIM-01-2021-0044	30	5	1,077844311
Dahiya R, 2022, Asia Pac Manage Rev	10.1016/j.apmr.2021.06.002	27	5,4	1,6
Martín-Hernández P, 2020, Rev Psicol Trab Orga	10.5093/jwop2020a9	23	3,3	0,648717949
Jebali D, 2021, Employee Relat	10.1108/ER-03-2020-0140	22	3,7	0,790419162
Dixit A, 2021, Rausp Manag J	10.1108/RAUSP-03-2020-0060	22	3,7	0,790419162
Susomrith P, 2020, Manage Decis	10.1108/MD-11-2018-1232	19	2,7	0,535897436
Atatsi Ea, 2021, Cogent Bus Manag	10.1080/23311975.2021.1917483	19	3,2	0,682634731
Van Essen Hj, 2022, Creat Innov Manage	10.1111/caim.12490	18	3,6	1,066666667
Khaola Pp, 2020, Sa J Human Res Manag	10.4102/sajhrm.v18i0.1417	17	2,4	0,479487179
Gandía Jag, 2025, J Innov Knowl	10.1016/j.jik.2025.100750	14	7	1,944444444
Contreras F, 2020, Cogent Bus Manag	10.1080/23311975.2020.1812926	14	2	0,394871795
Van Assen Mf, 2022, Eur J Innov Manage	10.1108/EJIM-05-2022-0234	14	2,8	0,82962963

Source: Scopus Database Most Global Cited Documents

The three-field Sankey diagram illustrates the intellectual structure of the analysed literature by connecting Keywords Plus (ID), author-provided keywords (DE), and standardised or merged keywords (KW_Merged). The width of each node and connecting flow represents the relative frequency and strength of association among the terms. At the author-keyword level, innovative work behaviour constitutes the most prominent theme, substantially exceeding the remaining concepts in terms of occurrence and connectivity. Its dominant position is retained in the merged-keyword field, demonstrating that innovative work behaviour represents the principal conceptual focus around which the literature is organised. This concentration suggests that the research domain is primarily concerned with understanding employees' generation, promotion, and implementation of novel ideas within organisational settings.

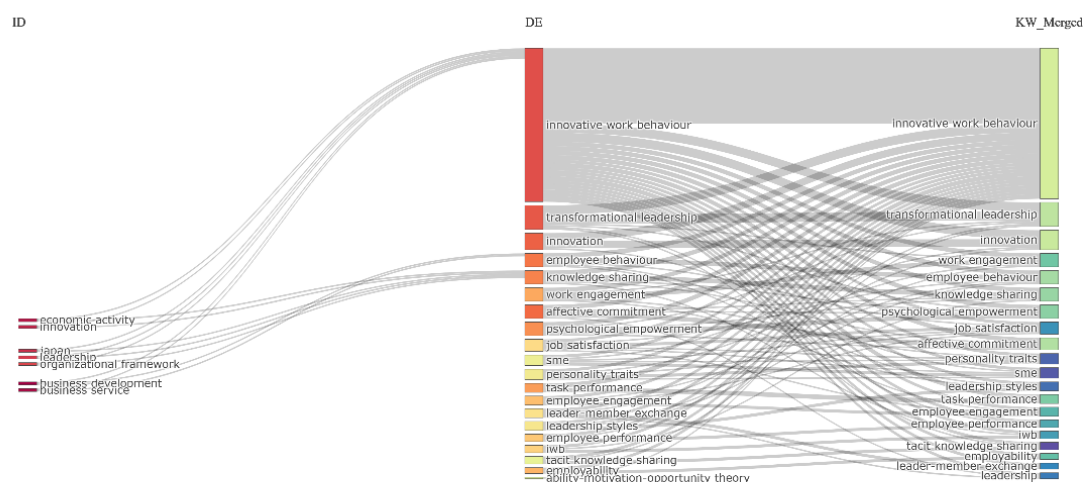
Transformational leadership emerges as the second most influential theme and is strongly connected to innovative work behaviour and several employee-related constructs. Its prominence indicates that leadership is commonly examined as an organisational mechanism associated with the development of innovative employee behaviour. The diagram also identifies innovation, work engagement, employee behaviour, and knowledge sharing as important supporting themes. Their multiple interconnections suggest that the literature

