

Innovative Job Performance in Digitally Enabled Workplaces: A Systematic Review and Bibliometric Synthesis of Individual-Level Innovative Work Behavior

Melissa Syamsiah^{1*}, Pawenary², Rina Anindita³, Lista Meria⁴

^{1, 2, 3, 4}Doctoral Program in Management Science, Universitas Esa Unggul, Indonesia

*e-mail: melissasyamsiah@student.esaunggul.ac.id

(Received: June 20, 2023; Revised: September 15, 2026; Accepted: October 02, 2026)

ABSTRACT

Innovative job performance (IJP) and innovative work behavior (IWB) are examined across distinct leadership, work-design, motivational, knowledge-sharing, and digital-work literatures. This review combines systematic full-text screening, bibliometric mapping, and a Theory–Context–Characteristics–Methodology (TCCM) synthesis to examine the individual-level evidence. The documented Scopus search of 19 September 2026 returned 23,225 records before database filters; 182 journal articles published in 2023–2026 were retained for Bibliometrix/Biblioshiny analysis. The available retrieval archive contained 90 PDF instances, including four exact duplicates. Of 86 unique full-text reports screened, 43 met the focused eligibility criteria. The 182-record bibliometric dataset covered 91 sources and 603 unique author names, with recurrent terms involving innovative work behavior, engagement, leadership, psychological empowerment, and knowledge sharing. The focused synthesis identified distinct organizational resources, motivational mechanisms, knowledge processes, and digital capabilities associated with IJP/IWB in the included studies. Much of the primary evidence relied on cross-sectional designs, and the higher-education substream was geographically concentrated. Within the bounded 182-record export, “excellencism” was absent from the searched metadata fields, and no record directly compared Generation Z and Millennials within an IJP/IWB model. The resulting conceptual framework should be interpreted as an evidence-informed synthesis rather than a causally validated model. Future research should improve temporal, multisource, multilevel, and measurement-invariant testing.

Keywords: innovative job performance; innovative work behavior; work engagement; digital leadership; perceived organizational support; motivation; systematic literature review; bibliometric analysis; TCCM

1. INTRODUCTION

Employee innovation extends beyond meeting prescribed task requirements: workers may identify opportunities, develop ideas, obtain support, and participate in implementation. Yet the literature does not always measure these activities consistently. Some studies focus on idea generation, whereas others treat innovative work behavior (IWB) as a sequence of exploration, championing, and implementation (Horák, 2025; Phanniphong & Na-Nan, 2025). This distinction matters because creativity, idea generation, innovative job performance (IJP), and organizational innovation are not equivalent outcomes. Following individual-level innovation research, this review uses IJP for its broad performance domain while retaining IWB where that is the construct measured in primary studies (Scott & Bruce, 1994; Janssen, 2000; De Jong & Den Hartog, 2010).

Innovative behavior arises within work arrangements that create both opportunities and constraints. Job-design configurations have been linked to IWB, and diverse social ties may contribute through informal learning (Cangialosi et al., 2023a, 2023b). Person–environment fit has also been examined in relation to IWB through work engagement, while performance-management arrangements may change employees’ innovation-related responses (Bhattarai & Budhathoki, 2023; Bauwens et al., 2024). These findings cannot be interpreted as evidence for one universal mechanism because the studies differ in context, construct definition, and design. An integrated review therefore needs to distinguish workplace conditions from the psychological and knowledge processes through which they may be associated with innovative activity.

Leadership research presents a similar challenge. Transformational, entrepreneurial, electronic, and digital leadership, together with supervisor–subordinate relational quality, appear in models of employee innovation (Hadi et al., 2024; Khan et al., 2023a; Said & Kamel, 2023). Work engagement, psychological empowerment, emotional intelligence, creative self-efficacy, knowledge sharing, and organizational commitment enter these models in different analytical roles. As a result, a leadership label alone provides an incomplete account of why innovative behavior occurs. The relevant question is how leadership and organizational support relate to intervening resources and mechanisms, while respecting the inferential limits of the underlying study designs.

Digitally enabled workplaces add new forms of access, knowledge exchange, and capability requirements without ensuring that innovation follows automatically. Research in higher education examines digital leadership and organizational support, while research on telework relates digital skills to innovative behavior (Hadi et al., 2024; Suhada et al., 2026). Other studies consider employee capabilities for using and evaluating generative AI and experiment with AI as a cognitive aid for managerial foresight (Held & Heubeck, 2025; Cristofaro et al., 2026). These studies address different settings and, in some cases, different outcomes. Digital work is therefore treated here as an emerging contextual stream within a broader individual-level IJP/IWB literature, not as a characteristic shared by every eligible article.

The existing evidence is also fragmented in its vocabulary and analytical level. In the 182-record bibliometric dataset, the phrases “innovative work behavior” and “innovative work behaviour” occur 52 and 15 times, respectively, because lexical variants were not merged. Work engagement, transformational leadership, psychological empowerment, and knowledge sharing recur, but keyword co-occurrence cannot establish empirical effects. Prior studies position IWB variously as an outcome, mediator, predictor, or measurement construct, sometimes linking individual behavior to firm or institutional performance (Al Daboub et al., 2024; Jiang et al., 2023; Nicolescu & Rîpa, 2024). Consequently, counts and conceptual proximity require a separate full-text synthesis that preserves construct roles and levels of analysis.

The methodological and contextual boundaries of prior research further limit cumulative inference. Cross-sectional employee reports are common, although the literature also includes experiments, temporal separation, multisource data, configurational approaches, and scale development (Bauwens et al., 2024; Cangialosi et al., 2023a; Phanniphong & Na-Nan, 2025; Venketsamy & Lew, 2024). Among the focused studies, nine core workplace reports examine lecturers, academics, or university staff, largely in Indonesia, Vietnam, and Egypt (Hadi et al., 2024; Le, 2026; Phan & Pham, 2025; Said & Kamel, 2023; Soediro et al., 2025). This concentration limits generalization across higher-education systems and makes direct comparison of mechanisms difficult. The research gap is not the absence of studies on innovative behavior, but the lack of an integrated, level-sensitive assessment connecting their theoretical explanations, contexts, methods, and bounded digital-work evidence.

This study addresses that gap through a nested systematic and bibliometric review of recent Scopus-indexed literature. First, it maps publication activity, sources, authorship, citation networks, and conceptual patterns within the 182 records retained by the documented database filters. It then synthesizes the 43 full-text eligible studies using the Theory–Context–Characteristics–Methodology (TCCM) framework, maintaining a distinction between descriptive mapping and evidence about individual IJP/IWB. The review aims to clarify construct boundaries, compare work-context and motivational explanations, and derive a resource–motivation–innovation account grounded in the included studies. Its contribution is a transparent integration of existing findings and research limitations, particularly those concerning digital work and higher education, rather than a claim that the proposed framework has been causally tested.

1.1 Research questions

RQ1. How has the recent IJP/IWB research field developed in terms of publication output, source concentration, authorship, citation structure, conceptual themes, and intellectual networks?

RQ2. Which theories, organizational contexts, focal characteristics, mechanisms, and methodological approaches characterize the focused individual-level IJP/IWB literature?

RQ3. How do work-context resources, leadership, organizational support, motivation, engagement, knowledge processes, and digital conditions relate to individual IJP/IWB?

RQ4. Which theoretical, contextual, measurement, and methodological gaps should guide future research on IJP/IWB, particularly in higher education and digitally enabled work?

2 Literature review and theoretical background

2.1 Definition and scope of innovative job performance

Innovation at work can be studied at individual, team, and organizational levels, but this review focuses on individual behavior. Foundational studies by Scott and Bruce (1994), Janssen (2000), and De Jong and Den Hartog (2010) conceptualize employee innovation as activities involving the generation, promotion, and implementation of ideas. These behavioral activities should not be conflated with firm-level innovative outputs. Accordingly, the synthesis retains the construct label used in each primary study and does not treat organizational innovation performance as a direct measure of individual IJP/IWB.

The focused corpus positions IWB in several analytically different roles. Many studies examine it as an outcome associated with job design, person–environment fit, curiosity, digital leadership, or social ties (Bhattarai & Budhathoki, 2023; Cangialosi et al., 2023a, 2023b; Hadi et al., 2024; Pelit & Katircioglu, 2023). Other studies position IWB as a mediator between HRM, leadership, psychological resources, and subsequent performance (Al Daboub et al., 2024; Eniola et al., 2023; Handayani et al., 2025). Still others relate IWB to employee task performance, marketing, supply-chain, sustainability, or business outcomes (Nicolescu & Rîpa, 2024; Rustina et al., 2026; Suparjo, 2025). Because these positions differ in both analytical level and presumed ordering, the review preserves them rather than interpreting all associations as direct predictors of IJP.

The scope boundary is especially important when the dependent variable is organizational innovation performance. The 182-record bibliometric universe contains a separate innovation-performance cluster with knowledge sharing, SMEs, digital transformation, digital technology, social exchange theory, resource-based view, and open innovation. These records are useful for mapping the broader intellectual field, but the focused synthesis excludes studies that do not retain an identifiable individual IJP/IWB construct. This boundary prevents firm-level patents, innovation sales, or general innovation performance from being treated as direct measures of employee innovative behavior.

2.2 Emerging trends: resources, motivation, knowledge, and digital work

The recent literature increasingly explains IJP/IWB through interacting resources rather than single predictors. Job characteristics, social ties, leadership, perceived organizational support, psychological empowerment, work engagement, creative self-efficacy, and knowledge sharing recur across the focused evidence base. The thematic map generated from the broader 182-record dataset similarly places innovative work behavior in close conceptual proximity to work engagement, transformational leadership, psychological empowerment, motivation, self-efficacy, organizational support, job design, and proactive work behavior.

