

BUSINESS ENVIRONMENT AS A PREDICTOR OF EMPLOYEE INNOVATIVE WORK BEHAVIOUR IN THE BOTTLING INDUSTRY IN THE SOUTH-WEST, NIGERIA

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ABSTRACT

The study examined the business environment as a predictor of employee innovative work behaviour in the bottling industry in the south-west, Nigeria. The demand in the business environment is a collection of all internal and external factors that enhance the performance of employees' innovative work behaviour by developing new ideas, thoughts, and skills for future jobs. The study aimed to examine how the business environment influences employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria. The study adopted a survey research design. The population of the study comprised top management and contract staff in three different bottling industry in South-West, which resulting in a total population of two thousand two hundred and eighty (2280) and using Yamane's (1967) formula to derive a sample size of three hundred and fifty (350) from the population. The study adopted a random sampling technique in selecting the sample from the population. The reliability of the research instrument was assessed using the Cronbach's Alpha coefficient, while the validity was assessed using content and face validity. The study found that, there is a moderate positive relationship between business environment and employees' innovative work behaviour ($R = 0.608$); this implies that the business environment contributes to the development of the employees' innovative work behaviour at work. The study concluded that the business environment has a positive relationship with employees' innovative work behaviour which provide the essential factors in improving employees' innovation at work, and therefore, recommended that the management system should create a conducive work environment and also provide necessary facilities to enhance the productivity and performance of employees' innovative work behaviour in the bottling industry in South-West Nigeria.

KEYWORDS: Behaviour, Business, Employee, Environment, Innovative and Work

INTRODUCTION

In recent years, there has been a special interest in research studies on innovative work behaviour (IWB), and yearly research data indicates that the researchers in these fields so far shown that innovative work behaviour has gotten the researchers' attention and realization of its importance in the second decade of the 21st century (Zarina Begum Ebrahim, Irzan Ismail & Erne Suzila Kassim, 2023). The yearly graph of published papers on IWB keeps increasing, and fast movement in IWB research because innovation has always been needed in all aspects of life (Hassan & Ghias, 2021). The IWB popularity could be attributed to the general openness of modern society and the business environment to create new ideas and innovations. By implication, innovation (Zarina Begum Ebrahim, Irzan Ismail & Erne Suzila Kassim, 2023) is now a must for almost all types of business and industry. Meanwhile, to maintain an organisation's long-term viability and achievement in complex and ever-changing contexts, management must actively pursue innovative strategies for their enterprises (Salam & Senin, 2022). Moreover, the presence of a highly competitive market has led to the recognition of knowledgeable workers as a crucial factor in driving innovative outcomes (Hebbaz et al., 2023)

The need for innovation is not only in a particular industry but across sectors of industry, and since the environment is dynamic and fast-changing in terms of product, market, environment, technology, and educational institutions have no choice except to adapt to new changes in the business environment. The demand in the business environment is a collection of all internal and external factors that enhance the performance of

employees' innovative work behaviour by developing new ideas, thoughts, and skills for future jobs. New ideas are about new product development, growth, and strategy, which are changing employees' innovative work behaviour in any industry or organisation. which means that what we teach before and how we teach today and tomorrow is different. What works today may not work tomorrow.

This response to rapid digitization that is taking place across industries requires a rapid shift in educational and all aspects of life (Marr, 2022).

The current trend in innovation and the demand for employee innovative work behaviour requires the industry system to review industrial policies and practices within the organisation. Wang (2021) studied the effect of the work environment on employees' innovative work performance and found that the dynamics of the work environment affect the individual's innovative work performance. A similar study was also conducted by Shah, et al. (2022) to determine the influence of the workplace on the innovative work behaviour of employees, and it also confirmed that the workplace is a strong predictor of innovative work behaviour. Innovative work behaviour is one of the key dimensions of performance management. The organisation can achieve its organisational goals and objectives when the work behaviours of employees are congruent with the task and the objectives of the organisation. Therefore, the management needs to manage work behaviour and what defines the kind of work behaviours required to accomplish the task and achieve organisational objectives. Evidently, a clear concept of work behaviour is then necessary. Since researchers have not come up with a common concept. However, reading some available research work shows that there are always common factors in understanding work behaviour. This study is therefore designed to examine the contribution of business environment to innovative work behaviour of employees in work or organisations in Nigeria.

