

UNPACKING THE DYNAMICS OF INNOVATIVE WORK BEHAVIOR FOR MODERN ORGANIZATIONS WITH MODERATING AND MEDIATING ROLE OF PRO-ACTIVE PERSONALITY AND PSYCHOLOGICAL CAPITAL

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Abstract

This study investigated the impact of organizational support, technological support and leadership support mechanisms on innovative work behavior in the Southern Punjab, Pakistan for the banking sector. In banking sector, there is growing importance of innovative work behavior but very few researchers focused on the collective influence of organizational support on innovative behavior especially in the developing economies. By employing the quantitative approach, a total of 523 responses were included to measure the innovative work behavior in relation with collective organizational support mechanism. Simple random sampling was used to target the employees working at officer level. Results revealed the significant and positive relationship between all three independent variables and dependent variable of innovative work behavior. It was also observed that psychological capital significantly mediates these relationships. Moderating variable of proactive personality found to moderate the relationship of psychological capital and innovative work behavior. The structural model demonstrated the best and excellent fit for the proposed research model. The study contributed in the innovation literature by establishing the collective impact of organizational mechanisms with innovative work behavior. It is suggested that banking sector in the developing economies should adopt the holistic approach to promote the innovative work behavior by focusing on leadership support, technological support and overall organizational support. This overall support mechanism will lead the banking sector towards adoption of innovative work behavior. The findings have very significant implications in the banking industry for innovative work behavior which can be achieved through integrated systems of organizational support.

Keywords: Innovative Work Behavior, Organizational Support, Leadership Support, Psychological Capital, Proactive Personality, Moderation, Mediation, Banking Sector, Structural Equation Modeling

1. Introduction

Innovative work behavior (IWB) is the novel and unique idea that contribute to achieve the organizational activities with the active involvement of employees. Employee involve throughout the process of innovation either it idea generation, promotion or execution. IWB is the critical aspect which contributes in the organizational success and brings sustainability, especially in recent times, when the banking environment is competitive and fast paced. In banking sector, IWB is not the spontaneous process which occurs automatically rather its an intentional and planned actions of employees which generate, promote and implement the new processes and ideas of innovation at workplace (Nurjaman et al., 2019; Suhandiah et al., 2023; Supriyanto, 2019).

Theoretically IWB has three distinctive stages starting from idea generation and ending on idea implementation with idea promotional techniques. It started from idea generation through brainstorming with focus on novel and state of the art solutions to the given problems. Through brainstorming, a blend of ideas has been gathered through peers, discussed and delegated with enthusiasm for selection of best idea relevant to the problem solution. In second phase of idea promotion, the suggested idea is fitted with organization resources and support and checked for the viability of the idea. It has been keenly observed either the existing system has enough support to accommodate the proposed solution, if yes, it is proceeded with no hassle. Contrary, resources availability is mandatory part which is linked with the estimated which is going to be incurred to adapt the new idea for improved solution. The third and last stage is the implementation stage which is perhaps the most crucial stage as it's the idea practical phase

where the ideas has been transformed from theoretical phase to practical phase (Adekanmbi & Ukpere, 2023; Bani-Melhem et al., 2018).

2. Literature Review

In banking sector, the importance of IWB can't be ignored. It fosters the organizational growth which has been initiated through creativity for improving processes and adapting the changes in the banking industry. IWB not only improved the banking sector operational and strategic processes but also help in employee engagement by giving them the concept of self fulfillment and self purpose with the adoption of new ideas. Thus ultimately, increased the employee engagement, retention and satisfaction (Shojaei & Siuki, 2014). IWB is the powerful tool which is proved to address the complex problems and challenges in the banking sector. If utilized in an effective way, the innovative processes become the part of organizational culture which ensures the long term sustainability. There are several strategies to adopt the innovative work behavior in the banking sector where the role of leadership is the most crucial aspect. Second is the facilitating environment where employees in the banking sector feel free to float, share and test their ideas without any fear of criticism. The next stage after idea generation is the collaboration stage which promotes the cross functional teams to enhance the innovative work behavior. Such collaborations helped in leveraging the idea and to handle it with the collective thinking. Such contributions also provide the recognition and motivate the employees to reinforce the culture and process of innovation (Mahmod & Uysal, 2023).

