

THE INFLUENCE OF INDIVIDUAL FACTORS ON EMPLOYEES' INNOVATIVE WORK BEHAVIOR IN VIETNAMESE ORGANIZATIONS¹



Hoang Thanh Quang¹, Tran Thi Thuy², Dinh Thi Ngoc Huyen³, Hoang Thi Phuong Thao⁴, Ngo Ha My⁵, Do Thi Dong^{6*}

¹: National Economics University, Hanoi, Vietnam; hoangthanhquang26@gmail.com

²: National Economics University, Hanoi, Vietnam; t.thuyneu@gmail.com

³: National Economics University, Hanoi, Vietnam; ngochuyen.info1321@gmail.com

⁴: National Economics University, Hanoi, Vietnam; htpthao273@gmail.com

⁵: National Economics University, Hanoi, Vietnam; ngohamy130901@gmail.com

⁶: National Economics University, Hanoi, Vietnam; dongdt@neu.edu.vn

*Corresponding author: Do Thi Dong, dongdt@neu.edu.vn; Mobil phone: (84) 0989334496

ABSTRACT

Innovative work behavior plays an indispensable role in the existence and development of enterprises in particular and in organizations in general. Employees' innovative work behavior is a tool that inspires creativity and boosts productivity in an organization. This paper examines individual factors influencing employees' innovative work behavior in organizations in Vietnam. Three personal factors were examined, including creative self-efficacy, employee commitment, and work passion. A quantitative study was conducted with a sample of 397 employees working in various types of organizations all over Vietnam. The result revealed that the three factors of creative self-efficacy, employee commitment, and work passion (a factor that is rarely investigate) have a positive influence on employees' innovative work behavior. Based on these results, recommendations are given to allow managers and employees to stimulate innovative work behaviors.

Keywords: creative self-efficacy; employee commitment; innovative work behavior; work passion

1. INTRODUCTION

The appearance of the so-called fourth industrial revolution and its technological trends have forced organizations to choose innovations to move forward or stagger and then fall behind. Therefore, in order to survive and develop, organizations must improve and change to adapt to the general progress of society. This is the reason for the increase in studies on innovation in recent years. Being considered a critical factor to the survival and development of organizations by enhancing competitiveness and sustainability and the leverage to differentiate and better meet customer needs with new products and services, the factors influencing innovation and innovation itself have been increasingly examined in recent years.

¹ Received: JAN 19, 2022/ Accepted: 24 MAR, 2022, Published 19 MAY, 2022

Among the factors contributing to the innovation of organizations, innovative work behavior has been widely investigated. The production and long-term sustainability of organizations are two widely mentioned factors (Amabile, Conti, Coon, Lazenby, & Herron, 1996; O. Janssen, 2000), which are based on each individual's ability to innovate processes, products, and services (Afsar & Badir, 2015). Developing innovative work behaviors is important for organizations in achieving their long-term goals (Chatchawan, Trichandhara, & Rinthaisong, 2017).

There have been a number of studies on the factors influencing employees' innovative work behavior. These factors can be of two types: personal factors and environment factors. Given that individual factors are subjective, formed early, and are ingrained in people's personalities and ways of thinking, if they are stimulated and enhanced, they could be changed and/or adjusted. This study examines the individual factors influencing employees' innovative work behavior in the hope that individual factors can be identified and stimulated to enhance innovative work behavior.

2. LITERATURE REVIEW

Innovative work behavior is interest of a number of researchers. According to Farr and Ford (1990), it is commonly bordered in work role innovations introduced in the processes and procedures those are used by individuals to implement certain work. (Scott & Bruce, 1994) view innovative work behavior as "a multistage process, with different activities and different individual behaviors necessary at each stage", beginning with "problem recognition and the generation of ideas or solutions, either novel or adopted". O. Janssen (2000), defined innovative work behavior is "the intentional creation, introduction and application of new ideas within a work role, group or organization, in order to benefit role performance, the group, or the organization". This mentions an "everyday innovation" dependent on the employees' purposeful attempts to provide beneficial novel results at working place (O. Janssen, 2000). Carmeli, Meitar, and Weisberg (2006) describe innovative work behavior as various activities that involves generating and developing ideas, finding support, and the effective execution of innovation in the workplace.