Motivational mechanisms are prominent across the included studies, but their roles are not uniform. Work engagement is conceptually distinguishable from intrinsic motivation and is often operationalized through vigor, dedication, and absorption (Schaufeli et al., 2006). Work engagement appears 20 times in the broad merged-keyword analysis and six times in author

keywords in the 43-study focused corpus. Bhattarai and Budhathoki (2023) examine engagement as a mediator between person–environment fit and IWB; Said and Kamel (2023) assess a related mechanism between e-leadership and innovative/proactive behavior. Le (2026) studies engagement within a serial mediation model in Vietnamese public universities. Venkatesamy and Lew (2024) connect intrinsic motivation to IWB while examining organizational support for innovation and reward conditions. An Indonesian regional-enterprise study likewise modeled engagement as an intervening variable between psychological resources and IWB, but its cross-sectional findings do not establish temporal mediation (Efendi et al., 2025). Together, these studies justify treating engagement and motivation as distinguishable mechanisms whose associations may depend on context and design.

Knowledge processes offer another explanation for why supportive work conditions may be associated with individual innovation. Cangialosi et al. (2023b) examine informal field-based learning in the relationship between diverse social ties and IWB. Khan et al. (2023b) investigate knowledge sharing and creative self-efficacy in the self-leadership–IWB relationship, while Bahagia et al. (2024) examine knowledge sharing in models involving transformational leadership and emotional intelligence. Rozak et al. (2024) connect supportive climate, absorptive capacity, and innovative behavior. Although these models differ, they suggest that opportunities to learn, exchange, and absorb knowledge should be examined alongside resources supplied by management. Their methodological differences prevent a single causal conclusion about the knowledge pathway.

Digital work introduces new resource and demand configurations. Digital leadership occurs six times in the broad keyword map and digital technology twice. In the focused corpus, Hadi et al. (2024) analyze digital leadership and organizational support in higher education; Suhada et al. (2026) examine digital skills and IWB in teleworking; Held and Heubeck (2025) examine employees' capabilities to use and evaluate GenAI; and Cristofaro et al. (2026) experimentally examine GenAI as a cognitive scaffold in managerial foresight. These studies indicate an emerging digital stream, but they remain distributed across different theoretical models and outcomes.

2.3 Research levels and cross-level translation

Recent studies distinguish employee resources, organizational arrangements, and downstream collective outcomes. At the individual level, researchers examine proactive personality, epistemic curiosity, self-efficacy, competence, emotional intelligence, growth mindset, resilience, and motivation as possible correlates of innovative behavior. Organizational conditions include leadership, job design, performance management, support, climate, justice, and networks that may influence opportunities and perceived safety for innovation. Evidence concerning university students has also associated mindset and achievement motivation with innovative behavior, but a student-based model cannot substitute for evidence from employees (Abualbasal & Alfaez, 2025). Other studies position IWB within models of employee performance, firm innovative capability, marketing, supply-chain outcomes, or sustainability. This review reports these levels separately because evidence concerning one level does not automatically establish an effect at another.

The focused synthesis preserves these layers rather than collapsing them. For example, Al Daboub et al. (2024) position employee psychological empowerment and IWB as sequential mechanisms linking HR practices with firm innovative capability. Nicolescu and Rîpa (2024) distinguish individual and organizational forms of IWB in relation to customer relationship management and marketing performance. Jiang et al. (2023) examine individual motivation, innovative behavior, and innovation performance in a field setting. Banking, microenterprise, and dynamic-business studies likewise connect employee innovative behavior with broader

performance questions, although their outcomes and analytical levels differ (Adekanmbi & Ukpere, 2023; Pigola et al., 2023; Rumijati & Hakim, 2023). These studies are valuable precisely because they make the translation from individual behavior to broader performance outcomes explicit.

This multilevel issue is important for higher education as well. Lecturer IWB can influence teaching, research, administrative, and institutional outcomes, but the individual behavior should not be treated as identical to university innovation performance. The higher-education records in the focused corpus largely remain at the individual employee level; they therefore provide a foundation for, rather than evidence of, fully specified cross-level models.

3 Literature search strategy, inclusion protocol, and research design

This study used a hybrid review design comprising PRISMA-guided identification and screening, bibliometric performance and science mapping with Bibliometrix/Biblioshiny, and a systematic synthesis organized through the Theory–Context–Characteristics–Methodology (TCCM) framework. The design was chosen because bibliometric mapping describes the structure of the filtered research literature, whereas full-text synthesis permits examination of constructs, models, contexts, and design-related limitations. The review followed methodological guidance for systematic reviews and science mapping (Aria & Cuccurullo, 2017; Donthu et al., 2021; Page et al., 2021; Tranfield et al., 2003) and used TCCM as an organizing framework (Paul & Rosado-Serrano, 2019; Paul et al., 2024). Its documentary units were Scopus records and published research reports, not recruited human participants or survey responses. Thus, questionnaire psychometrics for a newly administered instrument were not applicable. Instead, the review distinguished evidence by construct, research design, measurement sources, and inferential boundaries, without assigning undocumented standardized risk-of-bias scores.

3.1 Data source and search parameters

Scopus was used as the bibliographic database because the supplied export provides structured metadata for authors, titles, abstracts, keywords, affiliations, cited references, citation counts, DOI identifiers, source titles, document type, open-access information, and Scopus EIDs. These fields are compatible with Bibliometrix/Biblioshiny and support reproducible bibliometric mapping (Aria & Cuccurullo, 2017; Donthu et al., 2021). The documented search was conducted on 19 September 2026 in TITLE-ABS-KEY using the following expression:

TITLE-ABS-KEY("innovative job performance" OR "innovative work behavior" OR "innovative work behaviour" OR "employee innovative behavior" OR "employee innovative behaviour")

The search log recorded 23,225 initial results. The documented filters were publication years 2023–2026, subject area Business, Management and Accounting, document type Article, source type Journal, English language, final publication stage, and the recorded Green Open Access criterion. Application of these filters retained 182 records for title/abstract screening and for the bibliometric dataset analyzed in Biblioshiny. Green Open Access was retained as an archived database filter, not treated as a scientific eligibility criterion. It can exclude relevant articles available through other access routes; the documentation provided does not specify why this restriction was selected. The findings must therefore be interpreted as pertaining to the recorded, access-filtered Scopus export rather than the unrestricted global literature.

The Scopus export contains several open-access route combinations (for example, Green together with Gold or Hybrid Gold). This is reported as a metadata characteristic rather than interpreted as an eligibility conflict, because Scopus may assign more than one open-access route to the same document. The recorded search protocol and the exported 182-record dataset are therefore both retained in the audit trail.

3.2 Filtering protocol and inclusion criteria

Table 1. PRISMA-based search and screening reconciliation.

Stage	n	Status	Decision rule / basis
Records identified by Scopus search	23,225	Search log reported	Initial database search before the recorded filters.
Removed by recorded database filters	23,043	Calculated difference	23,225 initial results minus 182 retained records; no independent item-level filter audit.
Filtered bibliographic records available	182	Scopus export reported	Dataset used for bibliometric mapping; screening decisions not individually documented.
Records not represented by archived PDF instances	92	Arithmetic reconciliation	182 filtered records minus 90 PDF instances; not 92 documented exclusion decisions.
PDF instances present in retrieval archive	90	Retrieval archive reported	Ninety file instances; per-record DOI/EID-to-PDF matching table was not supplied.
Exact duplicate PDF copies removed	4	File audit reported	Four byte-identical file copies, not necessarily duplicate Scopus records.
Unique full-text reports assessed	86	Archive count reported	Unique PDF reports assessed for identifiable individual-level IJP/IWB.
Full-text reports excluded	43	Eligibility summary reported	Wrong focal outcome (24); wrong outcome level (12); review/meta/bibliographic (6); corrigendum (1).
Reports retained for focused synthesis	43	Focused-corpus count reported	Individual-level IJP/IWB focal outcome, mediator, predictor, or measurement construct.

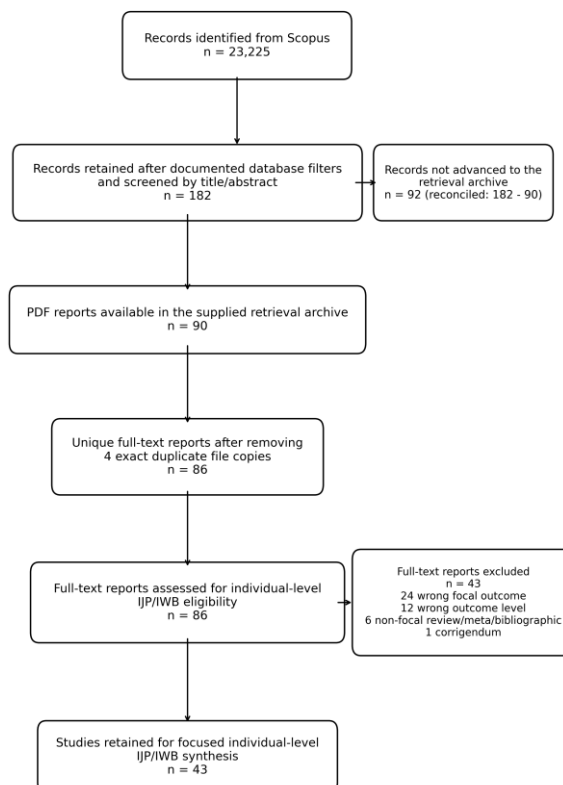


Figure 1. PRISMA-based identification, retrieval audit, and eligibility flow.