Organizational Support

Organizational support refers to an organization which values contributions of its workers and cares about their well-being, as predicted by the employees themselves. It is a crucial factor in fostering employee insolences, behaviors, and performance, and has been studied extensively in legislative research. According to research, administrative support can take many forms, which includes emotional support, such as acknowledgement and reassurance; instrumental support, such as providing resources that are needed and the essentials of training and also the tools; and obviously the informational support in the form of clear information and feedback. When the workers feel supported by the authority they are working under, they are more likely to gain the job satisfaction, obligation, and enthusiasm, which in turn boosts their performance and inclination to go above and beyond their official job requirements (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002).

Research highlights that organizational support have an effective role in developing innovate work behavior, reducing the pressure, and improving inclusive employee well-being. For illustration, when workers predicts that their organization is capitalized in their growth and expansion, they are more probable to engage in creative problem-solving and take inventiveness. Supportive surroundings also help to deal with the negative effects of workplace challenges, likely high workloads or role uncertainty, by providing employees with the resources and confidence needed to solve these issues. Leadership plays an important role in shaping perception of administrative support, as managers they demonstrate the sympathy, justice, and transparency are more likely to create a culture of faith and association (Eisenberger et al., 2001; Sun, 2019).

The relation among organizational support and IWB is well in research, highlighting how a supportive work air works and acts as a starter for fostering creativity and innovation in workers. Organizational support, includes emotional, instrumental, and informational and informational support from the organization, creates a sense of mental safety and trust, that enables the workers to take risks and try new things with the new idea without any fear of failure or negative consequences. When staff predicts that the organization values their

contributions and is investing in their growth, they feel that their higher ups are caring for them and they get motivated by this and this helps them to foster creative ideas with the touch of innovation (Eisenberger et al., 1990; Nazir et al., 2019).

The supportive act of the organization reduces many of the barriers in doing the effective and innovative work in the industry and as the organization is supporting their employs there is no resources hurdles or the bureaucratic constraints, because they provide the essential tools, training and encouragement. Moreover, supportive organization and a collaborative environment further enhance IWB by fostering the open communication, exchange of knowledge and teamwork, which are important aspects of innovation. Research also suggests that legislative support boosts the motivation on the inner surface of the industry and the employees feel valued and they are motivated to work on their full potential, as they know that they are valued and everything depends on them and this enables them to think out of the box. On the other side if the organization is not supporting its staff they face many of the difficulties they have to deal with the emotions of undervalued and unsupported in their acts of innovation and this hinders the act of innovation (Le & Lei, 2019).

Technological Support

Technological support is the one which helps the organizations to perform tasks more efficiently and with creativity and innovation with the help and provision of tools and resources. Technological support enables the organizations with the access of advanced softwares, hardware, digital platforms, and IT infrastructure that help communication, association, and efficiency. Research highlights that technological provision plays a critical role in enhancing workers performance, particularly in fostering IWB. When the proper training and technology is given to the staff working in an industry then this will enable the employees to create innovative ideas with greater problem solving mind. For illustration advance technological tools will help the workers to identify trends and insights that lead to creative solutions, while collaboration platforms will provide associations the area where they can share information with each other and this will help in growth of industry (Ale et al., 2014; Khan et al., 2020).

Whether, technological support can also reduce the hinders in the innovation by automating the routine tasks and this will provide the real time access to employees to information. This will allow the workers to stay on focus to the higher order thinking and problem solving, which are essential and effective for the innovation. The most important of all is the alignment of technological resources in the right direction if the technological resources would be used in the wrong direction then this will cause a devastating effect on the industry. Then this will fail to provide the essentials of innovation to the industry as needed (Flanagin, 2002; Pinsonneault & Kraemer, 1989).

IWB and technological support are connected deeply with each other because the access to advanced tools will significantly enhance the workers abilities to innovate and bring their ideas towards creativity. Additionally, some of the tools of technology such as cloud computing and project management softwares facilitates the communication and association among the workers. However, there are some of the factors that may foster the technological support in IWB which includes the quality of tools, the level of training provided to the workers and the organization's willingness to adopt the change in the worker's ability. The technology support is not sufficient enough to make the innovative and creative environment it also needed the organizational support to make it successful for the workers and the industries to develop the innovative ideas and solutions (Adamides & Karacapilidis, 2006).