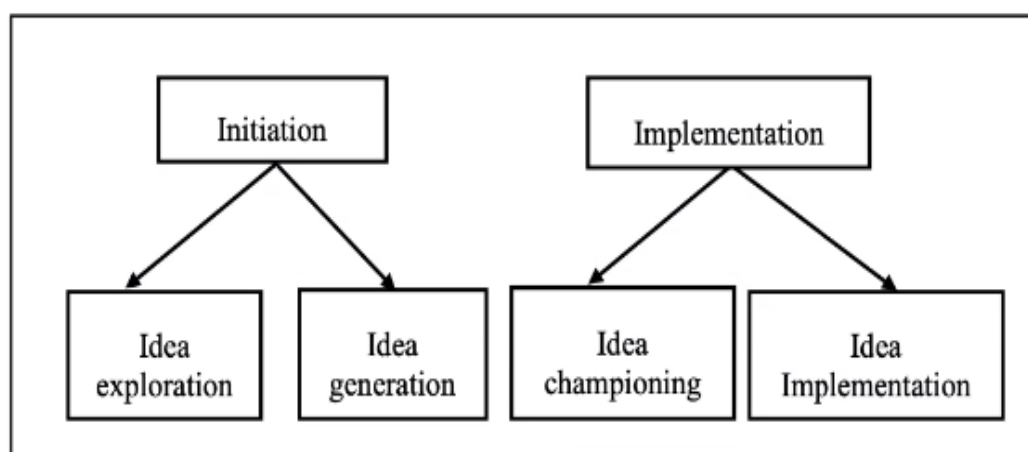


Figure 1. Activities of innovative work behavior.

Source: De Jong and Den Hartog (2010)

Innovative work behavior has been examined in recent researches from four related sets of behavioral activities (Figure 1), namely, (1) problem exploration, (2) idea generation, (3) idea championing, and (4) idea implementation, which could foster employees' innovative capability (De Jong & Den Hartog, 2010). In the first phase, there are two activities, namely, recognizing or exploring problem and generating idea, represents the innovation-oriented work behavior phase. The second phase comprises two activities, namely, championing and implementing idea. In which, ideas are promoted and selected to be applied in work.

There have been a numbers of studies on the factors influencing innovative work behavior. The factors are classified into individual and organizational aspects. Individual factors identified as influencing IWB include job autonomy and job satisfaction (Baharuddin, Masrek, & Shuhidan, 2019), proactivity and creative efficacy (Lê Văn Tùng, 2014), and work passion (Luu, 2019). Siregar, Suryana, and Senen (2019) also conducted a study on the influence of such individual factors as competency, self-efficacy, motivation, and organizational commitment to innovative work behavior. Environmental factors influencing innovative work behavior include job stress, coworker support, workplace happiness (Bani-Melhem, Zeffane, & Albaity, 2018), knowledge sharing and information technologies (Pham, Pham-Nguyen, Misra, & Damaševičius, 2020), job stressors and organizational innovation climate (Ren & Zhang, 2015), and knowledge sharing and knowledge donation knowledge collection (Nguyen, Nguyen, Do, & Nguyen, 2019). There are also some authors who have studied both personal factors and environmental factors such as knowledge sharing, creative self-efficacy, and job satisfaction (Hu & Zhao, 2016); servant leadership, creative self-efficacy, and knowledge sharing (Jan, Zainal, & Lata, 2021); and workplace happiness, organizational climate, affective commitment, and transformational leadership (Bawuro, Danjuma, & Wajiga, 2018). Another study includes inclusive leadership, psychological safety, creative self-efficacy, and innovation rewards (Wang, Chen, & Li, 2021), and, in Vietnam, (Phuong, Phuong, & Linh, 2021) have also conducted a study on empowerment leadership, workplace happiness, and work satisfaction.

In the case of Vietnam, attention has been remarkably paid to innovative work behavior in enterprises. There has been little research on factors influencing innovative work behavior in organizations, which include not only enterprises but also other legal types such as administrative offices, not-for-profit organizations, and education institutions. In addition, work passion, is a factor that has been widely studied in foreign countries but rarely in Vietnam, which is considered a low-middle-income nation. Due to those reasons, individual factors influencing innovative work behavior in organizations in Vietnam are examined in the hope that the study results could bring some insights to stimulate innovative work behaviors by managers and employees in organizations.

3. HYPOTHESES

Creative self-efficacy

Self-efficacy is defined as someone's belief in themselves to achieve their desired success (Bandura & Walters, 1977). Based on this theory, the concept of creative self-efficacy is developed by Tierney and Farmer (2002). According to the authors, creative self-efficacy is "the belief one has the ability to produce creative outcomes". Creative self-efficacy is considered a motivational construct and defines the self-perception of someone's capacity to be creative when faced with the possibility of innovation (Tierney, 1997). People who think that they are unable to control a situation or tasks have a tendency to avoid and neglect them. In contrast, Richter, Hirst, Van Knippenberg, and Baer (2012) argue that people who consider themselves to have high degree of creative self-efficacy feel better prepared to face fear and anxiety; they accept, develop, and implement new ideas from this because of their self-confidence in their knowledge and skills. Creative self-efficacy is also mentioned by many researchers because it is related to creativity (Gong, Kim, & Liu, 2020) and innovative work behavior (Newman, Herman, Schwarz, & Nielsen, 2018; Newman, Neesham, Manville, & Tse, 2018).