Source: authors' reconstruction from the reported Scopus counts and retrieval archive; record-level decisions for the 92-record difference were not available for verification.

Eligibility required an identifiable individual-level IJP/IWB measure or model role, including an outcome, mediator, predictor, or focal measurement construct. Reports without an identifiable employee-level innovative-behavior construct were excluded, even if they discussed organizational, product, firm, or supply-chain innovation. The available retrieval archive held 90 PDF file instances, including four byte-identical duplicates. Removing these copies left 86 unique full-text reports; the reported full-text assessment excluded 43 and retained 43. The difference between 182 filtered bibliographic records and 90 archived PDF instances is 92, but this is a reconciled numerical difference, not a verified set of 92 record-level exclusion decisions. The source materials available for this manuscript do not provide a title-by-title log explaining why each of those records was not advanced to retrieval, nor do they establish an independent dual-reviewer screening procedure. Accordingly, the flow is described as a PRISMA-informed reconstruction from the recorded search and retrieval archive, rather than a fully auditable PRISMA screening history. No unrecorded exclusion reasons were assigned retrospectively.

The Biblioshiny report was generated from the 182-record filtered bibliometric dataset, whereas the focused TCCM synthesis uses the 43 reports retained in the authors' recorded eligibility account. Bibliometric statements in Section 4.1 therefore refer to $n = 182$ unless otherwise stated; TCCM and mechanism-oriented interpretations in Sections 4.2–6 refer to the 43-study focused corpus. The primary workplace-effect discussion emphasizes the 40 empirical workplace studies, while one construct-focused review and two boundary records are used only for conceptual sensitivity.

3.3 Corpus quality control and sampling scope

The 182-record Scopus export contains 91 source titles and 603 unique author names. All records are journal articles published between 2023 and 2026 and classified in the documented business/management subject scope. The focused 43-study corpus contains 29 source titles and 139 unique author names, with publication counts of 14 articles in 2023, 10 in 2024, 14 in 2025, and five in the partial 2026 year. The 43 focused records accumulated 468 Scopus citations in the supplied export as of 19 September 2026. Citation counts are descriptive indicators of visibility and are not interpreted as study-quality scores.

The focused corpus was reported as 40 empirical workplace studies, one construct-focused review or conceptual synthesis, and two boundary records from non-standard employment contexts. These categories were kept separate in interpretation, rather than treating every report as equivalent effect evidence. The extraction framework recorded construct relevance, analytical level, design, temporal separation, and measurement sources when identifiable. This descriptive characterization is not a standardized risk-of-bias assessment. An item-level quality-appraisal matrix, inter-reviewer agreement data, and an independently verifiable 43-record DOI/EID-to-extraction crosswalk were not included among the materials supplied with this manuscript. Accordingly, this review does not claim formal evidence grading or independently reproduced study-level eligibility. The illustrative citations in Table 5 support discussion of themes but do not constitute the complete 43-study registry. A complete source-identified screening and extraction register would be needed to independently audit the focused synthesis.

3.4 Analytical framework and coding procedure

Analysis proceeded in two linked stages. First, the 182-record Scopus export was analyzed with Bibliometrix through Biblioshiny. The attached report contains annual scientific production, source productivity and Bradford zones, local source impact, author productivity, keyword treemaps and word clouds, trend topics, co-word networks, thematic mapping, factorial analysis, co-citation networks, historiography, author collaboration networks, and country collaboration links. The thematic map uses the merged keyword field, a minimum frequency of two, one-gram

terms, no stemming, and Louvain clustering. These settings are retained when interpreting the conceptual structure.

Second, the 43 eligible studies were coded using TCCM. Theory was recorded only when a theory or formal framework was explicitly identified in the abstract, keywords, or full-text screening material. Context captured sector, occupation, country, and higher-education versus non-education settings. Characteristics captured focal antecedents, mediators, moderators, IJP/IWB role, and downstream outcomes. Methodology captured quantitative/qualitative/mixed designs, temporal separation, multisource arrangements, SEM/PLS-SEM, regression, fsQCA, experiments, qualitative interviews, multilevel analysis, and scale development. When an element was not explicitly available, it was not inferred.

The analysis distinguished descriptive bibliometric association from substantive evidence within the focused full-text corpus. Co-occurrence, PageRank, Callon centrality, and co-citation proximity describe relationships among publications or terms, not effects of workplace conditions on employee innovation. Interpretations in the synthesis were therefore tied to the theoretical specification and study design of each primary report. In particular, cross-sectional associations and statistically modeled indirect relationships were not presented as proof of causal processes.

3.5 Bibliometric mapping and AI-assisted manuscript preparation

Bibliometric mapping was conducted using Bibliometrix through the Biblioshiny interface (Aria & Cuccurullo, 2017; Donthu et al., 2021). Quantitative outputs reported in this manuscript were taken from The Biblioshiny workbook described in the documented analysis and cross-checked against the 182-record Scopus export. Additional focused-corpus counts, such as publication years, source counts, citation totals, and author-keyword frequencies, were recomputed directly from the 43 Scopus records matched to the full-text inclusion list.

Generative AI was disclosed as an aid to organization, text drafting, and language and consistency review. It should not be treated as a replacement for the bibliographic export, full-text reports, or human screening decisions. Claims that bibliometric outputs and study counts were reconciled against the original Scopus export, Biblioshiny files, and eligibility records are based on the authors' methodological account and require confirmation against the underlying files before publication. Responsibility for source accuracy, eligibility decisions, interpretation, and the final manuscript rests with the authors.

4 Findings

The findings are reported in two stages. Section 4.1 describes bibliometric performance and science-mapping patterns in the 182-record filtered Scopus dataset. Section 4.2 then synthesizes the 43 full-text eligible individual-level IJP/IWB studies through TCCM. This separation is maintained throughout the manuscript so that descriptive bibliometric proximity is not treated as evidence of a causal relationship.

4.1 Step 1: Bibliometric analysis of the 182-record bibliometric dataset

4.1.1 Publication profile and journal outlets

The Biblioshiny report contains 182 Scopus records distributed across 91 publication sources. Annual output comprises 60 records in 2023, 47 in 2024, 57 in 2025, and 18 in 2026. Because the search was conducted on 19 September 2026, the 2026 value represents only a partial publication year and is not interpreted as evidence of a sustained decline. The 43-study focused corpus contains 14 studies from 2023, 10 from 2024, 14 from 2025, and five from the partial 2026 year. Figure 2 displays these publication profiles; the bibliometric procedure follows Bibliometrix/Biblioshiny guidance (Aria & Cuccurullo, 2017; Donthu et al., 2021).

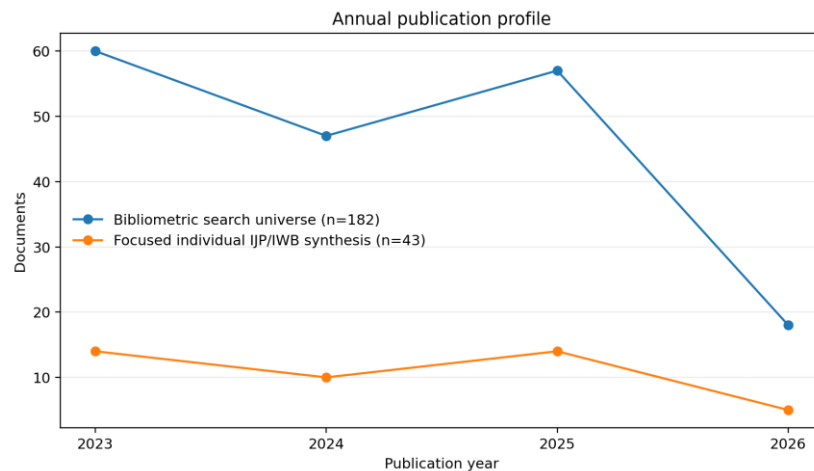


Figure 2. Annual scientific production in the 182-record bibliometric dataset and the 43-study focused corpus.

The 2026 count is partial through 19 September 2026. Source: authors' analysis of Scopus metadata using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021).

Table 2. Ten most productive publication sources in the Biblioshiny report.

Publication source	Articles	Bradford zone	Share of 182 (%)
Cogent Business and Management	24	Zone 1	13.2
Problems and Perspectives in Management	16	Zone 1	8.8
Administrative Sciences	15	Zone 1	8.2
Journal of Innovation and Knowledge	10	Zone 1	5.5
Sa Journal of Human Resource Management	6	Zone 2	3.3
Creativity and Innovation Management	4	Zone 2	2.2
Business Ethics and Leadership	3	Zone 2	1.6
Economics - Innovative and Economics Research Journal	3	Zone 2	1.6
Journal of Entrepreneurship, Management and Innovation	3	Zone 2	1.6
Knowledge and Performance Management	3	Zone 2	1.6

Source: authors' analysis using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021).



Figure 3. Ten most productive publication sources in the 182-record Biblioshiny dataset.

Source: authors' analysis of the Biblioshiny report generated from the Scopus export (Aria & Cuccurullo, 2017; Donthu et al., 2021).

