






# “The impact of individual and organizational factors on employee innovative work behavior: Empirical evidence from private companies in Vietnam”

<b>AUTHORS</b>	Tran Hai Yen  Chu Tien Minh  Nguyen Ngoc Diep  Khuc Dai Long 
<b>ARTICLE INFO</b>	Tran Hai Yen, Chu Tien Minh, Nguyen Ngoc Diep and Khuc Dai Long (2025). The impact of individual and organizational factors on employee innovative work behavior: Empirical evidence from private companies in Vietnam. <i>Problems and Perspectives in Management</i> , 23(1), 193-208. doi: <a href="https://doi.org/10.21511/ppm.23(1).2025.15">10.21511/ppm.23(1).2025.15</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/ppm.23(1).2025.15">http://dx.doi.org/10.21511/ppm.23(1).2025.15</a>
<b>RELEASED ON</b>	Wednesday, 12 February 2025
<b>RECEIVED ON</b>	Friday, 18 October 2024
<b>ACCEPTED ON</b>	Monday, 06 January 2025
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Problems and Perspectives in Management"
<b>ISSN PRINT</b>	1727-7051
<b>ISSN ONLINE</b>	1810-5467
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**52**



NUMBER OF FIGURES

**4**



NUMBER OF TABLES

**9**

© The author(s) 2025. This publication is an open access article.



## BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 18<sup>th</sup> of October, 2024  
**Accepted on:** 6<sup>th</sup> of January, 2025  
**Published on:** 12<sup>th</sup> of February, 2025

© Tran Hai Yen, Chu Tien Minh,  
Nguyen Ngoc Diep, Khuc Dai Long,  
2025

Tran Hai Yen, M.A., Lecturer,  
Department of Quality Management,  
Faculty of Marketing, Thuongmai  
University, Hanoi, Vietnam.

Chu Tien Minh, M.A., Lecturer,  
Department of International Trade  
Management, Economics and  
International Business Faculty,  
Thuongmai University, Hanoi, Vietnam.  
(Corresponding author)

Nguyen Ngoc Diep, M.A., Lecturer,  
Department of International  
Economics, Economics and  
International Business Faculty,  
Thuongmai University, Hanoi, Vietnam.

Khuc Dai Long, Ph.D., Lecturer,  
Department of Brand Management,  
Faculty of Marketing, Thuongmai  
University, Hanoi, Vietnam.



This is an Open Access article,  
distributed under the terms of the  
[Creative Commons Attribution 4.0  
International license](https://creativecommons.org/licenses/by/4.0/), which permits  
unrestricted re-use, distribution, and  
reproduction in any medium, provided  
the original work is properly cited.

**Conflict of interest statement:**  
Author(s) reported no conflict of interest

Tran Hai Yen (Vietnam), Chu Tien Minh (Vietnam), Nguyen Ngoc Diep (Vietnam),  
Khuc Dai Long (Vietnam)

# THE IMPACT OF INDIVIDUAL AND ORGANIZATIONAL FACTORS ON EMPLOYEE INNOVATIVE WORK BEHAVIOR: EMPIRICAL EVIDENCE FROM PRIVATE COMPANIES IN VIETNAM

## Abstract

Employee innovative work behavior plays a vital role in innovation management in private companies, especially in an emerging market like Vietnam. This study investigates the influence of individual factors (including employee creativity and innovative self-efficacy) and organizational factors (constituting innovation climate and organizational support) on innovative work behavior and the impact of innovative work behavior on employee job performance. To test the hypotheses quantitatively, the study uses a two-stage second-order partial least squares structural equation modeling (PLS-SEM) method and a questionnaire-based study with 706 employees from private businesses in Vietnam. The findings indicate that individual factors substantially impact workers' innovative work behavior (scoring 0.491) compared to organizational factors (scoring 0.395). In addition, all factors, including employee creativity, innovative self-efficacy, innovation climate, and organizational support, positively impact workers' innovative work behavior. Specifically, innovative self-efficacy exerts the most significant influence on innovative work behavior (with a score of 0.360), followed by organizational support (scoring 0.272) and employee creativity (scoring 0.157). Simultaneously, the innovation climate exerts a minor influence on innovative work behavior, with a score of 0.142. Finally, innovative work behavior directly and positively affects employee job performance, scoring 0.641.

**Keywords** innovative work behavior, job performance, individual factors, organizational factors, Vietnam

**JEL Classification** M10

## INTRODUCTION

Innovative work behavior is the foundation for an organization's sustainable competitive advantage and success, leading to product and process improvements (Yuan & Woodman, 2010). Innovative work behavior has recently garnered considerable attention in Vietnam and the world, especially within organizational innovation management.

Even though several studies have investigated factors affecting innovative work behavior, the impact of innovative self-efficacy on innovative work behavior still lacks consistency in the results, indicating the need for more research (Purnama et al., 2021). It is interesting to investigate further the relationship between individual creativity and innovation (Nam & Nga, 2024). Additionally, more nuanced results are needed due to the contradictions between the impact of the innovation climate and the employee's innovative work behavior. Similar contradictions exist in the research results concerning the influence of organizational support on employees' innovative work behavior

(Torlak et al., 2024). Therefore, it is necessary to conduct further research investigating the impact of these four factors on employees' innovative work behavior.