conceptualises innovative work behaviour as a multidimensional organisational phenomenon shaped by leadership practices, employee involvement, behavioural processes, and the circulation of knowledge. Nevertheless, the visualisation represents bibliographic co-occurrence and thematic association rather than evidence of direct causal relationships.

A further thematic cluster comprises psychological and attitudinal constructs, including psychological empowerment, affective commitment, job satisfaction, and personality traits. These concepts indicate substantial scholarly attention to the individual-level conditions that may facilitate or constrain innovative behaviour. Psychological empowerment appears particularly relevant because it connects employees' perceptions of autonomy and competence with broader organisational outcomes. Similarly, work engagement, affective commitment, and job satisfaction reflect the importance of positive employee–organisation relationships in the development of innovation-oriented behaviour. The presence of personality traits further demonstrates that the literature incorporates both situational and dispositional explanations of employee innovation.

Performance- and relationship-oriented themes including task performance, employee performance, employee engagement, leader-member exchange, leadership styles, and tacit knowledge sharing occupy less dominant but conceptually meaningful positions. These themes extend the literature beyond the antecedents of innovative work behaviour toward its organisational consequences and interpersonal mechanisms. The inclusion of employee well-being and the ability motivation opportunity theory also indicates an emerging effort to integrate innovation research with broader human resource management and employee sustainability perspectives. However, the comparatively narrow flows associated with these terms suggest that they remain secondary or developing research streams rather than the field's principal thematic foundations.

The Keywords Plus field contains relatively broad terms, such as innovation, leadership, organisation, organisational framework, economic activity, business development, and business service. Their connections with more specific author keywords demonstrate how the literature progresses from general organisational and economic contexts toward focused behavioural and managerial constructs. Overall, the diagram reveals a research structure centred on innovative work behaviour, supported predominantly by transformational leadership, knowledge-related processes, employee engagement, psychological empowerment, and performance outcomes. The simultaneous appearance of the full term innovative work behaviour and its abbreviation IWB, however, suggests that additional thesaurus-based harmonisation may be required. Consolidating abbreviations, spelling variants, and closely related expressions would improve the precision of the thematic structure and prevent the fragmentation of conceptually equivalent keywords.



Source: Scopus Database

Figure 6. Keywords Plus

Conceptualization of Innovative Work Behavior - RQ1

Innovative work behavior (IWB) is commonly defined as discretionary employee actions aimed at generating, promoting, and implementing new and useful ideas in the workplace (Jadmiko et al., 2025; Panda & Swamy, 2025). Although it is widely treated as a multidimensional construct, there is still variation in how its

dimensions are structured, ranging from simple three-stage models (idea generation, promotion, and implementation) to more detailed process-based models (Rattanawichai et al., 2023; Imran & Haroon, 2025). IWB is typically measured using Likert-scale questionnaires, most often through employee self-reports, although multi-source assessments are also used to improve accuracy and reduce bias (Moon & Lim, 2025). Most studies analyze IWB at the individual level, while fewer examine it at team or organizational levels, indicating a need for more integrated multilevel approaches (Sena et al., 2024). Overall, the literature shows that IWB lacks full conceptual uniformity, particularly regarding its dimensions, measurement approaches, and level of analysis (Darusalam et al., 2023).