Leadership Support

It involves the active role of leaders playing in creating the environment that encourages employee growth, invention, and well-being. It involves leaders providing guidance, resources, encouragement, and recognition to their teams, fostering a culture of trust, collaboration, and enablement. Leadership support is very crucial support of the workers in their performance and innovative behavior. Effective leaders demonstrate support and this enables the workers to approach them at any minute with ease. This provides the workers with clear direction and by the clear direction in their work they get to aim at the ethical and realistic goals in the industry and this helps them to achieve them. Leaders also give feedback to the workers about their work and appreciation is most important in any kind of task because if someone will praise a person about his work then this will increase the person's moral values and he will try to cross his limits and achieve more. Sometimes it is also possible that the workers faced their work with a mistake then at that point the feedback is also important because with the right directions at the right time will help them to correct their mistake and it will also create an air of enthusiasm among the workers to get their work to perfection (Khan et al., 2012).

Leadership plays an important role in creating an environment that will push the creativity to the workers and it will also create a sense of risk-taking and innovation among the workers and IWB is also playing a dynamic and influential role in shaping the industries workers or employees. This involves providing support to the employees with proper guidance, resources and their work's encouragement moreover this will also provide the workers with the psychological safety they needed for innovation. When the leaders are actively participating in workers affairs by supporting them, this will create the trust and empowerment of employees to think out of the box and come up with something new (Khan et al., 2020).

This is also particularly important for IWB, as innovation also requires the dispersion from tracks to the uncharted territory and taking calculated risks. Supportive leaders not only drive-up creativity but it also tends to create a smoothness in innovative efforts by the workers with the organizational goals, this will ensure the workers that their ideas are of some worth to the organization and they are taking valuable part in shaping of the broader expansion of the industry (Javed et al., 2019).

The leadership support enhanced by IWB creates a culture of collaboration among workers, open communication of employees with their higher ups and also the continuous learning skills. Transformational leaders who have a fame industry are only known because of their abilities to inspire and motivate the workers, often encourage them to pursue innovative projects by giving them essential resources such resources include time, funding and the access to technology. They act as the role model for their firms which demonstrates the willingness of leaders to their workers and this helps the workers to motivate and follow the perfect path for their actions (Erhan et al., 2022).

The leaders who participate in the constructive feedback and seek out how to give innovative contributions to their workers for creativity then this will give the absolute reward to both of the workers and the leaders. However, the absence of leadership support can also hinder the innovative ideas in the workers and absolutely the innovation in work. Because the employees will find themselves the feeling of unsupportiveness and this will create hesitation among the workers to share about the issues in their work to their supervisors and this will create a mess and absolutely the devastation of innovativeness in the industry (Mansoor et al., 2021).

Psychological Capital

It is a concept that is rooted deep in the positive sense to the organizational behavior and it represents an individual's psychological state in a positive way to the development. The psychological Capital has 4 key components; self-efficacy, hope, resilience and optimism it is often referred to as the HERO model. These elements are proved to be very much effective to

the individuals to face challenges, pursue goals, and flourish in demanding environments. Self-efficacy is basically an individual's confidence in their ability to execute tasks and achieve success, even when they are faced to hurdles. Hope includes the motivation and planning to get the goals they have set in mind by combining willpower to succeed and the ability to get the right and perfect pathways to reach their desired outcomes (Nimmi et al., 2021).

Resilience is basically the capacity of individuals to bounce back from the falling setbacks, failures. This helps the workers within an industry to face failure and the patience to accept failure and treat it in a right way by completing the task with a perfect outcome. Optimism is tendency to predict the positive outcomes from any of the experiment. This is because in the procedures of innovation there are several chances that the commodity you are working on might not work but you have to go on with positive thinking because hardworking keeps us at a point where we can succeed in the experiment. PsyCap is a major predictor of workers performance, well-being, and engagement. Employees with a high PsyCap have more chances to exhibit proactive behaviors, such as taking initiative, solving problems with critical thinking and face difficulties with the innovative solutions. PsyCap is particularly relevant in fostering IWB, as individuals with excessive resources have more chances to handle the critical situation by using their mind with critical thinking and risks also the situations in which risks are associated with the innovation. A resilient employee has more probability to view failure as a learning opportunity, while an optimistic individual is more persuaded to see challenges as simple problems with solvable ideas. Moreover, self-efficacy and hope drive employees to set ambitious goals and to believe in their abilities to achieve the goals they have decided in their mind (Luthans & Youssef-Morgan, 2017).