STATEMENT OF THE PROBLEM

The problem of innovative work behaviour (IWB) has been a polemical issue among the organisational behaviourists. Some researchers opined that innovative work behaviour is motivated by organisational factors of environment while some claimed that it is contingent on an individual's potentiality and skill (Abun, et al, 2023; Hebbez, Ottman and saouls, 2023). From the point of view of environmental sustainability, it has been observed that innovative work behaviour could be attenuated by the factor of the business environment since an organisation does not operate in a vacuum. Although many research efforts have been expended on innovative organisational culture and organisational performance (Rehman, 2020). Besides, some studies had been carried out on leadership behaviour, job autonomy, compensation management, and human resources management as determinants of innovative work behaviour at the workplace (Dixit, and Upailhyay, 2021; Barahndun, et al, 2019; Zainal and Mohd Matore, 2021; and Zreen, et al, 2021). A cursory examination of the research findings of these authors revealed that none of the researchers had investigated the business environment as it affects innovative work behaviour. Most studies were conducted in developed nations and have yet to be extended to developing countries like Nigeria.

This study aims to fill the gap by examining how the business environment influences employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria.

RESEARCH QUESTIONS

1. What is the contribution of the business environment to employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria?
2. What is the relationship between the business environment and employee innovative work behaviour in the Bottling Industry in South-West, Nigeria?

RESEARCH HYPOTHESES

1. There is no significant contribution of the business environment to employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria.
2. There is no significant relationship between business environment and employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria.

SCOPE AND LIMITATIONS OF THE STUDY

This study examines the impact of the business environment on employees' innovative work behaviour in an industry system/sector. But the scope of this study will be limited to exploring how internal and external environments affect employees' innovative work behaviour indicators, such as employee work engagement and

psychological empowerment, within an industry sector. This study is limited to the bottling industry within the south-west for convenience, cost, and time constraints.

LITERATURE REVIEW

This section reviews the conceptual, theoretical, and empirical work that is relevant to this research. To aid proper research, there will be an insight into concepts and literature that will provide a general understanding of the business environment and employee innovative work behaviour in an industry system/sector.

CONCEPTUAL REVIEW

Business Environment

According to Keith, et al (2020), “Business environment is the process by which strategists monitor the economic, governmental, market, supplier, technological, geographic, and social settings to determine opportunities and threats to their firms”. Business is an economic activity that is related to the continuous production of goods and services for satisfying human wants, such as the exchange of goods/services, deals in numerous transactions, profit, risk, and uncertainties, buyer and seller, marketing and distribution of goods/services, to satisfy human wants and social obligations. The business environment is affected by both internal and external factors. These internal and external factors collectively constitute the business environment. The internal factors are within the control of the business, whereas external factors are beyond the control of the business. ‘Environment’ refers to the system in which human beings live, and they have to adjust themselves according to the surroundings, external agents, influences, and circumstances under which something exists.

Employee Innovative Work Behaviour

According to Al-Ghazali & Afsar, (2021); Zhang & Yang, (2021), IWB involves a set of behavioural tasks aiding employees in conceiving, promoting, and executing new ideas. Acar, et al (2018), creativity and innovation are the foundation of an organisation’s competitive advantage. Innovation is a new way of introducing an application within a role, group, and organisation of new ideas, processes, products, and procedures, newly designed to significantly benefit an individual, group, organisation, and society at large. It suggests that innovation is the function of individual employees and the organisation as a whole. Therefore, the challenge is to change the business environment where individual employees or groups can generate ideas and turn those ideas into innovation. Innovation has been the main driver behind the economic growth and the success of any business organisation and can help the business gain its competitive advantage (Abun et al., 2023).