Drivers and Barriers of IWB - RQ2

The drivers and barriers of Innovative Work Behavior (IWB) can be systematically organized into five interrelated categories: individual, job-related, leadership, organizational, and institutional factors. At the individual level, factors such as creative self-efficacy, proactive personality, psychological empowerment, work engagement, and public service motivation have been shown to strengthen employees' willingness to generate and implement innovative ideas, whereas fear of failure, low competence, and risk aversion inhibit such behavior (Jadmiko et al., 2025; Panda & Swamy, 2025; Rattanawichai et al., 2023). Job-related conditions such as autonomy, task complexity, feedback, and resource availability are consistently identified as key enablers of IWB, while excessive workload, time pressure, and resource scarcity act as major constraints on idea development and implementation (Imran & Haroon, 2025; Alshahrani et al., 2023). Leadership factors play a decisive role in shaping IWB, where transformational, empowering, inclusive, and supportive leadership behaviors foster employee innovation by providing motivation, direction, and psychological safety, while authoritarian and controlling leadership styles suppress initiative and creativity (Moon & Lim, 2025; Sena et al., 2024). At the organizational level, innovation-supportive climates, organizational learning, knowledge sharing, psychological safety, and reward systems enhance IWB, whereas resistance to change, weak incentives, and fragmented communication limit innovation processes (Darusalam et al., 2023; Sena et al., 2024). Finally, institutional conditions are particularly critical in public organizations, where political support, governance arrangements, and collaborative frameworks can enable innovation, but bureaucracy, rigid regulation, procedural constraints, and high accountability pressures often restrict employee flexibility and suppress innovative action (Prasodjo, 2025; Wijayanti et al., 2025).

Mechanisms Explaining IWB

The influence of individual, leadership, organizational, and institutional antecedents on innovative work behavior (IWB) is primarily transmitted through psychological and social mechanisms that shape employees' motivation, confidence, and perceived capacity to innovate, rather than through direct effects alone (Vu et al., 2025). Psychological empowerment enables employees to perceive autonomy and managerial support as meaningful discretion and has been consistently identified as a key mediator in leadership–innovation relationships, while work engagement transforms supportive work environments into sustained cognitive and emotional investment in innovation activities (Ergun et al., 2025). In addition, creative self-efficacy strengthens employees' belief in their ability to generate and implement novel ideas (Suliati et al., 2025), while knowledge sharing provides critical informational resources that support idea development and execution. Psychological safety reduces interpersonal risk in expressing new ideas, while organizational commitment increases willingness to go beyond formal roles in supporting innovation (Ergun et al., 2025). These mechanisms are further shaped by contextual moderators such as organizational culture, digital readiness, and bureaucratic structure, which can either strengthen or weaken the translation of leadership and organizational support into IWB.

Outcomes of IWB - RQ3

Innovative work behavior (IWB) generates important outcomes at individual, organizational, and public-service levels, although its effects are not always uniformly positive. At the individual level, IWB is associated with improved job performance, job satisfaction, skill development, and career advancement because it enhances employees' problem-solving capacity and professional visibility (Vu et al., 2025), while also strengthening motivation and job-related engagement in organizational contexts (Pedregosa et al., 2025). At the organizational level, IWB contributes to improved performance, organizational learning, adaptability, and service efficiency by enabling institutions to innovate processes and respond to environmental changes (Parveen & Alshehri, 2023), as well as enhancing overall employee performance through mediating innovation mechanisms (Octaviana et al., 2025). In public-sector contexts, IWB is particularly linked to service quality, responsiveness, efficiency, and public value creation, especially when innovation is directed toward improving governance and citizen-oriented services (Yusuf et al., 2023). However, continuous expectations for innovation may also produce negative consequences such as workload pressure, role strain, and reduced well-being when organizational demands

exceed available resources, as well as innovation-related fatigue and implementation challenges in complex bureaucratic environments (Kim & Shim, 2025). Therefore, the outcomes of IWB depend not only on idea generation, but also on organizational capacity, implementation support, workload balance, and institutional conditions that determine whether innovation efforts can be effectively realized.