Creative self-efficacy is considered an important motivational factor influencing the innovative behavior of employees (Farmer & Tierney, 2017) because an employee's belief in the creative self gives them positive confidence and enthusiasm (Tierney & Farmer, 2011). Employees with high creative self-efficacy are those who are constantly learning and actively seeking opportunities, and they have creative innovative thinking at work (Li, Liang, & Crant, 2010). This has motivated them to participate in the innovation process when making a personal effort to find and introduce concepts and methods into the organization to create more positive results (Zhou & George, 2001). Therefore, supervisors in the organization promote the innovative work behavior of employees by encouraging creative self-efficacy (Tierney & Farmer, 2004) in order to enhance their creative capacity and potential to engage in innovative activities (Gong, Huang, & Farh, 2009). It is hence hypothesized that:

H1: Creative self-efficacy positively influences employees' innovative work behavior.

Employee Commitment

Commitment is understood as the degree of dedication and effort made for a reason, a job, a promise, an obligation, or a state when making a commitment. Employee commitment is considered a vital aspect as it promotes and maintains an organizational performance. It is interpreted as the employee's level of enthusiasm for the assigned tasks, the extent to which an individual knows and is bound to his or her organization (Griffin & Moorhead, 2013), and their attitude towards that engagement. Meyer and Allen (1991) researched another theory of employee commitment, and defined employees' organization commitment as a tri-dimensional concept, namely, continuous, normative, and affective dimensions. The first is emotional commitment, which indicates the employees' positive affective attachment to the organization. Followed by a continual commitment, the research paper demonstrates a degree of confidence that when the staff member leaves the organization, he/she will lose many benefits. Finally, there is the concept of normative commitment, which occurs when individuals have feeling of obligation to their organization as they think it is the right thing to do. Employee commitment has been studied and found to influence innovative work behavior in organizations (Xerri & Brunetto, 2013).

According to Ali and Chin-Hong (2017), employee commitment is required for organizations to foster innovative work behaviors. Since innovation is perceived as a risky process related to the individual employee's behavioral aspect in dealing with a problem (Jafri, 2010), innovative work behavior can only be practiced by employees who are positively engaged with the organization. They understand the value of the organization to them and feel they have a responsibility and obligation in helping the organization grow. Employees that are strongly committed are more likely to perform effectively and develop new ideas (Xerri & Brunetto, 2013). Employee commitment makes them more loyal and more committed, especially when there is a sense of connection. A sense of belonging to the organization give these employees have the willingness to work effectively towards the attainment of goals (Casimir, Ng, Wang, & Ooi, 2014). Therefore, employee commitment has improved work performance and produced innovative work behavior in employees. It is thus hypothesized that:

H2: Employee commitment positively influences innovative work behavior.

Work passion

Passion is explained as a powerful motivation to carry out activities or tasks, which leads an individual to enthusiastically dedicate their time, energy, and mind to the work (Forest, Mageau, Sarrazin, & Morin, 2011). Work passion is an enduring and emotionally positive state, expressed by favorable cognitive and affective work appraisals (Zigarmi, Houson, Diehl, & Witt, 2010) and has been conceptualized as being of two distinct types: harmonious and obsessive passion (Vallerand, Houlfort, & Fores, 2003). Both types of passion are similar when it comes to representing the inner energy that drives individuals towards the goals they are passionate about. In contrast, individuals with either of the different types of passion will engage in different psychological innovations, leading to different expressions and different outcomes (Amiot, Vallerand, & Blanchard, 2006; Vallerand, Blanchard, et al., 2003). Passion is found to have direct link to innovation (Fredrickson & Branigan, 2005). This is a crucial factor in motivating employees to implement innovative work behavior in the organization.

Research by Srivastava (2012) has shown that employees with high work passion are more productive, are more efficient, and contribute more benefits to the organization. Motivation from passion also helps employees constantly innovate and develop themselves through exploring and discovering new ideas, as well as more creative ways of working. An individual with a high degree of passion for their work will more easily enjoy their work, which can prompt them to invest effort and time (Vallerand, 2008). When employees are passionate about their work, they may consider their work to be a means of personal improvement (Astakhova & Porter, 2015), so they may work in a state of happiness and be more willing to stick with their work. Researchers believe that when working in such a state, employees will be more focused on their work; thus, it would be easier to generate and implement new ideas. Therefore, we hypothesize that:

H3: Work passion positively influences innovative work behavior.