Publication activity is distributed across a relatively broad set of outlets, although several sources account for a larger share of the dataset. Cogent Business & Management contributes 24 records, Problems and Perspectives in Management 16, Administrative Sciences 15, and Journal of Innovation and Knowledge 10. Together, these four Bradford Zone 1 sources account for 65 of 182 records (35.7%). Zone 2 contains 27 sources and 57 records, while Zone 3 contains 60 sources and 60 records. Bradford zones indicate source concentration; they are not journal-quality rankings (Donthu et al., 2021). Figure 3 visualizes the ten most productive sources.

The Biblioshiny local-impact output provides an additional, dataset-bounded view of source visibility. Administrative Sciences and Cogent Business & Management each record an h-index of nine within this dataset, and Journal of Innovation and Knowledge records an h-index of nine and 270 total citations in the reported local-impact table. These indicators describe citation performance inside the analyzed dataset and should not be interpreted as direct measures of journal or methodological quality.

4.1.2 Authorship patterns and influential contributions

The 182 records contain 603 unique author names in the reported export. This count is not the number of author appearances and cannot be used by itself to estimate mean authorship per article. Author productivity is dispersed: Cangialosi and Muafi each appear on three records, a larger group of authors appears on two, and most authors appear once. The collaboration output therefore suggests several local author communities rather than a single highly centralized authorship structure.

Within the 43-study focused corpus, citation counts are unevenly distributed. In the supplied Scopus export, Khan et al. (2023b) record 61 citations, Al Daboub et al. (2024) 57, Venketsamy and Lew (2024) 41, Bauwens et al. (2024) 41, and Jiang et al. (2023) 32. Because citation counts depend on publication age, field visibility, and the date of data collection, they are reported as descriptive indicators rather than as measures of methodological quality.

Table 3. Most cited studies within the 43-study focused IJP/IWB corpus. Source: supplied Scopus export, citation counts recorded on 19 September 2026.

Study	Year	Source	Scopus citations	IJP/IWB role
Khan HSUD et al.	2023	Journal of Innovation and Knowledge	61	Outcome (IWB)
Al Daboub RS et al.	2024	International Journal of Innovation Studies	57	Mediator (employee IWB)
Venketsamy A et al.	2024	Personnel Review	41	Outcome (IWB)
Bauwens R et al.	2024	Journal of Organizational Effectiveness	41	Outcome (IWB; experiment)
Jiang S et al.	2023	Journal of Innovation and Knowledge	32	Mediator (individual innovative behavior; innovation competition context)
Hadi S et al.	2024	Quality - Access to Success	30	Outcome (IWB)
Cangialosi N et al.	2023	Personnel Review	25	Outcome (IWB)
Bhattarai G et al.	2023	Problems and Perspectives in Management	23	Outcome (IWB)
Khan HSUD et al.	2023	Journal of Innovation and Knowledge	23	Outcome (IWB)
Bahagia R et al.	2024	Problems and Perspectives in Management	16	Outcome (IWB)

4.1.3 Conceptual structure: keyword prominence, co-occurrence, and thematic mapping

Table 4. Most frequent merged keywords in the 182-record Biblioshiny dataset.

Merged keyword	Frequency	Interpretive domain
innovative work behavior	52	focal individual innovation construct
performance	33	general performance outcome
employee performance	31	individual performance outcome
innovative behavior	25	focal/adjacent innovation construct
job performance	20	individual performance outcome
work engagement	20	motivational mechanism/resource
innovation performance	16	organizational innovation outcome
transformational leadership	16	leadership antecedent
innovative work behaviour	15	lexical variant of IWB
innovation	13	general innovation domain
psychological empowerment	11	psychological mechanism
knowledge sharing	10	knowledge mechanism
job satisfaction	9	attitudinal outcome/mechanism
leadership	9	leadership antecedent
employee engagement	8	engagement mechanism

Source: authors' analysis using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021).

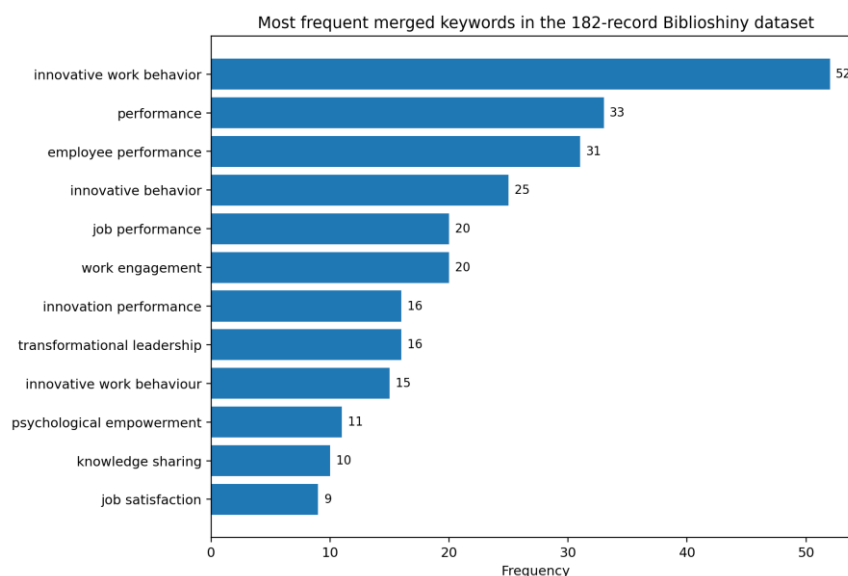


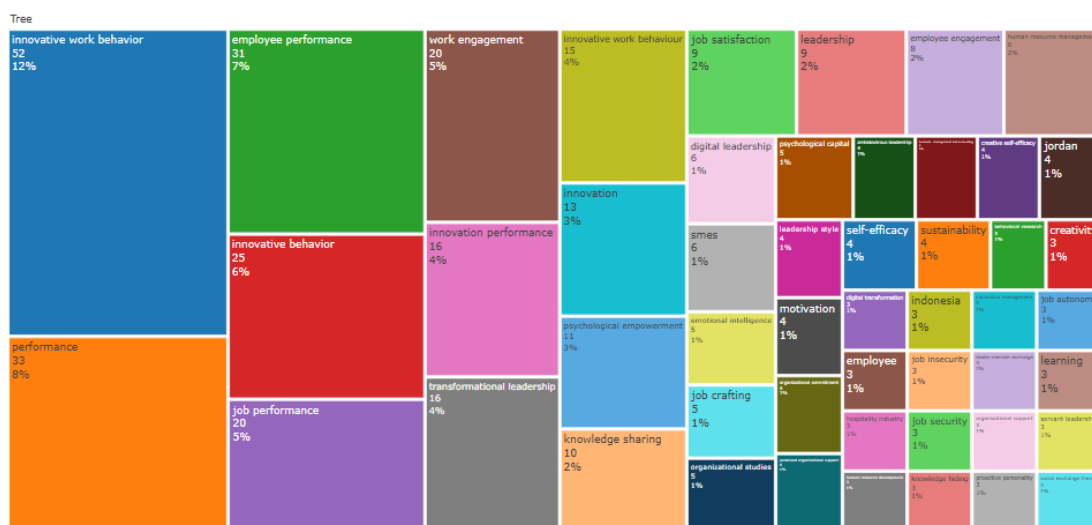
Figure 4. Most frequent merged keywords in the 182-record Biblioshiny dataset. Frequencies describe term occurrence, not causal importance.

Source: authors' analysis using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021).

The merged-keyword output identifies IWB-related terminology as the most frequent conceptual signal in the 182-record dataset. “Innovative work behavior” occurs 52 times, followed by performance (33), employee performance (31), innovative behavior (25), job performance (20), work engagement (20), innovation performance (16), transformational leadership (16), “innovative work behaviour” (15), psychological empowerment (11), knowledge sharing (10), and job satisfaction (9). These frequencies describe term visibility rather than causal importance. Figure 4 presents the leading merged keywords.

The word cloud provides a frequency-weighted visual summary of the conceptual vocabulary represented in the bibliometric dataset. “Innovative work behavior” is the most visually prominent term, accompanied by performance, employee performance, innovative

Source: authors' analysis of the Scopus dataset using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021), report generated 19 September 2026.



Source: authors' analysis using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021), report generated 19 September 2026.

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applied. The treemap therefore reinforces the centrality of individual innovation and performance terminology while also demonstrating why lexical normalization is necessary before substantive interpretation.

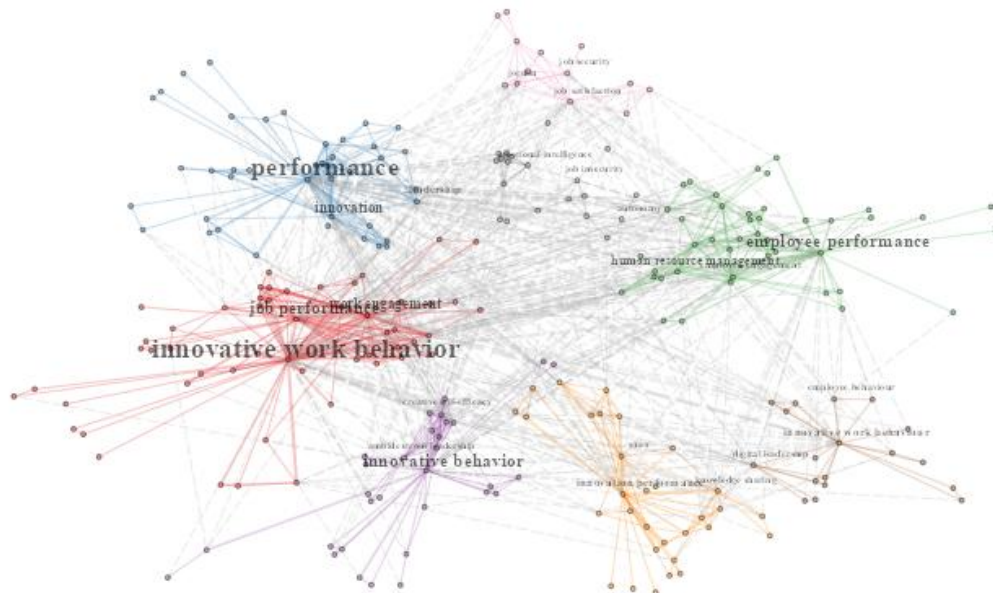


Figure 7. Keyword co-occurrence network in the 182-record Biblioshiny dataset. Nodes represent keywords and links represent joint occurrence within the bibliographic records; colors indicate network communities generated by the mapping procedure.