Theoretical Review

Social theory is the most common theory used in innovative work behaviour (IWB) studies, with social exchange theory, the hypotheses values generate the condition of social interaction, applied in the studies using social theory (Ghosh et al. 2019; Supriyanto 2019). Social exchange theory will benefit from the ability to better distinguish those constructs from each other. social exchange theory will result in completely articulating the distinction between the business environment and employee innovative work behaviour. More clearly, social exchange theory inherently assumes the absence of something valued that is hedonic positive, effectively the same as the presence of something that is hedonic negative. social theory in the study suggests a variety of mechanisms through which the business environment context influences an individual or employee's innovative work behaviour, with frequent to internal and external environment factors, such as human resources practice and economic growth context has a more diverse connection Employee innovative work behaviour such as employee work engagement and psychological empowerment, is usually characterised by the social exchange. Access to information and diverse social circles facilitates several processes to help innovative work behaviour, including better options for opportunity exploration, sources of ideas, and support to aid in the implementation of innovations and supporting employees in having regular contacts with internal and external clients as well as professional or social activities that promote contact with professionals outside the organisation may enhance employees innovative work behaviour.

Empirical Review

As identified earlier, researchers in the field of IWB have focused mostly on diverse area of organisational environment has Rehman, et al. (2020) examined the effect of innovative organisational culture and organisational learning on organisational performance and the study found that innovative culture and organisational learning are significantly correlated which suggests that changing the bureaucratic environment into an innovative environment is important to increase organisational performance. A similar study was conducted by Aboramadan, et al. (2022) on the effect of organisational and marketing innovation on business performance, and the study

found that organisational and marketing innovation significantly affect business performance. Wang (2021) found that the dynamics of the work environment affect innovative work behaviour and performance.

Just like work behaviour is not isolated from the organisational environment, it is the same with innovative work behaviour. It is the effect of other factors of the organisation, such as leadership and work environment. Zhang, et al. (2021) examined the effect of transformational leadership styles and innovative work behaviour of employees, and their study found that there is a positive correlation between the two variables. The influence of the work environment on innovative work behaviour, Shah, et al (2022), and also examined the effect of workplace learning on innovative work behaviour, and the study concluded that workplace learning is significantly correlated to innovative work behaviour.

Despite the importance of IWB in higher education institutions, studies have only recently tried to identify the predictors and determinants thereof, such as job autonomy, reward and recognition, and employee work engagement (Dixit & Upadhyay, 2021); job autonomy and job commitment (Baharuddin et al., 2019); management support and exposure to innovation (Lambriex-Schmitz et al., 2020); teachers' self-efficacy and school administrators' transformational leadership practices (Zainal & Mohd Matore, 2021); organisational learning and organisational commitment (Wahyuni et al., 2021); well-being (Ibrahim et al., 2021); hope (Namono et al., 2021); human resource practices (Zreen et al., 2021); digital learning orientation and readiness for change (Aboobaker & Zakkariya, 2021); reflection (Messmann & Mulder, 2015); and leadership style (Khan et al., 2020). Though Rosdaniati and Muafi (2021), examined the effect of workplace happiness on innovative work behaviour their study found that workplace happiness is a significant predictor of innovative work behaviour. Thus, the current study hypothesizes that the business environment affects employees' innovative work behaviour.

Gaps in the Literature

The study filled the gaps in the literature by examining the effect of the business environment on employee innovative work behaviour in the Bottling Industry in South-West, Nigeria.

The first objective of the study examined the contribution of the business environment to employees' innovative work behaviour.

This study filled the gap in the literature by examining the innovative work behaviour factors, such as interpersonal relations and employee job performance affect the internal and external business environment in the Bottling Industry in the South-West.

The second objective of the study is to investigate the relationship between the business environment and employees' innovative work behaviour.