IWB as a Strategic Asset - RQ4

Innovative work behavior (IWB) can be understood as a strategic asset when it shifts from isolated individual initiative to an organizationally embedded capability that continuously generates improvements in performance and public service delivery (Yusuf et al., 2023), (Octaviana et al., 2025). Its strategic value is evident when innovation contributes to service quality, efficiency, responsiveness, and public value, but it can only be sustained when supported by leadership legitimacy, adequate implementation resources, and collective adoption within the organization (Sebunya, 2025). The uniqueness and inimitability of IWB stem from the interaction of employee competence, tacit knowledge, collaborative relationships, and organizational culture that are difficult to replicate. Therefore, strategic embeddedness requires innovation to be supported by formal systems, routines, and knowledge management mechanisms that sustain organizational learning across time and personnel changes (Naowakhoaksorn et al., 2022), ensuring that knowledge is institutionalized and retained within organizational memory. As a result, IWB should not be evaluated only by the number of ideas generated, but by the extent to which ideas are implemented, retained, transferred, and converted into continuous learning and societal value.

Discussion

Summary and Interpretation of Findings

The findings indicate that innovative work behavior (IWB) is a multidimensional and context-dependent process shaped by the interaction of individual, job, leadership, organizational, and institutional factors rather than any single determinant. Its emergence is driven by enabling conditions such as motivation, competence, autonomy, psychological empowerment, supportive leadership, knowledge sharing, and an innovation-oriented climate, while being constrained by barriers such as fear of failure, workload pressure, authoritarian leadership, resistance to change, and bureaucratic rigidity. IWB produces outcomes not only at the individual level (e.g., performance, satisfaction, competence development) but also at the organizational and public-service levels, including learning, adaptability, service quality, responsiveness, and public value creation. However, it may also generate unintended consequences such as fatigue, role conflict, and implementation risk when innovation demands become excessive. Overall, IWB becomes strategically significant when innovative ideas are effectively implemented, institutionalized, and embedded within organizational systems, thereby transforming individual initiatives into sustained collective capability.

Integrative Framework

The integrative framework positions IWB as a central mechanism linking multilevel antecedents to outcomes across individual, organizational, and public-service domains. These antecedents influence psychological and social mechanisms such as empowerment, engagement, creative self-efficacy, psychological safety, knowledge sharing, and organizational commitment, which jointly determine employees' readiness and capability to engage in innovation. In turn, IWB contributes to employee development, organizational efficiency, learning, digital transformation, and improved service delivery, ultimately generating public value and strengthening organizational capability. However, these relationships are contingent on contextual conditions such as bureaucracy, organizational culture, leadership quality, resource availability, and digital readiness, indicating that IWB functions as an embedded process whose effectiveness depends on alignment between individual agency and institutional environment.

Theoretical Implications

This study extends the conceptualization of IWB from an individual discretionary behavior to a strategic organizational capability. It demonstrates that repeated and institutionalized innovative actions can evolve into collective routines, knowledge assets, and adaptive capacity. By integrating organizational behavior and public administration perspectives, the study highlights how psychological mechanisms (e.g., motivation and empowerment) interact with institutional structures (e.g., bureaucracy and governance systems) in shaping innovation outcomes. Furthermore, framing IWB as a strategic asset explains how it becomes valuable, difficult to imitate, and organizationally embedded. The study also emphasizes the critical role of institutional factors in public-sector innovation and expands the theoretical relevance of IWB by linking it to public value creation,

where innovation contributes not only to performance but also to socially meaningful and responsive service delivery.

Practical Implications

The findings suggest that public-sector organizations should actively support IWB by fostering autonomy, psychological safety, recognition systems, and adequate implementation resources, while promoting a culture that views experimentation and failure as learning opportunities. Human resource practices should embed innovation competencies into recruitment, training, performance appraisal, and cross-functional collaboration mechanisms. At the policy level, reducing bureaucratic barriers, simplifying procedures, enabling controlled experimentation, and supporting interorganizational collaboration are essential to sustain innovation. Policymakers should also ensure that innovation initiatives remain ethically governed, accountable, and oriented toward improving public value rather than merely pursuing novelty.