The research model is presented in Figure 2.

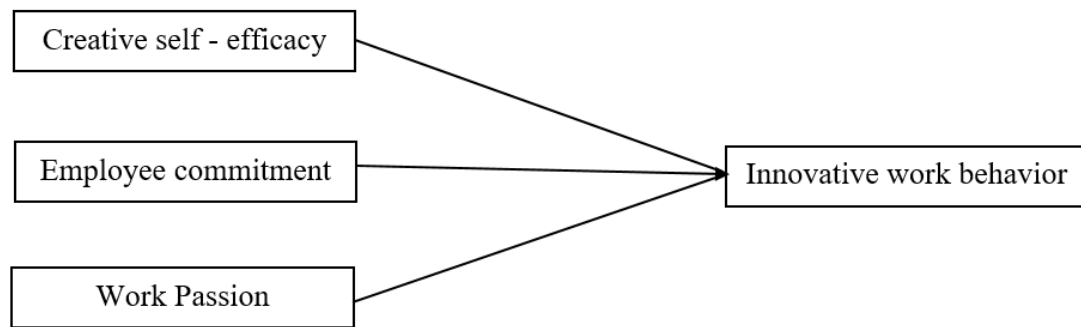


Figure 2. Research model

4. Methodology

4.1 Data collection

Both secondary and primary data were used in this research. The secondary data were collected from books, journals, working papers, published documents, and the internet. The primary data were collected via questionnaires and in-depth interviews. The questionnaires were designed in Google Forms and distributed online to employees working in organizations all over Vietnam. A link to the questionnaires was sent to more than 600 people, and 529 filled questionnaires were returned. After the exclusion of 132 invalid questionnaires with missing information or where the respondents answered with one choice for every question, 397 valid feedbacks were used. SPSS 20.0 was used to analyze the data. The characteristics of the sample are presented in Table 1.

Table 1. Demographic characteristics.

Characteristics	Category	Sample	
		Number of respondents	Percentages (%)
Gender	Male	177	44.6
	Female	216	54.4
	Other	4	1.0
Working region	North	241	60.7
	Central	106	26.7
	South	50	12.6
Age	From 18 to 22	115	29.0
	From 23 to 30	124	31.2

	From 31 to 40	73	18.4
	From 41 to 50	67	16.9
	Over 50	18	4.5
Organization	Private enterprise	159	40.1
	Foreign direct investment enterprise	57	14.4
	State-owned enterprise	19	4.8
	State administration offices	160	40.3
	Others	2	0.5
Income	Under 8 million	157	39.5
	8 to less than 15 million	179	45.1
	15 to less than 25 million	40	10.1
	25 to less than 40 million	13	3.3
	Equal and more than 40 million	8	2.0
Education qualifications	High school	148	37.3
	Technical school	10	2.5
	College	28	7.1
	University	173	43.6
	Postgraduate	38	9.6

The data in Table 1 show that the number of women or men who filled out the survey did not deviate much from the 50% mark (females with 54.4% and males with 44.6%). Observing the distribution of the regions, the participants mainly resided in the North with more than half of the total number of observations, ranging at 60.7%, followed by the Central region with 26.7% and the South with 12.6%. A total of 124 respondents were in the age range of 23 to 30 (accounting for 31.2%), and respondents from the 18-22 age group amounted to 29.0%. In the data gathered, there was not much difference between the number of employees in state agencies (40.3%) and private enterprises (40.1%), with 179 people (45.1%) earning from 8 million to less than 15 million every month. In addition, in terms of the education qualifications, 43.6% of the surveyed people had graduated from university, and about 37.3% of them had a high school certificate.

4.2 Measures

Measures from previous studies were used or modified in this research. All the items were measured using a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). Creative self-efficacy was measured on a scale consisting of three items derived from Karwowski, Lebuda, and Wiśniewska (2018), and two items derived from Jaiswal and Dhar (2015), which expressed the belief and application of creative self-efficacy in a variety of work and personal situations. A five-item scale measuring employee commitment was adapted from the studies by Allen and Meyer (1990). This represented the meaning and attachment that employees might receive from their own organizations. To measure work passion, we used four items from Vallerand, Houliort, et al. (2003), and work passion showed that employees spent a lot of time working in their own businesses, filled with enthusiasm. Finally, the study used six items developed by Melhem, Zeffane, and Albaity (2018) to assess innovative work behavior, detailing how and how often employees create and develop new ideas in the workplace.