Additionally, some research papers have shown the relationship between innovative employee behavior and job performance. However, the impact of innovative work behavior on employee job performance has yielded inconsistent results (Deng et al., 2022), and this influence remains incompletely explored (Al Wali et al., 2022). Consequently, it is necessary to have further empirical evidence about the impact of innovative work behavior on employee job performance.

---

## 1. LITERATURE REVIEW AND HYPOTHESES

The exploration of innovative work behavior has garnered remarkable attention in academic literature, particularly since the foundational research by Scott and Bruce (1994). This body of work has sparked considerable debate regarding the components and processes involved in innovative work behavior, characterized as individual behavior that unfolds through a three-stage innovation process: idea generation, sponsorship or coalition development, and realization. Recent studies emphasize the critical role of problem identification as a precursor to generating relevant ideas, highlighting that employees must first recognize innovation opportunities based on existing business challenges related to products, services, and processes (De Jong & Den Hartog, 2010). The subsequent phases involve individuals sharing their innovative ideas with peers and supervisors, ultimately leading to their practical application within their work roles, teams, or organizations (Leong & Rasli, 2014). The literature also indicates a consensus that innovative work behavior encompasses both the generation and implementation of ideas, distinguishing it from the broader concept of creativity.

The social cognitive theory provides the basis for comprehending the factors influencing behavior. Bandura (1994) proposed this theory, illustrating a dynamic and reciprocal interaction among individuals, their environments, and their behaviors as a foundation for understanding behavioral influences and initiating behavior change. Examining how internal and external factors affect an individual's behavior is central to this theoretical framework. Li and Zheng (2014) align with the social cognitive theory, identifying several antecedents of innovative work behavior at individual and organization-

al levels. Parker et al. (2006), Perry-Smith and Shalley (2003), and Yuan and Woodman (2010) also recognize this classification. Regarding personal attributes, factors such as psychological capital, self-leadership, self-image, and organizational commitment are considered essential (Khan et al., 2023).

Additionally, various scholars have highlighted organizational drivers, including leadership, organizational climate, organizational support, and job characteristics, as influential in shaping employees' innovative responses (Volery & Tarabashkina, 2021). This current study emphasizes two cognitive and personal factors – employee creativity and innovative self-efficacy – and two work environment-related factors: innovation climate and organizational support. There remains to be some debate among researchers regarding the impact of these factors on innovative work behavior. This empirical investigation includes the relationship between innovative self-efficacy and an individual's innovative work behavior, as the social cognitive theory suggests.

Firstly, the relationship between employee creativity and innovative work behavior is considered. Employee creativity, which individuals or groups can drive, manifests when new and valuable ideas emerge in the workplace (Amabile & Pratt, 2016). The concept of novelty emphasizes originality, indicating that employees and stakeholders should generate entirely unconventional responses rather than routine solutions to existing business challenges. In contrast, innovation is characterized by the relative newness of solutions within the context of their adoption. To ensure valuable contributions to organizations, representing another critical outcome of creativity, individuals must prioritize their intrinsic motivation (Amabile & Pratt, 2016).

Creativity is foundational to innovation and essential at every stage of the process (Rickards, 1996). Anderson et al. (2014) established the interdependence of creativity and innovation as a prerequisite for organizational success. Consequently, academic discourse sometimes uses the terms “creativity” and “innovation” interchangeably (Ford, 1996; Scott & Bruce, 1994).

However, empirical research examining the relationship between employee creativity and individual innovation remains limited. For instance, in Australia and mainland China, Volery and Tarabashkina (2021) found a positive correlation between employee creativity and innovative work behavior. Additionally, Slåtten et al. (2011) reported that employee creativity accounted for over 76% of the variance in innovative work behavior. The findings suggest that individuals with higher levels of creativity are more inclined to engage in innovative behaviors, primarily when supported by a conducive organizational climate, as George and Zhou (2001) concluded. Furthermore, Shalley et al. (2000) assert that employee creativity contributes positively to innovative work behavior regardless of the prevailing organizational conditions.

This study further delves into innovative self-efficacy, which the social cognitive theory identifies as a crucial precursor to innovative work behavior. Bandura (1994) introduced the concept of “self-efficacy,” which forms the basis of innovative self-efficacy, and his decades-long research on social cognitive theory has extensively explored it. Self-efficacy is an individual’s belief in managing relevant situations effectively. Later, Bandura (1994) expanded this definition to emphasize the role of personal psychological attributes, including motives, cognitive resources, and behaviors, as drivers of an individual’s actions in goal-oriented contexts. Overall, self-efficacy reflects an individual’s confidence in their ability to complete tasks and is a fundamental source of their achievements (Bandura, 1994; Farmer, 2017).