This study filled the gap in the literature by examining the internal and external business environment factors, such as capital, human resources, suppliers, rules and regulations, economics, legal, social, technology, and political factors that affected employees' innovative work behaviour in the bottling industry in the South-West.

RESEARCH METHOD

There are various HR practices that have constructive role for the development of individual competencies and are essential for innovative behavior. Previous studies considerably highlighted and discussed IWB; however, the question still exists about its pre-conditions and determinants. HI HRM practices emerged as a major HRM strategy for the development. There are various HR practices that have constructive role for the development of individual competencies and are essential for innovative behavior. Previous studies considerably highlighted and discussed IWB; however, the question still exists about its pre-conditions and determinants. HI HRM practices emerged as a major HRM strategy for the development. There are various HR practices that have constructive role for the development of individual competencies and are essential for innovative behavior. Previous studies considerably highlighted and discussed IWB; however, the question still exists about its pre-conditions and determinants.

This chapter provides information on the techniques and research methods of the study. It contains details on the research design, population of the study, the sampling technique, and description of the instrument used for data collection. It also includes the sample size, data collection procedure, and Research Design

This study examined the impact of the business environment on employees' innovative work behaviour in an industry system/sector. The descriptive survey research design was used to collect information on the phenomenon, besides the respondent was also given an equal chance in the study (Dzifa, Nina and Robert, 2015).

Sample Size and Sampling Technique

A sample was drawn from the population using Yamane's (1969) formula and was selected using stratified, random, and purposive sampling techniques. The sample will be stratified to ensure that three different bottling industries in the South West are adequately represented. The study will rely mostly on the first number of staff respondents who met the required minimum sample size from each stratum. A total sample size of three hundred and fifty (350) respondents was selected for the study using the stratified sampling techniques. The selection of respondents was done to reflect each of the stratum in selecting setting company.

Method of Data Collection

Primary data were collected through a structured questionnaire that was adapted from the work of Damianus et al (2023) and Ranihusna, et al., (2021). Thus, the questionnaire was administered to the respondents by the researcher and field officers using both physical distribution and online contact to measure the validity of the respondents. Both structured and unstructured questions are related to the field of study. The questionnaire was preferred because it is efficient, economical, and easy to administer. Thus, a five-point Likert-scaled questionnaire was adapted to establish how the business environment affects employee innovative work behaviour in an industry system/sector. Copies of the questionnaire were taken to the office and distributed to the staff with minimal persuasion or posted online through emails and other relevant social media within four weeks.

Data Analysis

Inferential statistics were used to analyse numerical information to answer the research questions and test the hypotheses, as the study was based on quantitative analysis. Aside from frequencies and descriptive analysis, this study adopted Multiple Linear Regression and correlation analysis to test the statistical significance and strength of the various independent variables (Business Environment) on the dependent variable (Employees' Innovative Work Behaviour). All the hypotheses were tested at a 0.05 alpha level.

ANALYSIS OF RESEARCH HYPOTHESES

Hypothesis One

1. **H₁**: There is no significant contribution of the business environment to employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria.

**Table 1: Result for Hypothesis One
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.694 ^a	.482	.478	4.041	.000

a. Predictors: (Constant), Business Environment

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.083	1.290		3.164	.002
Business Environment	.778	.067	.694	11.686	.000

a. Dependent Variable: Employee Innovative Work Behaviour

Source: Researcher's Computation (2024)

The model summary table result above shows that there is a strong positive contribution between the business environment and employee innovative work behaviour ($R = 0.694$); this implies that the business environment needs to be more conducive to improved employees' innovative work behaviour. The model further shows the extent to which the business environment brings about employee innovative work behaviour in the Bottling Industry in South-West, Nigeria. The coefficient of determination ($R^2 = 0.482$) shows that the business environment explains 48.2% of the improvement in employee innovative work behaviour in the Bottling Industry

in South-West, Nigeria. This result is statistically significant because the p-value of the result (0.0001) is less than the 0.01 level of significance used for the study. The research hypothesis was rejected. This implies that the business environment contributes to employee innovative work behaviour.