Source: authors' analysis using Bibliometrix/Biblioshiny (Aria & Cuccurullo, 2017; Donthu et al., 2021), report generated 19 September 2026.

The co-occurrence network reveals several interconnected conceptual neighborhoods rather than a single homogeneous theme. Large hubs are visible around innovative work behavior, performance, employee performance, and innovative behavior, while smaller communities include job satisfaction, the British-spelling IWB variant, and other HRM, leadership, knowledge, and performance terms. Dense cross-cluster links indicate that these concepts frequently appear in the same bibliographic records, suggesting substantial conceptual overlap across innovation, leadership, motivation, engagement, and performance research. Network proximity and edge density should not be interpreted as evidence that one construct causes another; co-occurrence mapping identifies patterns of conceptual association within the literature (Aria & Cuccurullo, 2017; Donthu et al., 2021).

The Biblioshiny trend-topic output places the median year of “innovative work behavior” in 2024 and the British-spelling variant “innovative work behaviour” in 2025; job satisfaction and leadership also have median years of 2025. Given the short 2023–2026 window and the incomplete 2026 year, these results are interpreted as recent term visibility rather than as evidence of a long-term paradigm shift. Figure 8 presents the thematic map generated from the reported cluster structure.

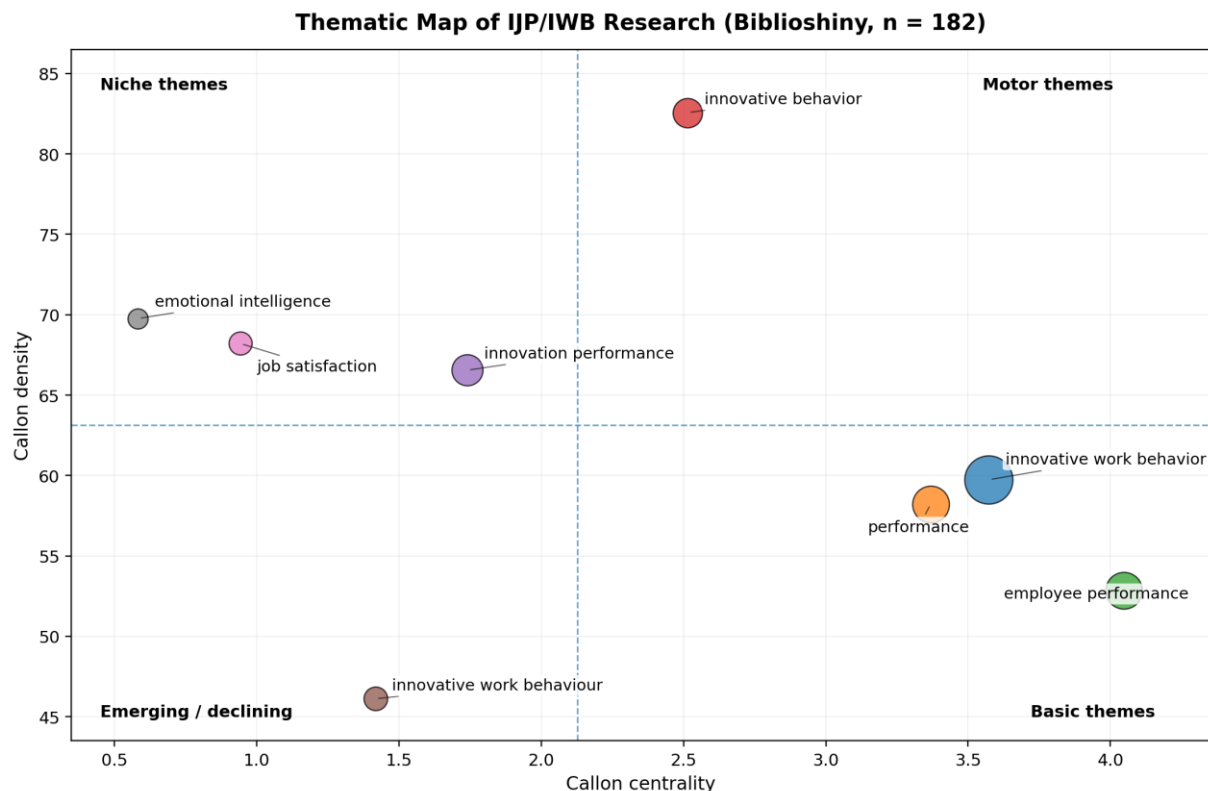


Figure 8. Thematic map of the 182-record Biblioshiny dataset. Bubble size reflects cluster frequency; the dashed lines represent the median Callon centrality (2.13) and density (63.14) across the eight clusters.

Source: authors' analysis of the Biblioshiny report generated from the Scopus export (Aria & Cuccurullo, 2017; Donthu et al., 2021), 19 September 2026.

Figure 8 places the eight thematic clusters according to Callon centrality and Callon density. The innovative behavior cluster occupies the motor-theme quadrant, combining above-median centrality with the highest density in the map; within the bounded dataset, this indicates a comparatively developed and well-connected thematic area. By contrast, innovative work behavior, performance, and employee performance appear in the basic-theme quadrant: they are highly connected to the wider field but display lower internal density than the median. Innovation performance, job satisfaction, and emotional intelligence occupy the niche-theme quadrant, indicating relatively cohesive but less externally connected thematic areas. The British-spelling cluster “innovative work behaviour” appears in the lower-left quadrant; however, this position should not be interpreted as substantive evidence of an emerging or declining research stream because stemming and synonym merging were not applied. The map therefore supports interpretation of thematic structure and maturity, but not causal relationships among constructs (Aria & Cuccurullo, 2017; Donthu et al., 2021).

4.1.4 Intellectual structure and collaboration

The co-citation network places Janssen (2000), De Jong and Den Hartog (2010), and Scott and Bruce (1994) among central references in the IWB-related intellectual structure, with work on engagement, self-efficacy, creativity, and social exchange appearing in adjacent areas. Co-citation reflects how references are cited together and therefore indicates intellectual proximity rather than empirical confirmation of relationships.

The Biblioshiny collaboration output reports multiple author communities and 147 country-pair links. The network is internationally distributed, but the focused corpus remains geographically uneven: 13 studies explicitly use Indonesian workplace contexts, and the higher-education substream is concentrated in Indonesia, Vietnam, and Egypt. These patterns support the value of comparative and multi-country designs, while country affiliations should not be interpreted automatically as locations of data collection.

4.2 Step 2: TCCM-based synthesis of the 43 focused studies

The TCCM synthesis uses the 43 studies retained after full-text screening. Its purpose is not to reproduce the Biblioshiny network outputs but to organize what the included studies explicitly report about theory, context, focal mechanisms, and method. The focused corpus contains 40 core workplace empirical studies, one construct-focused review/conceptual synthesis, and two boundary records retained for sensitivity and conceptual coverage.

4.2.1 Theory (T)

The focused evidence base uses multiple theoretical lenses. Among studies for which a formal theoretical foundation was explicitly identified in the article or screening record, the corpus includes the job characteristics model (Cangialosi et al., 2023a), conservation of resources theory (Bhattarai & Budhathoki, 2023; Song & Ma, 2026), social exchange theory (Al Daboub et al., 2024; Rozak et al., 2024; Sabuhari et al., 2025), signaling and HRM-system-strength logic (Bauwens et al., 2024), dynamic-capabilities reasoning (Held & Heubeck, 2025), institutional theory (Zoccarato et al., 2024), social cognitive theory (Khan et al., 2023b), and cognitive evaluation theory (Jiang et al., 2023). The construct-focused review by Corzo-Morales and Contreras-Pacheco (2024) also organizes individual IWB determinants around personality, self-determination, and social-exchange perspectives.

No single theory integrates all of the recurring mechanisms. Job-design and resource theories explain how the work environment enables or constrains innovation; social exchange explains why supportive treatment may be reciprocated with discretionary innovative effort; social cognitive explanations emphasize efficacy and learning; motivational theories explain volition; dynamic-capability reasoning addresses technology sensing and use; and institutional explanations connect idea generation with broader social and normative cues. Theoretical fragmentation is therefore not simply a weakness: it reflects the multi-mechanism nature of IJP/IWB. The unresolved issue is how these theories can be connected without collapsing their distinct assumptions.

The combined bibliometric and focused evidence suggests a useful middle-range integration around resources, motivation, knowledge, and innovative action. Work engagement, psychological empowerment, organizational support, intrinsic motivation, knowledge sharing, and leadership recur across the keyword structure and focused models. The proposed resource-motivation-innovation framework therefore functions as an interpretive synthesis, not as a claim that a single causal sequence has already been validated across the corpus.

