

Strategies for Enhancing Employees' Innovative Work Behavior: A Qualitative Study Based on Literature Review

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Abstract. This study aims to analyze the factors influencing innovative behavior using a Systematic Literature Review (SLR) approach. The main focus of this research is on the role of organizational justice, organizational support, and knowledge sharing in fostering innovative behavior, particularly in the context of higher education institutions. The method employed is an SLR by reviewing scientific articles published between 2020 and 2024, sourced from reputable databases such as Scopus, Sinta, and Google Scholar. The article selection process was conducted through identification, screening, eligibility, and inclusion stages. The results indicate that organizational support and organizational justice have a positive and significant impact on innovative behavior. Furthermore, knowledge sharing acts as a mediating variable that strengthens the relationship between these variables and innovative behavior. These findings suggest that a fair and supportive organizational environment, along with a strong knowledge-sharing culture, can enhance individuals' ability to generate and implement innovative ideas. This study provides important implications for organizations, particularly higher education institutions, in designing policies that promote innovative behavior through enhancing organizational support, organizational justice, and knowledge sharing practices.

Keywords: : innovative behavior; organizational justice; organizational support; knowledge sharing; systematic literature review.

I. INTRODUCTION

Innovative work behavior is one of the key factors in enhancing an organization's competitiveness amid the continuously changing dynamics of the business environment. This behavior reflects an individual's ability to generate, develop, and implement new ideas that provide added value to the organization. In the context of Human Resource Management, innovative work behavior is influenced not only by individual characteristics but also by organizational factors such as organizational justice, organizational support, and knowledge-sharing mechanisms.

A number of previous studies have shown relatively consistent findings regarding the factors influencing innovative work behavior. Research by [1] found that organizational justice has a positive and significant effect on employees' innovative behavior. This finding is reinforced by [2], who stated that organizational justice fosters trust and emotional attachment, thereby encouraging employees to be more active in generating innovation. Thus, organizational justice becomes a crucial foundation for building innovative behavior in the workplace.

In addition, knowledge sharing has also demonstrated a strong and consistent relationship with innovative work behavior. [3] concluded that knowledge sharing positively affects innovative behavior, as it enables the exchange of ideas and experiences among

employees. This finding is in line with [4], who emphasized that knowledge sharing plays an important role in accelerating innovation processes and enhancing individual creativity within organizations.

On the other hand, organizational support has generally been proven to have a positive effect on innovative work behavior. Studies by [5][6] indicate that employees who perceive strong organizational support tend to have higher motivation to innovate and contribute to organizational progress. This suggests that organizational support is a key driver in creating an innovative work environment.

However, not all studies have produced fully consistent results. Some research has found variations indicating that the relationships among variables are not always linear. Studies by [7][8] show that knowledge sharing does not have a significant effect on innovative behavior, although organizational support remains positively influential. Furthermore, [9] found that innovative behavior does not always have a significant impact on performance in certain contexts, such as the retail sector. These differences suggest that the effectiveness of these variables is highly dependent on organizational context, work culture, and individual characteristics.

Therefore, although most studies support the importance of organizational justice, organizational support, and knowledge sharing in enhancing

innovative work behavior, inconsistencies in research findings still exist, creating opportunities for further investigation. Moreover, previous studies tend to be conducted partially and rely predominantly on quantitative approaches, thus lacking a comprehensive understanding of effective strategies to enhance employees' innovative behavior.

Accordingly, there is a need for research that integrates these findings through a qualitative literature review approach, in order to provide a deeper and more comprehensive understanding of strategies for improving employees' innovative work behavior.

II. LITERATURE REVIEW

Employee innovative work behavior is an increasingly important concept in the field of human resource management, particularly in facing the dynamics of global competition. This behavior encompasses activities such as generating, promoting, and implementing new ideas within the workplace to enhance organizational effectiveness. According to Journal of Innovation & Knowledge, as cited in [10], innovative work behavior is defined as the process of developing and applying new ideas aimed at improving both individual and organizational performance.

Conceptually, organizational support is explained through the concept of Perceived Organizational Support (POS) developed [11]. They define organizational support as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. This theory is further reinforced by the framework of Social Exchange Theory proposed [12], which suggests that reciprocal relationships between individuals and organizations encourage employees to return positive treatment with behaviors that benefit the organization, including innovation.

In the context of innovative work behavior, several empirical studies support the positive relationship between organizational support and innovation. Research [13] indicates that organizational support enhances employees' intrinsic motivation to engage in innovative behavior. Furthermore, [14] found that a supportive work environment has a significant effect on the emergence of individual innovative behavior.

More recent studies also strengthen these findings. Research [10] found that perceived organizational support has a positive effect on innovative work behavior through increased knowledge sharing. In addition, [5] showed that employees who perceive strong organizational support tend to have a higher propensity to innovate due to psychological safety and the availability of resources. Similar findings were reported by Astuti et al., who emphasized that organizational support creates a work environment conducive to creativity and experimentation.

Thus, it can be concluded that organizational support not only functions as a motivational factor but also as an

enabler of a work environment that fosters the emergence of new ideas. Employees who perceive strong organizational support are more likely to take risks, strengthen their intrinsic motivation, and engage in creativity and experimentation, which ultimately enhances innovative work behavior.

Organizational justice is an important factor that influences employees' attitudes and behaviors. It encompasses three main dimensions: distributive justice, procedural justice, and interactional justice. A study by [15] published in the Jurnal Manajemen Bisnis found that organizational justice has a positive and significant effect on employees' innovative work behavior.