PsyCap is not fixed characteristic but can be developed through embattled involvements, such as training agendas and sympathetic leadership. Leaders play a crucial role by creating an environment that may give a flame to growth and provides constructive feedbacks that may recognize the achievements. Organizations that invest in building PsyCap among their workers which shows the improvements and satisfaction in their jobs with greater productivity. Additionally, psychological capital has been linked to diminish anxiety and exhaustion, as workers with high levels of psychological resources are better equipped to manage workplace burdens and maintain a positive attitude. PsyCap is a powerful framework for understanding and enhancing human potential in the workplace. By nurturing self-efficacy, hope, resilience and optimism organizations can empower their employees to navigate challenges and move toward innovation. This helps them to achieve both the personal and professional success. It not only benefits individuals but also contributes to a more adaptive, positive and innovative culture within an organization (Ziyae et al., 2015).

Proactive Personality

Proactive personality is basically an individual's tendency to take initiative of the work, anticipate future challenges and actively shape their surroundings to achieve desired outputs. Not like the reactive individuals who just wait for the instructions from supervisors or the respond of situation as it arise. Procreative personalities are self-starters who seek out occasions, set ambitious goals, and determinedly work toward them. These kinds of traits are characterized by behaviors which includes identifying and solving problems before they intensify, advocating for the change. Taking the responsibility for his own success. Some of the studies states that proactive entities are often adoptable, more innovative and resilient which makes them valuable assets in the competitive and dynamic environments (Crant et al., 2016; Seibert et al., 1999).

The concept of proactive personality is particularly ranging to the positive outcomes and is relevant in the workplace which includes higher chances of career success, improved job

performances and job satisfaction. The proactive individuals are more into engaging IWB, as they actively seek out new ways to improve processes, commodities and services. A proactive worker may find some of the inefficiencies in the workflow and he can give creative solutions of the problems within a firm or industry and this may help him to take lead in implementing positive changes within an industry. This shows that the proactive personality is the key factor to drive innovation in a firm, as it inspires personalities to encounter the standing quo and track innovative ideas. Additionally, proactive entities are often more efficient in leadership roles, as their forward-looking and action-oriented approach stimulates and persuade others (Bergeron et al., 2014; Seibert et al., 2001).

IWB and proactive personality are deeply interconnected with each other, as individuals with a proactive character are unsurprisingly disposed to drive modernization within their organizations. Proactive entities are characterized by forward-thinking, initiative and a desire of workers to influence one's environment, creates a strong foundation for IWB, which involves promoting, generating and implementation of stronger new ideas. There is a positive point of proactive personalities that they did not wait for the opportunities to come instead they make the opportunities by active seeking out challenges which they identify as their improvement in skills. This process always ends up with a creative solution of the problem thus making the space of opportunity for the proactive personalities (Thompson, 2005).

This closely relates with the IWB, as innovation often needs the challenges to take the risks and the courage to face the coming problems and obstacles. A proactive employee might have noticed the inefficiencies in a process with a potential solution and advocate for innovative changes, demonstrating both the innovative and proactive behavior. Many of the studies have stated that proactive individuals are more likely to engage in IWB because they possess the confidence the align the uncertain conditions that occurred associated with the innovation tasks. Their self-starting nature allows them to take the possession of the project on which they are working. Additionally, proactive individuals often have curiosity and a willingness to learn which help them to explore new technologies. They also are friendly to collaborate with others working with them because they believe that cross of communication will increase their knowledge and enhance their ability to innovate. Whether the relation of IWB and proactive personality is not automatic because it flourishes in the environment and encourage innovation (Su & Zhang, 2020).

Innovative Work Behavior

Innovative work behavior is the deliberate construction, introduction, and application of new notions, developments, commodities or events within a work role, group or association which aims at promoting individuals or administrative performance. It is a multidimensional paradigm that incorporates behaviors such as generating ideas, its advancement and application. IWB is critical in today's energetic and modest business environment, as it energies organizational flexibility, evolution, and long-term sustainability. Research on IWB has discovered its qualifications, including discrete factors like personality qualities i.e. directness to understanding, positive character etc; reasoning abilities, and fundamental motivation, as well as appropriate factors such as management styles, legislative climate and resource availability. Transformational control, for illustration, has been shown to stand in IWB by inspiring staffs to think artistically and encounter the standing quo. Similarly, a sympathetic organization culture that boosts risk taking and investigation is vital for fostering innovation (AlEsa & Durugbo, 2022).