5. RESULTS

5.1 The reliability analysis (Cronbach's Alpha)

Table 2. Scale reliability analysis result.

Sign	Measure	Number of observed variables	Cronbach's Alpha	The variable with the lowest total correlation coefficient
CSE	Creative self-efficacy	05	0.842	0.610
EMC	Employee commitment	05	0.824	0.574
WPA	Work passion	04	0.840	0.633
IWB	Innovative work behavior	06	0.878	0.602

Cronbach's Alpha coefficient was conducted to measure the reliability of the scale. The scale was accepted when Cronbach's Alpha coefficient ≥ 0.6 and total variable correlation coefficient ≥ 0.3 . The test results of Cronbach's Alpha coefficient showed that all the observed variables were eligible to perform an exploratory factor analysis (EFA).

5.2 Exploratory factor analysis (EFA)

EFA analysis results for independent variables

The results from EFA demonstrated that the KMO = 0.898 and the Sig. = 0.000, illustrating that the variables were correlated in the population. The total variance extracted was 63.337%, which is greater than 50%, showing that all three factors explain more than 62% of the variability of the data. The Eigenvalue = 1.208 > 1, and all the variables had loading coefficients greater than 0.5; therefore, the conditions necessary to conduct the analysis were satisfied.

Table 3. Result of exploratory factor analysis (EFA). Rotated Component Matrix^a

	Component		
	1	2	3
CSE3	.771		
CSE1	.768		
CSE5	.763		
CSE4	.760		
CSE2	.650		
EMC4		.771	
EMC5		.764	
EMC3		.731	
EMC2		.714	
EMC1		.589	
WPA3			.797
WPA1			.772

WPA2			.740
WPA4			.717

EFA analysis results for dependent variables

The analysis results showed that the Eigenvalues reached $3.736 > 1$, and the total variance extracted was $62.268\% > 50\%$. The KMO = 0.896, and Bartlett's test had Sig. = 0.000 (< 0.05). All the conditions were satisfied, so all the variables and scales were accepted.

5.3. Testing the research model

Table 4. Correlation analysis results

		CSE	EMC	WPA	IWB
CSE	Pearson correlation	1			
EMC	Pearson correlation	.439**	1		
WPA	Pearson correlation	.536**	.565**	1	
IWB	Pearson correlation	.582**	.433**	.546**	1

** Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis showed that, according to the Pearson correlation coefficient, there was a correlation between the dependent variable (innovative work behavior) and three independent variables (creative self-efficacy, employee commitment, and work passion). All the variables had a Sig = 0.000 < 0.05 , so the variables were all correlated. However, the results of the correlation analysis showed that there was a slight correlation between the independent variables, so the possibility of multicollinearity was suspected in the model. Thus, linear regression analysis was used to clarify these doubts in the next step.

Table 5. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.651 ^a	.423	.419	.46158	1.859

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.422	3	20.474	96.098	.000 ^b
	Residual	83.730	393	.213		

Total	145.152	396			
-------	---------	-----	--	--	--

a. Dependent variable: innovative work behavior.

b. Predictors: (constant), work passion, creative self-efficacy, employee commitment.

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.168	.154		7.575	.000		
CSE	.348	.042	.385	8.326	.000	.685	1.460
EMC	.086	.039	.106	2.234	.026	.655	1.527
WPA	.242	.044	.280	5.556	.000	.578	1.730

The results in Table 6 show that $F = 96.098\% > 50\%$, so the model had statistical significance. Table 5 shows that R^2 adjusted by 0.419 means that the independent factors explain 41.9% of the variation of the dependent factor. The Sig values in Table 7 are all less than 0.05, showing that all the independent variables had an impact on the dependent variable. The Durbin–Watson coefficient was 1.859, ranging from 1.5 to 2.5, so there was no first-order autocorrelation (Qiao, 2011). The VIF index was less than 2, so it can be confirmed that there was no multicollinearity in the model. The regression model is as follows:

$IWB = 1.168 + 0.348 \cdot CSE + 0.086 \cdot EMC + 0.242 \cdot WPA$ in which CSE was the most influential factor (Beta = 0.385), followed by WPA (Beta = 0.280), and the factor with the least impact was EMC (Beta = 0.106).

6. Discussion and Implications

6.1 Discussion

The purpose of this study was to explore how individual factors influence the innovative work behavior of employees and to verify an unpopular factor that is rarely studied in all types of organizations in Vietnam, namely, work passion. The research model shows that creative self-efficacy, employee commitment, and work passion have a positive influence on the employee's innovative work behavior.