Furthermore, an evaluation of the unstandardised coefficient of the business environment in the coefficient table and its associated p-value shows that the business environment ($\beta_{WD} = 0.778$, $p < 0.01$) is statistically significant and can be used in predicting the employee innovative work behaviour in the Bottling Industry in South-West, Nigeria. Therefore, further suggests that the research hypothesis is rejected. This implies that the business environment makes a significant contribution to employees' innovative work behaviour.

Hypothesis Two

H₂: There is no significant relationship between the business environment and employees' innovative work behaviour in the Bottling Industry in South-West, Nigeria.

Table 2: Result for Hypothesis Two

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.608 ^a	.369	.365	4.087	.000

a. Predictors: (Constant), Business Environment

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.800	1.155		7.619	.000
	Business Environment	.571	.062	.608	9.275	.000

a. Dependent Variable: Employees' Innovative Work Behaviour.

Source: Researcher's Computation (2024)

The model summary table result above shows that there is a moderate positive relationship between the business environment and employees' innovative work behaviour ($R = 0.608$); this implies that the business environment contributes to the development of the employees' innovative work behaviour at work. The coefficient of determination ($R^2 = 0.369$) indicates that the business environment accounts for 36.9% of the improvement in employees' innovative work behaviour in the bottling Industry in South-West, Nigeria. This result is statistically significant because the p-value of the result (0.0001) is less than the 0.01 level of significance used for the study. The research hypothesis was rejected. This implies that the business environment significantly influences employees' innovative work behaviour.

Furthermore, an evaluation of the unstandardised coefficient of employees' innovative work behaviour in the coefficient table and its associated p-value shows that the business environment contributes to the development ($\beta_E = 0.571$, $p < 0.01$) is statistically significant and can be used in predicting the employees' innovative work behaviour in Bottling Industry in South-West, Nigeria, Therefore, further suggests that the research hypothesis two is rejected. This implies that the business environment has a significant influence on employees' innovative work behaviour.

DISCUSSION OF FINDINGS

As identified earlier, the values generate the concept of social interaction, applied in studies using social theory (Ghosh et al. 2019; Supriyanto 2019). This notion is reflected in the outcome of the first hypothesis tested. The finding indicates a 69.4% relationship between the business environment and employees' innovative work behaviour, which shows a 69.4% increase in employees' innovative work behaviour. Therefore, there is an improvement in employees' innovative work behaviour.

Most management systems in an organisation, especially in the bottling industry in the south-west, will need to improve the productivity and performance of employees' innovative work behaviour factors, such as interpersonal relations and employee job performance, which affect the internal and external business environment.

The result of the second hypothesis. The result indicates that the business environment accounts for 36.9% of the improvement in employees' innovative work behaviour in the bottling Industry in South-West, Nigeria.

The management needs to enhance and develop internal and external business environment factors, such as capital, human resources, suppliers, rules and regulations, economics, legal, social, technology, and political factors that affect employees' innovative work behaviour in the bottling industry in the south-west, Nigeria.

This study, supported by Shah et al (2022), which examines the influence of the work environment on innovative work behaviour, also examines the effect of workplace learning on innovative work behaviour, and their study concludes that workplace learning is significantly correlated to innovative work behaviour.

Finally, this study improves employees' innovative work behaviour, which includes creativity, productivity, performance, and interpersonal relations within a business environment. This will enhance employees' innovation and thinking a higher levels of creativity, which should be encouraged and supported by both the internal and external business environment.

CONCLUSION AND RECOMMENDATIONS

This study has examined how the business environment influences the employees' innovative work behaviour in the bottling industry in the south-west of Nigeria. The results from the survey confirmed that the business environment has a positive relationship with employees' innovative work behaviour, and the essential factors in improving employees' innovative work behaviour.

Therefore, this study recommends that the management system should create a conducive work environment and also provide necessary facilities to enhance the productivity and performance of employees' innovative work behaviour in the bottling industry in South-West Nigeria.

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