Moreover, IWB is predisposed by communal and interpersonal dynamics such as association, acquaintance allocation, and societal nets, which enable exchange of thoughts and possessions. The consequences of IWB are equally momentous, as it subsidizes to heightened organizational

performance, viable gain, and worker fulfilment. However, engaging in IWB can also cause challenges which includes resistance to change, resources constraints and the risk of failure it can also stop the act of individuals of creativity and innovation. To sort out these kinds of barriers organization must create an environment that may balance the support among workers, with rewards innovation, and by providing learning opportunities. Recent research has also discovered that technology plays a vital role in creativity among the workers of an industry (Siregar et al., 2019).

Overall, IWB is a vital area of study in organizational behavior and innovation management, offering valuable insights into how the workers in an industry can foster the critical thinking and adapt to creativity and innovation and this will help the industry to grow globally. (Leong & Rasli, 2014) In the banking sector, IWB plays an important role in developing the client experiences and maintaining competition among different firms in the same field. Banking sector faces different kind of challenges and some of them are regulatory pressure, rapidly evolving technology but the workers are not used to it, shifting of customers' needs and for all of the problems creativity and innovation is necessary. IWB promotes the employees doing the critical thinking and bringing novel and innovative ideas to bring improvements in the system. There is a need of emergence in the banking sector for the new financial commodities and the also to enhance the service deliveries. For this employee might propose innovative solutions for streamlining loan approval process. This can be done by creating personalized banking experiences, or by development of digital mobile banking apps with technological advance features (Tri et al., 2019).

Technology has a crucial role in the banking sector and it cannot be overstated. Digital transformations are very important in the banking sectors and organizations have to adopt cloud computing and implementing the new technological robotic process automation, and utilizing big data analytic which provides the workers with the tools that provide them with the innovative efficiency (Wu & Yu, 2022).

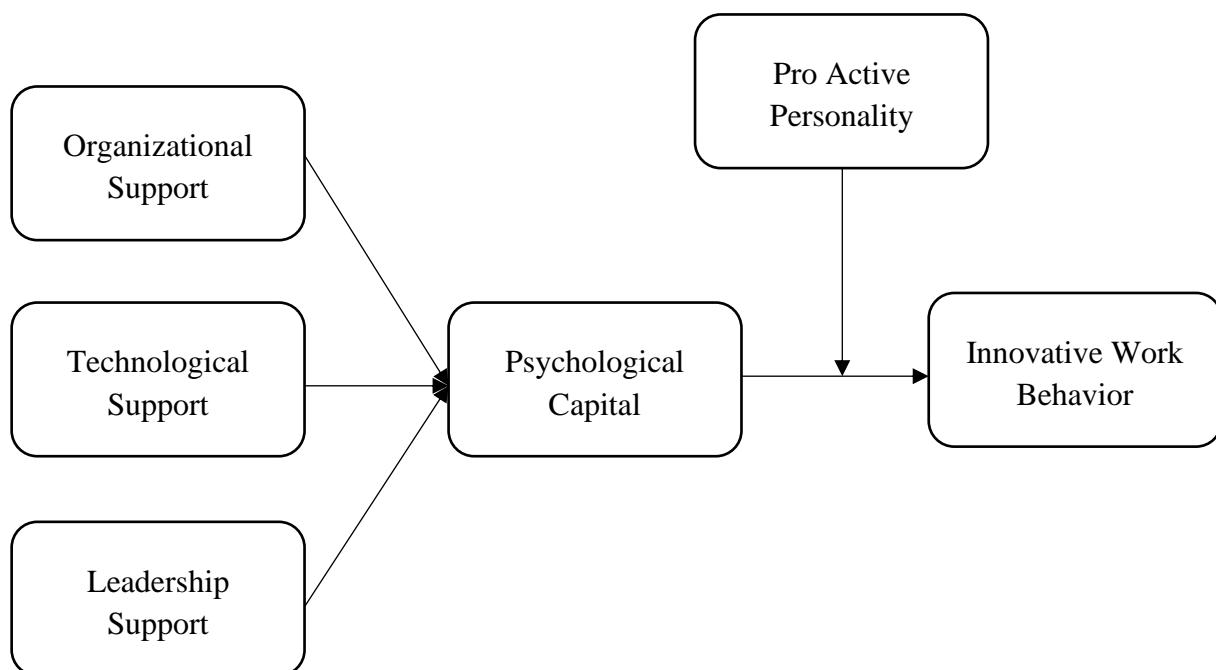


Figure of Research Model

3. Methodology

This study used the quantitative approach of methodology by employing the cross sectional survey design where the main focus was to measure the relationship between organizational support, technological support and leadership support with innovative work behavior for banking employees of southern Punjab Pakistan. The study also employed psychological capital as a mediating variable and proactive personality as a moderating variable. The target population comprised of banking employees working on officer grades in all commercial banks of southern Punjab Pakistan. By employing the simple random sampling technique, a total of 800 questionnaires were distributed among the banking officers. Out of these 800 questionnaires, 523 usable questionnaires were returned back and used for analysis yielding the response rate of 65.37 percent. This response rate was adequate enough for further proceedings and analysis. All variables of the study has been adopted from previous and well validated scales (Cheung & Wong, 2011; De Jong & Den Hartog, 2008; Pinsonneault & Kraemer, 1989; Rhoades & Eisenberger, 2002).