Regarding the first hypothesis, which supposes the positive impact of creative self-efficacy on innovative work behavior, the finding of this study revealed that creative self-efficacy has a positive and significant impact on IWB (Beta = 0.385). Hence, the hypothesis was supported and is in agreement with findings from previous studies (Hsiao, Tu, Chang, & Chen, 2011; Michael, Hou, & Fan, 2011; Momeni, Ebrahimpour, & Ajirloo, 2014; Newman, Tse, Schwarz, & Nielsen, 2018). The result shows that scholars' belief regarding the positive influence of creative self-efficacy on innovative work behavior is valid and reliable. In particular, in the context of Vietnam, research on innovative work behavior is limited; our result reinforces this belief. However, it should be noted that Widyani, Sarmawa, and Dewi (2017) found the opposite, concluding that creative self-efficacy did not impact on IWB.

With regard to the second hypothesis, employee commitment was proven to have a positive impact on IWB (Beta = 0.106). This result is supported by a number of previous papers (Bawuro et al., 2018; Ismail & Mydin, 2019; Mowday, Porter, & Steers, 2013; Siregar et al., 2019). This result claims that employees those are dedicated to exhibiting voluntary behavior have a strong will to devote time and effort to their organization for recompense in giving an awareness of organization's goals beyond a short-term relationship.

Although the relationship between work passion and IBW has been studied in Vietnam, the number of these studies is small, and they have not clearly investigated diverse organizations in Vietnam. As a result, this does not give an overview of this relationship. In accordance with our expectations, work passion was found to have a positive impact on employee's IWB, and the hypothesis H3 was supported ($\beta=0.28$). Positive emotions ranging from interest and contentment to love and joy can promote performance by enhancing integration, creativity, flexibility, and efficiency of thought (Bakker & Demerouti, 2008; Van De Voorde & Van Veldhoven, 2016).

6.2 Implications

Since innovative work behaviors are implemented by individuals, the research results are significant for employees to enhance their creativity. In order to have work passion, employees should clearly determine their passions, hobbies, and strengths before they choose a job or a major associated with their career. If employees choose the right job that fits with their passions, they will be willing to work with enthusiasm and spend a lot of time on work. In addition, employees will feel that the work process is comfortable and exciting instead of forced. This will lead to the enhancement of innovative work behavior. In addition, employees should also pay attention to choosing the organization where they work. When an organization has a leadership style and work climate suitable for the employee, this can help increase their commitment, loyalty, and dedication to the organization. Furthermore, employees also need to constantly learn, develop themselves, exercise their creativity, and boldly give suggestions and ideas to improve their work performance instead of only following established ways of working.

Organizations should stimulate the innovative work behavior of their employees by creating an environment, providing resources, and helping them when they propose a novel idea or perform innovative behavior. Managers should observe the strengths, passions, and hobbies of the employees; whether there are jobs and tasks in the organization that match the employees' skills; and how to stimulate the staff's passion for work. In addition to this, managers should create an open working environment for all levels in the organization, where employees can freely propose ideas, have opportunities to exercise creativity, and implement innovative working behaviors. When new ideas are initiated and developed, an augmented affective effort is required to overwhelm organization's resistance, in addition to get managers' support (Onne Janssen, Van de Vliert, & West, 2004).

7. Limitations and future study

There are a few limitations of this study. Among them, the small sample size and convenience sampling method, which are inexpensive, quick, and can easily deliver results, are the two main shortcomings. It is suggested that future studies should be conducted with a larger sample size, and probability sampling should be used to reduce bias. Furthermore, it is advisable to continue exploring more individual factors or combine a scientific synthesis of personal and environmental factors in one piece of research.

REFERENCES

1. Afsar, B., & Badir, Y. (2015). The impacts of person-organisation fit and perceived organisational support on innovative work behaviour: the mediating effects of knowledge sharing behaviour. *International Journal of Information Systems and Change Management*, 7(4), 263-285.
2. Ali, M., & Chin-Hong, P. (2017). Transformational leadership, organizational commitment and innovative success.
3. Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational psychology*, 63, 1-18.
4. Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the Work Environment for Creativity. *Academy of management journal*, 39(5), 1154-1184.