4.2.2 Context (C)

The focused corpus spans manufacturing, higher education, public administration, hospitals, hospitality, banking, SMEs, software, consulting, telework, cultural industries, water utilities, ICT, and project-based work. This contextual range supports the general relevance of individual innovation while simultaneously limiting simple generalization because opportunities, risk, autonomy, and implementation authority vary substantially across occupations.

Indonesia is prominent in the focused corpus: 13 of the 43 retained studies explicitly examine Indonesian workplace settings, including private and vocational higher education, public hospitals, public administration, SMEs, telework, and regionally owned enterprises. Other explicitly reported contexts include Italy, Nepal, South Africa, Türkiye, Egypt, China, Vietnam,

Spain, Thailand, Jordan, Pakistan, and multi-country or international work settings. This distribution provides substantial emerging-economy evidence but limited grounds for assuming cross-national equivalence.

Higher education forms a distinct substream. Nine core workplace studies examine lecturers, academics, or university staff, with evidence from Indonesia, Vietnam, and Egypt. They address creative-process engagement, proactive personality, work engagement, digital leadership, organizational support, intrinsic and extrinsic motivation, creative self-efficacy, and transformational leadership (Aryani et al., 2025; Hadi et al., 2024; Le, 2026; Phan & Pham, 2025; Said & Kamel, 2023; Soediro et al., 2025). One additional boundary study examines innovative behavior in a university student sample. This concentration makes higher education suitable for deeper future research, but current evidence is not geographically broad enough to support a universal lecturer-IJP model.

4.2.3 Characteristics (C)

Table 5. Characteristics dimension of the focused TCCM synthesis. (Illustrative citations, not an exhaustive list of the 43 records.)

Characteristic domain	Representative constructs	Illustrative focused studies	Interpretive role
Work design and structural resources	job characteristics; person–environment fit; performance-management system; work environment	Cangialosi et al. (2023a); Bhattarai & Budhathoki (2023); Bauwens et al. (2024); Herijanto et al. (2023)	Creates autonomy, feedback, fit, and innovation-supportive signals.
Leadership and relational resources	transformational, e-, digital, entrepreneurial, transglobal and ambidextrous leadership; guanxi; support; justice	Said & Kamel (2023); Hadi et al. (2024); Khan et al. (2023a); Sabuhari et al. (2025)	Shapes support, meaning, trust, and permission to innovate.
Motivational and psychological mechanisms	work engagement; intrinsic motivation; psychological empowerment; self-efficacy; curiosity; proactive personality; emotional intelligence	Venketsamy & Lew (2024); Pelit & Katircioglu (2023); Aryani et al. (2025); Bahagia et al. (2024)	Mobilizes energy, persistence, confidence, and discretionary effort.
Knowledge and learning mechanisms	knowledge sharing; informal learning; absorptive capacity; creative process engagement	Cangialosi et al. (2023b); Khan et al. (2023b); Rozak et al. (2024); Soediro et al. (2025)	Converts information and social resources into usable ideas.
Digital and AI conditions	digital leadership; digital skills; GenAI capability; remote work; Leadership 4.0	Hadi et al. (2024); Suhada et al. (2026); Held & Heubeck (2025); Cristofaro et al. (2026)	Expands or restructures information, coordination, and experimentation.
Boundary conditions	organizational justice; proactive personality; trust; perceived overqualification; goal conflict/alignment	Sabuhari et al. (2025); Khan et al. (2023a); Song & Ma (2026); Ahmadi et al. (2025)	Changes the strength, direction, or viability of innovative action.

The Characteristics dimension reveals a recurring analytical pattern in which work-context and relational resources are positioned upstream, psychological or knowledge mechanisms are positioned in the explanatory middle, and IWB is modeled either as an outcome or as an intermediate mechanism leading to broader performance outcomes. This pattern is descriptive of how the retained studies specify their models; it is not evidence that all constructs belong to one universally valid causal sequence.

Work engagement is especially prominent. It is visible in the broad keyword structure and appears in multiple focused models across humanitarian organizations, higher education, public service, and supervisor-subordinate relationships (Bhattarai & Budhathoki, 2023; Khan et al., 2023a; Le, 2026; Said & Kamel, 2023). Organizational support also appears in both the bibliometric structure and focused studies, including digital-leadership research in higher education and vocational-lecturer models (Fiernaningsih et al., 2023; Hadi et al., 2024). Intrinsic motivation receives more limited direct attention, but Venketsamy and Lew (2024) and Phan and Pham (2025) demonstrate its relevance to IWB.

Commitment is less visible than engagement in the bibliometric and focused evidence, but it appears in several innovation-related models. Hamza et al. (2024) examine affective commitment and support for change in a model that includes innovative behavior, while the broader keyword dataset records organizational and affective commitment within related clusters. These observations justify examining commitment as a potentially relevant mechanism, while also requiring future studies to distinguish clearly among affective, organizational, change, and other commitment targets.

4.2.4 Methodology (M)

The methodological profile is weighted toward quantitative survey research, including SEM, PLS-SEM, regression, and cross-sectional designs. These approaches are suitable for estimating complex associations and indirect effects, but cross-sectional single-source designs provide limited evidence about temporal ordering or causality.

A smaller set of designs improves temporal or source separation. Cangialosi et al. (2023a) use a two-wave design with fsQCA; Khan et al. (2023b) use two-wave/multisource data; Song and Ma (2026) use a time-lagged multisource design; Ahmadi et al. (2025) use a multilevel, multisource, time-lagged design; and Khan et al. (2023a) combine subordinate and supervisor data. Bauwens et al. (2024) use a factorial survey experiment and Cristofaro et al. (2026) use a 2×3 experiment. Horák (2025) contributes qualitative interview evidence, while Phan and Pham (2025) report a mixed-method approach and Phanniphong and Na-Nan (2025) focus on scale development and CFA.

Configurational approaches also appear. Cangialosi et al. (2023a) use fsQCA to identify combinations of job characteristics associated with high IWB, while Sycheva and Verdu-Jover (2025) combine survey/CFA and fsQCA to examine manager empowerment in cultural SMEs. These designs are valuable because innovation can arise through equifinal configurations rather than a single net-effect pathway.

Despite the presence of stronger designs, much of the focused evidence remains cross-sectional and self-reported. This pattern supports greater use of temporal separation, multisource assessment, supervisor- or peer-rated IJP, behavioral indicators where ethically appropriate, repeated observations, and explicit measurement-invariance tests in group comparisons.

Table 6. TCCM synthesis and research gaps.

TCCM dimension	Dominant pattern	Main limitation	Research opportunity
Theory	Plural use of job-design, COR, social exchange, signaling, social cognitive, cognitive evaluation, institutional, and dynamic-capability perspectives.	Limited theoretical integration across resource, motivation, knowledge, and digital mechanisms.	Develop middle-range models that preserve theory-specific mechanisms while connecting levels.
Context	Wide sector coverage; strong emerging-economy representation; 13 Indonesia workplace studies; nine core higher-education workplace studies.	Geographical and institutional concentration; limited direct cross-country comparison.	Cross-national, cross-sector, and higher-education comparative studies.
Characteristics	Leadership, support, engagement, empowerment, motivation, self-efficacy, knowledge sharing, digital leadership/AI.	Mechanisms often modeled separately; limited integration of commitment and digital conditions.	Test integrated resource-motivation-innovation pathways and boundary conditions.
Methodology	Survey/SEM/PLS dominance with smaller experimental, time-lagged, multisource, qualitative, multilevel, and configurational streams.	Cross-sectional common-method risk and limited causal/temporal evidence.	Longitudinal, multisource, experimental, multilevel, diary, and measurement-invariant MGA designs.

5. Discussion: toward a resource-motivation-innovation explanation of IJP

Comparison of the bibliometric map with the focused full-text evidence reveals a shared conceptual vocabulary but no single explanatory model of individual innovation. Engagement, leadership, psychological empowerment, knowledge processes, organizational support, and digital conditions appear close to IWB-related terms in the 182-record map, yet proximity indicates only co-occurrence in bibliographic metadata (Aria & Cuccurullo, 2017; Donthu et al., 2021). The 43-study synthesis adds an important distinction by showing that these constructs occupy different positions as predictors, mediators, moderators, or conditions. Job design, social connections, person-environment fit, and performance-management systems may provide opportunities or constraints for generating and implementing ideas (Bauwens et al., 2024; Bhattarai & Budhathoki, 2023; Cangialosi et al., 2023a, 2023b). A resource-rich setting nevertheless cannot be assumed to produce IWB because employees may lack time, capability, or incentives to translate opportunities into action. The resulting interpretation is conditional: work-context resources may enable innovation, but their operation depends on the mechanisms and institutional setting documented by the primary studies.

Motivation and engagement constitute recurring, but distinguishable, processes through which workplace conditions are related to IWB. Venketsamy and Lew (2024) examine intrinsic motivation among South African knowledge workers and identify conditioning roles for organizational support for innovation and rewards, whereas Bhattarai and Budhathoki (2023) and Said and Kamel (2023) position work engagement within indirect-association models. Psychological empowerment and creative self-efficacy concern agency and confidence and therefore should not be treated as interchangeable with energetic work involvement (Al Daboub et al., 2024; Khan et al., 2023b). The studies collectively suggest that opportunity, motivation, engagement, and perceived capability may contribute to different phases of employee innovative behavior. Their evidence, however, comes from heterogeneous measures, occupations, and research designs, so the apparent recurrence of mediating terms does not confirm a universal mediation pathway. For future cumulative work, the priority is to establish construct distinctions and temporal ordering rather than add further overlapping psychological labels.