Future Research Agenda

Future research should employ longitudinal designs to examine how IWB develops and becomes institutionalized over time, and multilevel approaches to understand how individual innovative behaviors aggregate into organizational capability. Greater attention should be given to developing-country contexts where institutional constraints and resource limitations may shape distinct innovation dynamics. Additionally, the impact of digital transformation, artificial intelligence, and digital leadership on IWB requires further investigation. Finally, the negative consequences of IWB, such as innovation overload, burnout, and role conflict, should be examined more systematically using dynamic methods such as diary studies and experience sampling to capture its temporal and contextual variability.

Limitations

This review is subject to several limitations that should be considered when interpreting the findings. First, the reliance on a limited set of bibliographic databases may have excluded relevant studies indexed in other sources, particularly research published in regional, interdisciplinary, or emerging journals, thereby restricting the comprehensiveness of the evidence base. Second, the inclusion of English-language publications only may introduce language bias, potentially underrepresenting context-specific findings from non-English speaking countries and limiting the diversity of organizational and cultural perspectives on innovative work behavior (IWB). Third, conceptual heterogeneity in the definition of IWB across studies ranging from narrow views focused on idea generation to broader process-oriented perspectives including implementation and championing complicates direct comparison and may partly explain inconsistencies in reported relationships. Fourth, variation in measurement instruments, including differences in scale structure and data sources such as self-reports and supervisor ratings, may affect the comparability and robustness of findings due to differences in construct operationalization and measurement error. Fifth, the dominance of quantitative and cross-sectional designs limits deeper understanding of the dynamic and processual nature of IWB, particularly how innovative behaviors emerge, evolve, and become institutionalized over time. Sixth, potential publication bias may have led to an overrepresentation of statistically significant and theoretically expected relationships, while underreporting null or negative findings, including adverse outcomes such as innovation overload or burnout. Finally, substantial contextual heterogeneity across countries, sectors, and organizational settings suggests that the findings should not be generalized uncritically, as institutional, cultural, and structural conditions may significantly shape the antecedents and consequences of IWB in different environments.

Conclusions

This study concludes that innovative work behavior (IWB) is a multidimensional and context-dependent phenomenon that emerges from a sequence of activities involving idea exploration, generation, promotion, and implementation. Its development is shaped by the interaction of individual characteristics, leadership, organizational systems, and contextual conditions, rather than any single determinant. While individual factors such as motivation, self-efficacy, creativity, and proactivity provide the psychological foundation for innovation, organizational factors such as supportive leadership, psychological safety, knowledge sharing, autonomy, and human resource practices determine whether innovative ideas can be effectively developed and sustained. The consequences of IWB extend across multiple levels, enhancing employee competence, team collaboration, organizational learning, service quality, adaptability, and innovation performance; however, it may also generate unintended outcomes such as role overload, emotional exhaustion, and resistance when organizational support is insufficient.

Importantly, the findings emphasize that IWB becomes a strategic organizational asset only when innovative ideas are not only generated but also implemented, retained, and institutionalized within organizational systems through leadership support, knowledge management, and enabling governance

structures. Without these mechanisms, IWB remains fragmented and dependent on individual effort rather than evolving into a sustainable organizational capability. This study further contributes by distinguishing between individual innovative behavior and the organizational value derived from it, highlighting that implementation and institutionalization are critical mechanisms in transforming employee creativity into strategic outcomes.

Finally, future research should adopt longitudinal and multilevel approaches to better capture the dynamic nature of IWB from ideation to institutionalization, while also examining contextual differences across sectors, countries, and organizational environments. Greater attention should also be given to both the positive and negative consequences of IWB, as well as emerging influences such as digital transformation, artificial intelligence, and evolving work structures.

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