5. Amiot, C. E., Vallerand, R. J., & Blanchard, C. M. (2006). Passion and psychological adjustment: A test of the person-environment fit hypothesis. *Personality and Social Psychology Bulletin*, 32(2), 220-229.
6. Astakhova, M. N., & Porter, G. (2015). Understanding the work passion–performance relationship: The mediating role of organizational identification and moderating role of fit at work. *Human Relations*, 68(8), 1315-1346.
7. Baharuddin, M. F., Masrek, M. N., & Shuhidan, S. M. (2019). Innovative work behaviour of school teachers: A conceptual framework. *International E-Journal of Advances in Education*, 5(14), 213-221.
8. Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career development international*.
9. Bandura, A., & Walters, R. H. (1977). *Social learning theory* (Vol. 1): Englewood cliffs Prentice Hall.
10. Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*.
11. Bawuro, F. A., Danjuma, I., & Wajiga, H. (2018). Factors influencing innovative behaviour of teachers in secondary schools in the north east of Nigeria. *Traektoriâ Nauki= Path of Science*, 4(3).
12. Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International journal of manpower*.
13. Casimir, G., Ng, Y. N. K., Wang, K. Y., & Ooi, G. (2014). The relationships amongst leader-member exchange, perceived organizational support, affective commitment, and in-role performance: A social-exchange perspective. *Leadership & Organization Development Journal*.
14. Chatchawan, R., Trichandhara, K., & Rinthaisong, I. (2017). Factors affecting innovative work behavior of employees in local administrative organizations in the South of Thailand. *International Journal of Social Sciences and Management*, 4(3), 154-157.
15. De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and innovation management*, 19(1), 23-36.
16. Farmer, S. M., & Tierney, P. (2017). Considering creative self-efficacy: Its current state and ideas for future inquiry. In *The creative self* (pp. 23-47): Elsevier.
17. Farr, J. L., & Ford, C. M. (1990). Individual innovation. In M. A. West & J. L. Farr (Eds.), *Innovation and creativity at work: Psychological and organizational strategies* (pp. 63–80): John Wiley & Sons.
18. Forest, J., Mageau, G. A., Sarrazin, C., & Morin, E. M. (2011). "Work is my passion": The different affective, behavioural, and cognitive consequences of harmonious and obsessive passion toward work. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 28(1), 27-40.
19. Fredrickson, B. L., & Branigan, C. (2005). Positive emotions broaden the scope of attention and thought-action repertoires. *Cognition & emotion*, 19(3), 313-332.
20. Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management journal*, 52(4), 765-778.

21. Gong, Y., Kim, T.-Y., & Liu, Z. (2020). Diversity of social ties and creativity: Creative self-efficacy as mediator and tie strength as moderator. *Human Relations*, 73(12), 1664-1688.
22. Griffin, R. W., & Moorhead, G. (2013). *Organizational Behavior: Managing People and Organizations*: South-Western College Pub.
23. Hsiao, H.-C., Tu, Y.-L., Chang, J.-C., & Chen, S.-C. (2011). *The Influence of Teachers' Self-efficacy on Innovative Work Behavior* Paper presented at the 2011 International Conference on Social Science and Humanity, Singapore.
24. Hu, B., & Zhao, Y. (2016). Creative self-efficacy mediates the relationship between knowledge sharing and employee innovation. *Social Behavior and Personality: an international journal*, 44(5), 815-826.
25. Ismail, A., & Mydin, A. A. (2019). *The impact of transformational leadership and commitment on teachers' innovative behaviour*. Paper presented at the 4th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2018).
26. Jafri, M. H. (2010). Organizational commitment and employee's innovative behavior: A study in retail sector. *Journal of Management Research*, 10(1), 62-68.
27. Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51(2015), 30 – 41.
28. Jan, G., Zainal, S. R. M., & Lata, L. (2021). Enhancing innovative work behaviour: the role of servant leadership and creative self-efficacy. *On the Horizon*.
29. Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology* 73(3), 287-302.
30. Janssen, O., Van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of organizational behavior*, 25(2), 129-145.
31. Karwowski, M., Lebeda, I., & Wiśniewska, E. (2018). Measuring creative self-efficacy and creative personal identity. *The International Journal of Creativity & Problem Solving*, 28(1), 45-57.
32. Lê Văn Tùng, T Akkadechanunt, R Chontawan. (2014). Factors related to innovation behavior among nurses in tertiary general hospitals, the central region, the socialist republic of Vietnam. *Nursing Journal*, 41(2), 117-132.
33. Li, N., Liang, J., & Crant, J. M. (2010). The role of proactive personality in job satisfaction and organizational citizenship behavior: a relational perspective. *Journal of applied psychology*, 95(2), 395.
34. Luu, T. T. (2019). Can diversity climate shape service innovative behavior in Vietnamese and Brazilian tour companies? The role of work passion. *Tourism management*, 72, 326-339.
35. Melhem, S. B., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*, 30(3), 1601-1620.
36. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.