Leadership is a prominent antecedent family, but the diversity of labels in the corpus complicates direct comparisons. The reviewed studies examine transformational, entrepreneurial, electronic, and digital leadership and supervisor–subordinate relationships in settings that include education, services, public organizations, and manufacturing (Hadi et al., 2024; Khan et al., 2023a; Said & Kamel, 2023). What may travel across these settings is not necessarily the named leadership style but its relationship with engagement, trust, knowledge sharing, emotional intelligence, or psychological empowerment. For example, models of digital leadership in higher education differ in theoretical specification from studies of guanxi and innovation in manufacturing, even when both use IWB as an outcome. Treating every leadership label as an independent explanatory mechanism would fragment rather than integrate the evidence. A more parsimonious research strategy would compare clearly defined leadership practices and intervening processes with measures that are comparable across settings.

Organizational support offers a complementary explanation of the conditions under which employees engage in innovative activity. In the broad thematic structure, organizational support appears near IWB terminology, while perceived organizational support also appears within a performance-oriented cluster, but those placements alone do not indicate an effect. In the focused studies, support for innovation conditions the intrinsic motivation–IWB relationship, while work in higher education examines organizational support together with digital leadership (Hadi et al., 2024; Venketsamy & Lew, 2024). Other models locate perceived support within combinations of career pathways, achievement motivation, IWB, and organizational sustainability (Gustiah et al., 2025). These findings are compatible with interpreting support as a signal that idea development and implementation are legitimate uses of employee effort. Because support is defined and modeled differently across studies, the review cannot specify a single effect size or causal sequence for this relational resource.

Digital technologies introduce new ways of working, but the included studies do not establish a uniform digital effect on innovation. Hadi et al. (2024) associate digital leadership and organizational support with IWB through a model involving emotional intelligence, while Suhada et al. (2026) examine digital skills and innovative behavior in teleworking arrangements. Held and Heubeck (2025) consider employees' abilities to sense, use, and evaluate generative AI, and Cristofaro et al. (2026) experimentally study a contingent GenAI role in managerial foresight and innovative behavior. Their convergence lies in the importance of capability and work arrangements, not in a shared operationalization of technology. An AI-enabled cognitive aid, a digital leadership practice, and the digital competence needed for telework create different demands and opportunities. The synthesis therefore supports specifying digital affordances and employee capabilities separately rather than assuming that technology adoption is equivalent to innovative performance.

The digital stream also reveals a measurement limitation that affects the interpretation of bibliometric trends. The reviewed articles use constructs including digital leadership, digital skills, generative-AI capability, technology-mediated work, and Leadership 4.0, which cannot be merged into a single measure without additional theoretical justification. Similarly, the 182-record keyword output separates “innovative work behavior” from “innovative work behaviour,” with frequencies of 52 and 15 because the analysis did not normalize those variants. This separation can affect apparent prominence and cluster membership but does not itself indicate two distinct areas of research. A future mapping exercise should document an explicit thesaurus and report whether synonym normalization changes central terms or thematic neighborhoods. At the primary-study level, researchers should report which digital task, capability, or organizational process their measure captures. Such precision would strengthen the relationship between a bibliometric pattern and an empirically testable proposition.

Boundary conditions and analytical level are further reasons to resist a universal IJP/IWB explanation. The corpus includes models of organizational justice, trust, personality, perceived overqualification, and goal alignment, indicating that associations may differ across people and work settings (Ahmadi et al., 2025; Khan et al., 2023a; Sabuhari et al., 2025; Song & Ma, 2026). These conditions are not interchangeable, and some of the strongest evidence is limited to a particular organization type or employment relationship. A related concern is the movement from individual IWB to employee, marketing, supply-chain, or firm-level outcomes (Al Daboub et al., 2024; Nicolescu & Rîpa, 2024; Suparjo, 2025). Treating these downstream outcomes as if they were measures of the same construct risks obscuring selection, coordination, and implementation processes that connect individual ideas to collective performance. Multilevel research would be better placed to examine these transitions directly. The present synthesis identifies where such questions arise, but its heterogeneous corpus cannot resolve cross-level causal mechanisms.

The proposed resource–motivation–innovation framework integrates these streams as an interpretation of the included literature rather than as a newly tested structural model. It distinguishes organizational and digital resources from motivational and psychological mechanisms, knowledge processes, individual innovative behavior, and possible downstream outcomes. The framework is consistent with evidence on job characteristics and informal learning (Cangialosi et al., 2023a, 2023b), motivational involvement (Bhattarai & Budhathoki, 2023; Venketsamy & Lew, 2024), and work-related digital capabilities (Hadi et al., 2024; Held & Heubeck, 2025). Its value lies in making the direction of future theoretical propositions and the separation of analytical levels explicit. At the same time, the predominance of cross-sectional and self-reported evidence, together with the diverse construct definitions in the corpus, prevents the arrows from being interpreted as validated causal pathways. Future tests should examine temporal sequence, alternative explanations, and measurement comparability, especially in higher education where the identified studies are concentrated in a small group of national settings.

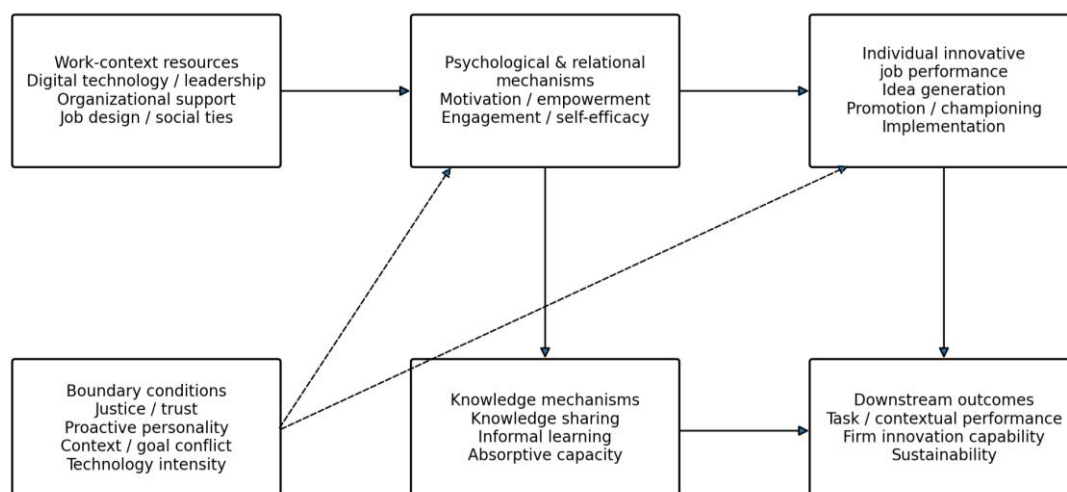


Figure 9. Resource–motivation–innovation framework derived from the focused 43-study synthesis. The framework is an interpretive author synthesis; arrows indicate proposed explanatory pathways and should not be read as a single empirically validated causal model.

This review is bounded by its search window, metadata filters, retrieval archive, and the available primary-study designs. The Scopus search covered 2023–2026 within the recorded Business, Management and Accounting scope, used a Green Open Access criterion, and may have

excluded relevant studies outside those conditions. Although the 182-record bibliometric dataset was documented, the individual reasons why 92 filtered records were not advanced to the 90-PDF retrieval archive were not independently documented; the four duplicate PDFs and the 43 full-text exclusions were reported separately. The supplied material also lacks a completed study-level standardized risk-of-bias matrix and reviewer-agreement record; methodological strength is therefore discussed by design rather than summarized as a quality grade. The 43-study synthesis supports interpretation of the retrieved, eligible reports, not claims about every publication in the wider field. Keyword spelling variants were not merged, and the partial 2026 year and date-specific citation counts limit longitudinal comparisons. Much of the workplace evidence was cross-sectional and self-reported, while the higher-education substream was concentrated geographically. These limitations make the findings most defensible as a structured snapshot and a basis for future research design rather than an exhaustive or causal account of individual innovation.

6. Future research agenda: toward integrated and context-sensitive IJP research

Several priorities emerge for future research. Rather than adding further isolated antecedents, new studies can test how digital and organizational resources are connected to innovative action through identifiable mechanisms, for whom these relationships hold, and under which contextual conditions they vary. The agenda below is derived from the 182-record bibliometric patterns and the 43-study TCCM synthesis.

6.1 Integrating digital technology, support, motivation, engagement, and commitment

A first priority is theoretical integration. The current evidence contains distinct but only partially connected streams involving digital leadership or technology, organizational support, intrinsic motivation, work engagement, and commitment. Work engagement is comparatively visible, whereas intrinsic motivation and commitment occur less frequently and are seldom integrated with digital conditions and perceived organizational support in a single process model. Future studies can compare plausible causal orderings rather than assuming one sequence in advance.

Commitment deserves particular conceptual care. Affective commitment, organizational commitment, commitment to change, and task involvement are not interchangeable. Studies such as Aryani et al. (2025) and Hamza et al. (2024) show that commitment can sit within innovation-related pathways, but future research should specify the commitment target and test whether it sustains innovation effort, mediates supportive conditions, or competes with exploration when commitment becomes overly attached to established practices.

6.2 Advancing higher-education IJP research

Higher education is a promising context because academic work combines autonomy, teaching, research, service, professional identity, digital platforms, and institutional performance systems. The focused corpus contains nine workplace studies of lecturers, academics, or university staff, but the evidence is concentrated in Indonesia, Vietnam, and Egypt. Future research should expand to more diverse institutional systems and should distinguish faculty, administrative staff, professional staff, and leadership roles rather than assuming a homogeneous university workforce.