These findings are supported by research conducted by [10], which revealed that organizational justice significantly enhances innovative work behavior and encourages knowledge-sharing activities within organizations.

Based on the literature review that has been conducted, it can be concluded that employees' innovative work behavior is influenced by three main factors, namely organizational support, organizational justice, and knowledge sharing. Organizational support encourages motivation and the courage to innovate, organizational justice enhances trust and commitment, while knowledge sharing accelerates the innovation process and strengthens the relationships among variables.

Therefore, organizations need to integrate these three aspects into their human resource management strategies in order to create an innovative and sustainable work environment.

III. RESEARCH METHODOLOGY

This study employs a qualitative approach using the Systematic Literature Review (SLR) method to comprehensively examine strategies for enhancing employees' innovative work behavior. This approach is chosen because it enables the integration of various empirical findings from previous studies, thereby providing a deeper understanding of the phenomenon under investigation. The SLR method allows researchers to systematically and transparently identify, evaluate, and synthesize research findings, as outlined by [16]. The implementation process of the SLR in this study also follows the PRISMA guidelines to ensure transparency and accountability in the article selection process.

The research method applied to address the problem includes analytical methods. Figure descriptions are presented as part of the figure caption rather than embedded within the figure itself. The methods used in conducting the study are described in this section. The data used in this study are secondary data obtained from scientific articles relevant to the

topic of innovative work behavior. Data collection was carried out through searches in various academic databases, such as Google Scholar, Scopus, and SINTA. The search process utilized keywords including innovative work behavior, knowledge sharing, organizational support, and organizational justice. The selected articles were limited to publications from 2020 to 2025, with inclusion criteria consisting of relevant scholarly journal articles, indexed (Scopus or SINTA), and available in full-text format. Meanwhile, articles that were irrelevant, incomplete, or duplicated were excluded from the selection process.

The article selection process was conducted in several stages, including identification, screening, eligibility assessment, and inclusion of the final articles for analysis. After the articles were selected, data analysis was performed using content analysis techniques as proposed by [17], which allow researchers to systematically interpret textual data. The analysis stages included open coding, category grouping (axial coding), and the identification of main themes (selective coding) related to factors influencing employees' innovative work behavior. To ensure data validity, this study employed source triangulation by comparing findings from multiple studies and systematically documenting the entire analysis process.

Through this approach, the study is expected to produce a comprehensive synthesis of the literature and formulate effective strategies for enhancing employees' innovative work behavior based on validated empirical evidence.

IV. RESULT AND DISCUSSION

Based on the Systematic Literature Review (SLR) process that has been conducted, a number of relevant articles were obtained from reputable databases (Scopus, SINTA, and Google Scholar) within the 2020–2024 period. The selection process was carried out through the stages of identification, screening, eligibility, and inclusion, resulting in a set of articles aligned with the research focus.

The findings indicate that most studies highlight the relationships between organizational justice, organizational support, and knowledge sharing in relation to innovative work behavior. From the total number of analyzed articles, it was found that: (1) The majority of studies employed a quantitative approach using survey methods. (2) Organizational support consistently shows a positive influence on innovative work behavior. (3) Organizational justice has been proven to enhance trust and individual engagement within the organization. (4) Knowledge sharing acts as a mediating variable that strengthens the relationships among variables. In addition, there is variation in research contexts, such as the education sector, industry, and public organizations, indicating that innovative behavior is influenced not only by individual factors but

also by the organizational environment.

The results of this SLR suggest that organizational support is a crucial factor in fostering innovative behavior. When individuals feel supported by their organization, they tend to be more willing to express new ideas and engage in experimentation in their work. This finding is consistent with Social Exchange Theory, which posits that individuals reciprocate positive treatment from the organization with greater contributions. Furthermore, organizational justice also plays a significant role in shaping innovative behavior. Perceptions of fairness whether in terms of distribution, procedures, or interactions can enhance employees' trust and commitment. When fairness is present, individuals feel valued, which in turn increases their motivation to innovate.

The role of knowledge sharing as a mediating variable is another key finding in this study. Knowledge sharing facilitates the transfer of ideas, experiences, and skills among individuals, thereby accelerating the innovation process. Organizations that foster a strong knowledge-sharing culture tend to be more adaptive and innovative.

However, several studies reveal inconsistent findings influenced by contextual factors such as organizational culture, leadership style, and individual characteristics. This indicates that innovative behavior is a complex phenomenon shaped by multiple multidimensional factors.

V. CONCLUSIONS

Based on the results of the Systematic Literature Review (SLR), it can be concluded that organizational support, organizational justice, and knowledge sharing are the main factors contributing to the enhancement of innovative work behavior. Organizational support has been proven to encourage individuals to be more active in generating and implementing new ideas, while organizational justice plays a role in building trust, commitment, and motivation to innovate.

In addition, knowledge sharing has a strategic role as a mediating variable that strengthens the relationship between organizational support and organizational justice toward innovative behavior. Through knowledge-sharing processes, individuals can exchange information, experiences, and skills, which ultimately accelerates the creation of innovation within the organization. However, the findings also indicate that innovative behavior is not solely influenced by these factors, but also by contextual conditions such as organizational culture, leadership, and individual characteristics. Therefore, organizations particularly higher education institutions need to create a fair and supportive environment while fostering a culture of knowledge sharing in order to enhance innovative behavior sustainably.

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