37. Michael, H. L. A., Hou, S.-T., & Fan, H.-L. (2011). Creative self-efficacy and innovative behavior in a service setting: Optimism as a moderator. *The Journal of Creative Behavior*, 45(4), 258-272.
38. Momeni, M., Ebrahimpour, H., & Ajirloo, M. B. (2014). The Effect of Employees' self- efficacy on Innovative Work Behaviour at Social Security Organization Employees in Ardabil Province. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 3(8), 29-32.
39. Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*: Academic press.
40. Newman, A., Herman, H., Schwarz, G., & Nielsen, I. (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89, 1-9.
41. Newman, A., Neesham, C., Manville, G., & Tse, H. H. (2018). Examining the influence of servant and entrepreneurial leadership on the work outcomes of employees in social enterprises. *The International Journal of Human Resource Management*, 29(20), 2905-2926.
42. Newman, A., Tse, H. H. M., Schwarz, G., & Nielsen, I. (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89, 1-9.
43. Nguyen, T. P. L., Nguyen, K. N., Do, T. D., & Nguyen, T. T. M. (2019). Knowledge sharing and innovative work behavior: The case of Vietnam. *Uncertain Supply Chain Management*, 7(2019), 619-634.
44. Pham, Q. T., Pham-Nguyen, A.-V., Misra, S., & Damaševičius, R. (2020). Increasing innovative working behaviour of information technology employees in vietnam by knowledge management approach. *Computers*, 9(3), 61.
45. Phuong, L. T. T., Phuong, P. T. H., & Linh, N. T. P. (2021). Factors affecting employees' innovative behavior in enterprises: The case of Vietnam. *The International Journal of Business Management and Technology*, 5(3), 60-65.
46. Qiao, Y. (2011). *Intertate fiscal disparities in America*. In: New York and London: Routledge.
47. Ren, F., & Zhang, J. (2015). Job stressors, organizational innovation climate, and employees' innovative behavior. *Creativity Research Journal*, 27(1), 16-23.
48. Richter, A. W., Hirst, G., Van Knippenberg, D., & Baer, M. (2012). Creative self-efficacy and individual creativity in team contexts: cross-level interactions with team informational resources. *Journal of applied psychology*, 97(6), 1282.
49. Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607.
50. Siregar, Z. M. E., Suryana, E. A., & Senen, S. H. (2019). Factors influencing innovative work behavior: an individual factors perspective. *International Journal of Scientific & Technology Research*, 8(9), 324-327.
51. Srivastava, S. (2012). Workplace passion as a moderator for workplace deviant behaviour–job satisfaction relationship: A comparative study between public sector and private sector managers. *Asia-Pacific Journal of Management Research and Innovation*, 8(4), 517-523.
52. Tierney, P. (1997). The influence of cognitive climate on job satisfaction and creative efficacy. *Journal of Social Behavior and Personality*, 12(4), 831.

53. Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of management journal*, 45(6), 1137-1148.
54. Tierney, P., & Farmer, S. M. (2004). The Pygmalion process and employee creativity. *Journal of management*, 30(3), 413-432.
55. Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative performance over time. *Journal of applied psychology*, 96(2), 277.
56. Vallerand, R. J. (2008). On the psychology of passion: In search of what makes people's lives most worth living. *Canadian Psychology/Psychologie Canadienne*, 49(1), 1.
57. Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C., Léonard, M., . . . Marsolais, J. (2003). Les passions de l'ame: on obsessive and harmonious passion. *Journal of personality and social psychology*, 85(4), 756.
58. Vallerand, R. J., Houlfort, N., & Fores, J. (2003). Passion at Work: Toward a New Conceptualization. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Emerging Perspective on Values in Organizations* (Vol. 6, pp. 175-204): Information Age Publishing.
59. Van De Voorde, K., & Van Veldhoven, M. (2016). Wellbeing. In *Encyclopedia of Human Resource Management*: Edward Elgar Publishing Limited.
60. Wang, H., Chen, M., & Li, X. (2021). Moderating multiple mediation model of the impact of inclusive leadership on employee innovative behavior. *Frontiers in Psychology*, 12.
61. Widyani, A. A. D., Sarmawa, I. W. G., & Dewi, I. G. A. M. (2017). The roles of knowledge sharing in mediating the effect of self-efficacy and self-leadership toward innovative behavior. *Jurnal Manajemen dan Kewirausahaan (Journal of Management and Entrepreneurship)*, 19(2), 112-117.
62. Xerri, M. J., & Brunetto, Y. (2013). Fostering innovative behaviour: The importance of employee commitment and organisational citizenship behaviour. *The International Journal of Human Resource Management*, 24(16), 3163-3177.
63. Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*, 44(4), 682-696.
64. Zigarmi, D., Houson, D., Diehl, J., & Witt, D. (2010). Employee work passion: A new look at engagement. *Chief Learning Officer*, 48(2), 24-27.