Longitudinal and multilevel designs are especially important in universities. Individual lecturer IWB can be nested within departments, faculties, and institutions, each with different leadership climates, resource levels, digital infrastructure, and innovation expectations. A multilevel design could test whether organizational support or innovation climate moderates the translation of individual motivation and engagement into IJP, and whether aggregated IJP subsequently relates to unit-level educational or research innovation.

6.3 Excellencism and generational heterogeneity as emerging gaps

Within the bounded 182-record dataset, the term “excellencism” was not found in titles, abstracts, author keywords, or index keywords. This is a dataset-specific absence and should not be interpreted as proof that the construct is absent from the wider management or psychology literature. It nevertheless identifies a defensible candidate gap for testing whether striving toward demanding but attainable standards is associated with individual innovative behavior under supportive and digitally enabled work conditions.

Generational evidence is also limited within the bounded dataset. One record refers to Millennials and two records explicitly refer to Generation Z/Gen Z, but no record directly compares Gen Z and Millennials within an IJP/IWB structural model. A future multigroup design could examine cohort-related heterogeneity, provided that measurement invariance is established before path differences are interpreted. Such comparisons should also account for age, career stage, tenure, occupation, and digital exposure so that cohort labels are not treated as deterministic psychological explanations.

Accordingly, generational categories are best treated as contextual grouping variables rather than fixed psychological types. Sensitivity analyses and theoretically relevant controls are needed to distinguish cohort membership from correlated differences in age, tenure, career stage, occupation, or exposure to digital work.

6.4 Strengthening methodological rigor

Methodological development should prioritize temporal ordering and multiple sources. Three-wave designs can separate organizational/digital antecedents, motivational mechanisms, and IJP outcomes. Supervisor-rated or peer-rated IJP can reduce single-source dependence, while digital trace data or idea-submission records can provide behavioral indicators when ethically appropriate. Diary and experience-sampling designs can reveal within-person variation in motivation, engagement, and innovative behavior across days or projects.

Experimental and quasi-experimental designs can test whether leadership messages, feedback systems, digital tools, or performance-management configurations change innovation-related behavior. Bauwens et al. (2024) and Cristofaro et al. (2026) demonstrate that experimental designs are feasible in this domain. Field experiments in organizations and universities could improve external validity if implemented with transparent ethical safeguards.

Configurational and multilevel approaches should complement net-effect SEM. fsQCA findings suggest that different combinations of job and empowerment conditions can lead to high IWB. Multilevel models can test individual, team, and institutional effects simultaneously. For planned Gen Z–Millennial comparisons, CB-SEM should establish configural, metric, and scalar invariance, while PLS-SEM applications should implement appropriate measurement-invariance procedures before MGA.

Measurement development also remains relevant. The scale-development study by Phanniphong and Na-Nan (2025) underscores the need to verify dimensionality rather than assuming that IWB scales transfer unchanged across occupations and cultures. Future higher-education studies should document translation, content validity, construct validity, discriminant validity, and cross-group invariance, particularly when adapting measures of digital technology, support, motivation, engagement, commitment, excellencism, and IJP.

6.5 Future research agenda matrix

Table 7. Future research agenda derived from the bibliometric and TCCM synthesis.

Gap	Research question	Recommended design	Key constructs	Expected contribution
Fragmented mechanisms	How do digital resources and organizational support become IJP through motivational mechanisms?	3-wave multisource SEM	Digital technology, POS, intrinsic motivation, work engagement, commitment, IJP	Integrates digital, relational, motivational, and attitudinal mechanisms.
Higher-education concentration	Do the same IJP mechanisms operate across universities, disciplines, and countries?	Multilevel, cross-country comparative design	Lecturer/staff IJP, support, climate, leadership, digital resources	Establishes contextual boundary conditions and cross-level effects.
Excellencism absent from mapped corpus	Does excellencism predict IJP directly or through motivation/engagement?	Longitudinal or experience-sampling design	Excellencism, intrinsic motivation, engagement, IJP	Introduces a theoretically distinct high-standard-striving resource.
Sparse generational comparison	Are structural relationships equivalent across Gen Z and Millennials?	Measurement invariance + MGA	All focal constructs; cohort plus career-stage controls	Tests heterogeneity without assuming generational stereotypes.
Cross-sectional dominance	Do proposed mediators temporally precede IJP?	Time-lagged, multisource, experimental, diary	Resources → mechanisms → IJP	Improves causal and temporal inference.
Cross-level translation gap	How does individual IJP become team/university innovation?	Multilevel longitudinal design	IJP, climate, implementation support, unit innovation	Connects micro behavior to meso outcomes.

6.6 Implications for management practice

The reviewed evidence suggests that managers should view individual innovative performance as organizationally embedded rather than as a personality requirement. Job design, leadership signals, organizational support, learning opportunities, feedback, and digital infrastructure repeatedly appear in models of IWB. Accordingly, innovation initiatives are more defensible when idea generation is accompanied by implementation resources, feedback, and explicit support for responsible experimentation.

Work engagement and psychological empowerment recur as relevant mechanisms in the corpus (Al Daboub et al., 2024; Bhattarai & Budhathoki, 2023; Said & Kamel, 2023). Managerial interventions aimed at autonomy, role clarity, developmental feedback, and credible support may therefore be evaluated as potential ways to strengthen the conditions associated with innovation, while their effectiveness should be assessed empirically rather than assumed.

Digital investment should be evaluated together with human capability and governance. Evidence involving digital leadership, digital skills, remote work, and GenAI suggests that digital tools can expand innovation opportunities when employees can interpret and use them effectively (Hadi et al., 2024; Held & Heubeck, 2025; Suhada et al., 2026). At the same time, the present corpus does not justify assuming a uniformly positive digital effect; technology design, workload, monitoring, and organizational support remain relevant contextual considerations.

For higher-education institutions, the implications are especially direct. Faculty innovation requires not only digital platforms but also supportive leadership, credible autonomy, engagement, professional learning, and implementation resources. Universities should align

digital transformation, faculty development, performance management, and innovation support rather than managing them as separate initiatives.

6.7 Implications for knowledge diffusion and responsible AI use

Future bibliometric and AI-assisted reviews should report search strings, screening decisions, synonym rules, analysis parameters, and validation procedures. Bibliometric proximity should not be converted into causal claims, and automated tools should not be used to fabricate references or infer theories that primary studies do not report. Transparent documentation of search logs, extraction matrices, and analysis settings improves reproducibility and preserves human accountability in evidence synthesis.

7 Conclusion

This hybrid review organizes recent research on individual innovative job performance and innovative work behavior using two linked evidence layers. The Biblioshiny analysis maps 182 Scopus records retained after the documented 2023–2026 database filters, while the documented retrieval-and-eligibility account reports 43 records for focused individual-level synthesis. Keeping these datasets analytically distinct improves interpretive clarity and limits the risk of interpreting broad bibliometric patterns as if every mapped record met the focused review criteria.

The bibliometric results identify IWB-related terminology as a central conceptual signal alongside work engagement, transformational leadership, psychological empowerment, knowledge sharing, organizational support, digital leadership, and performance-related terms. The thematic map also reveals a lexical split between “innovative work behavior” and “innovative work behaviour,” which is attributable in part to the decision not to merge spelling variants. Co-citation patterns connect the recent dataset with established individual-innovation and work-motivation literatures (Scott & Bruce, 1994; Janssen, 2000; De Jong & Den Hartog, 2010).

The TCCM synthesis organizes the focused literature around work-context resources, leadership and relational conditions, psychological and motivational mechanisms, knowledge processes, and digital capabilities. Work engagement is comparatively visible, while organizational support, intrinsic motivation, commitment, knowledge sharing, and self-efficacy appear in complementary roles across different models. Digital leadership, digital skills, GenAI capabilities, and remote-work conditions are operationalized differently, so the current evidence does not support treating “digital technology” as one uniform causal construct.

Several gaps are relevant to future higher-education research. Lecturer and university evidence is present but geographically concentrated, and few studies integrate digital conditions, perceived organizational support, intrinsic work motivation, work engagement, commitment, and IJP/IWB in the same model. Within the bounded 182-record export, the term “excellencism” was not found in the four bibliographic fields examined, and no record directly compared Gen Z and Millennials within an IJP/IWB model. These are research opportunities, not evidence that the proposed relationships necessarily exist.

The resulting resource–motivation–innovation framework should therefore be read as a synthesis of recurring mechanisms and boundary conditions rather than as a validated universal causal model. Progress in this area depends on stronger longitudinal, multisource, experimental, multilevel, configurational, and measurement-invariant designs that can distinguish association from temporal process and individual innovative behavior from organization-level innovation outcomes. The framework does not establish causal pathways; its propositions require direct testing in appropriately designed primary studies.

Statements and declarations

Funding and competing-interest declarations should be completed and confirmed by all authors in accordance with the target journal's requirements before submission.

Ethics approval: This review analyzes published bibliographic and article-level information and does not involve new primary data collection from human participants. Any additional journal-specific ethics statement should be completed by the corresponding author before submission.

Data availability: The review is based on the supplied Scopus export, Biblioshiny report, full-text retrieval archive, and screening/extraction records. Public sharing remains subject to Scopus and publisher terms.

AI assistance disclosure: Generative AI assisted metadata reconciliation, organization of screening evidence, consistency checking, language editing, and manuscript drafting. Quantitative outputs were checked against the supplied Scopus and Biblioshiny files, and the author retains responsibility for the final interpretation and submission.

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