Before distribution of the questionnaires, initially the banking head of each branch was contacted personally to obtain the permission and to get the total number of employees working in that branch. After getting the total number of employees, random selection of the participants were made for data collection. Questionnaires were sent in both ways, i-e, physically and electronically. After one week, a set up reminder was made to those who did not respond. After second week a follow up and last reminder was sent. At this point, 523 useable questionnaires were obtained, so considering the adequacy of the responses, further follow up call was not made. Data was analyzed by suing MS EXCEL, SPSS and AMOS.

4. Results

The demographic analysis of the banking employees showed the notable characteristics of the selected sample. The gender distribution had a moderate balance of representing 60 males and 40 females. It showed that there is moderate gender diversification in the banking section of southern Punjab of Pakistan. The age distribution indicated a predominantly senior employees having age above 40 years. This is because our target population was employees working on officer grades. The 73 percent of the selected samples have the age ranging between 40 to 50 years. Near about all employees have minimum 16 years of education or above, which reflects that now banking sector is emphasizing on higher and professional education. The experience also showed a significant demonstration where majority of the employees have 10 years or above experience.

Table1: Direct Path

| Hypothesis | Mean | SD | t value | p value |
|------------|-------|-------|---------|---------|
| OS->IWB | 0.389 | 0.074 | 5.428 | 0.000 |
| TS->IWB | 0.437 | 0.045 | 3.751 | 0.000 |
| LS->IWB | 0.429 | 0.095 | 6.397 | 0.000 |
| PC->IWB | 0.384 | 0.036 | 5.833 | 0.000 |
| PAP->IWB | 0.325 | 0.016 | 4.769 | 0.000 |

The direct path showed the significant relationship of all observed variables providing the support for all hypothesized relationships. Organizational support emerged as a powerful predictor for both psychological capital and innovative work behavior. The significant p value showed its significant contribution towards innovation. Similarly, both leadership support and technological support also found to have positive and significant relationship with innovative work behavior. In addition, psychological capital and proactive personality traits also found to have significant and positive relationship with innovative work behavior.

Table2: Indirect Paths

| Hypothesis | Mean | SD | t value | p value |
|-------------|-------|-------|---------|---------|
| OS->PC->IWB | 0.315 | 0.051 | 3.328 | 0.000 |
| TS->PC->IWB | 0.328 | 0.047 | 4.235 | 0.000 |
| LS->PC->IWB | 0.352 | 0.054 | 3.357 | 0.000 |
| PAP*PC->IWB | 0.371 | 0.023 | 4.231 | 0.000 |

Table 2 describes the all four indirect paths of the proposed research model. Notably, psychological capital successfully mediated the relationship of innovative work behavior with organization support, technological support and leadership support. These finding highlighted the crucial role of psychological capital at the workplace for banking sector which proved itself a key driver for innovation. By observing this relationship, it can be suggested that employees with stronger psychological capital are more likely to be engaged in innovative work. Similarly pro active personality also successfully moderated the relationship of psychological capital and innovative work behavior. It suggested that employees having more pro active personality in the banking sector are likely to influence the relationship of psychological capital and innovative work behavior and contribute positively.

5. Conclusion

In banking sector, the results of innovative work behavior are transformative. Banking sector benefited from the outcomes of IWB for improved efficiency, enhanced performance, able to provide innovative services to its customers and improved products (AlEssa & Durugbo, 2022). Along with customers, employees of the banking sector also experienced high level of engagement and job satisfaction. The retention rate is also linked with the IWB as employees want to stick their ideas which have been adopted in their respective organization. This blend of innovative work enable organizations to stay competitive in the market. In modern era, IWB is the core aspect for the modern organizational success. It helps in understanding the dynamics of the market support the innovation and creativity which helped in unlocking the real time issues and support in gaining the full potential of opportunities for upward growth and sustainability.

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