Gerber et al. (2012) conceptualize innovative self-efficacy as an individual’s belief in their competence to achieve innovation-related tasks, building on Bandura’s foundational work. In the context of the innovation process, innovative self-efficacy encompasses an individual’s self-perception of their

ability to generate novel and valuable ideas (idea generation) and to promote and implement these ideas effectively within the organization (idea promotion and realization).

According to the social cognitive theory, individuals are inclined to engage in tasks when they anticipate successful outcomes, while they avoid activities that lack personal interest or confidence (Zakariya, 2021). Consequently, whether an individual’s knowledge and skills contribute to innovative activities significantly influences their performance (Farmer, 2017). Employees who possess self-efficacy strive to accomplish their goals. Due to the uniqueness of their ideas compared to established norms, they are often willing to confront challenges, including minimal progress, uncertain results, and public criticism. They may view these challenges as opportunities for problem-solving in the idea generation and implementation process (Richter et al., 2012). However, self-efficacious individuals also recognize the need to manage their efforts to avoid burnout (Zakariya, 2021).

The literature has empirically validated the motivating role of innovative self-efficacy in the innovation process and its manifestation in innovative work behavior, whether it acts as a direct driving force or a mediator. Christensen-Salem et al. (2021), Farmer (2017), and Khan et al. (2023) have reported positive correlations between innovative self-efficacy and innovative work behavior. However, there are still gaps in the research, indicating that further understanding of how innovative self-efficacy and innovative work behavior evolve over time and across different industries is necessary to make these findings more comprehensive and general.

In addition to the aforementioned individual factors, organizations must foster an innovative and supportive work environment that encourages employees to engage in innovative activities. Organizational climate, a vital component of organizational dynamics influencing innovative work behavior, has garnered prominent scholarly attention since its introduction in 1967. Anderson and West (1998) define organizational climate as individuals’ collective cognitive descriptions and perceptions regarding their work environment, encompassing policies, practices, and operations.

This framework conceptualizes innovation climate as individuals' subjective assessments of the degree to which their work environment exhibits innovative characteristics (Jaiswal & Dhar, 2015; Lei, 2024). Additionally, Martins and Terblanche (2003) provide a comprehensive understanding of the innovative atmosphere as a contextual and motivational backdrop that influences the generation, development, and implementation of innovations.

The relationship between innovative climate and innovative work behavior has been the subject of various discussions in the literature. The social cognitive theory's principles suggest that an individual's knowledge of the organizational environment influences behavioral adjustments, thus linking these two constructs. Consequently, a supportive climate for innovation encourages employees to approach problem-solving in innovative ways (Javed et al., 2017). Ren and Zhang (2015) affirm the positive impact of an innovative climate on innovative work behavior throughout the innovation process and highlight its most pronounced effect during the idea implementation phase. Furthermore, Lei (2024) elucidates the promoting mechanism of innovative climate on innovative work behavior, indicating that an organization's atmosphere shapes how individuals interpret their interactions with events and situations, thereby guiding their behavior. This underscores the notion that an organizational climate conducive to innovation encourages individuals to engage in more creative and innovative behaviors. Newman et al. (2019) favor the influence of innovation climate on innovative work behavior.

Organizational support, another external factor, influences innovative work behavior through the firm's attitude. While innovation climate can be considered a form of social climate, it remains distinct in that it emphasizes individual perceptions of the organizational environment rather than the inherent qualities of the organization itself (Lei, 2024). This perception-based understanding of innovative climate closely resembles the concept of "perceived organizational support," which reflects an individual's subjective assessment of the extent to which they feel valued by the organization for their contributions and fit (Eisenberger et al., 1986). In contrast, the actual organizational climate pertains to the organization's formal regula-

tions, policies, practices, and characteristics (Klein, 2023), which are objective and general rather than subjective and facilitate the innovation process.

Organizational support is characterized as a multidimensional construct that includes reward and reinforcement systems, management support, risk-taking tolerance, free time allocation, and work autonomy, with managerial support being a fundamental component. Regarding innovative work behavior, organizational support does not dictate specific behaviors but provides general guidelines based on organizational expectations (Scott & Bruce, 1994; Yuan & Woodman, 2010). However, a supportive framework enhances an individual's creative freedom and intrinsic motivation, thereby improving their innovation performance (Amabile & Pratt, 2016; Shalley et al., 2000). Klein (2023) further demonstrates organizational support's positive direct and indirect effects on innovation practices and innovative work behavior. This current paper aims to explore the relationship between organizational support and innovative work behavior and to initiate a discussion on whether it is more effective to manage an innovative climate based on employees' subjective perceptions or to create a favorable context objectively and sustainably to enhance innovative work behavior.

The study examines the predecessors of innovative work behavior and then assesses its direct impact on job performance. Job performance is typically defined as a behavior that reflects how much an individual contributes productively to the organization's anticipated achievements. In other words, it serves as a cost-benefit assessment of employees' overall accomplishments, indicating the organization's level of progress (D. Varshney & N. Varshney, 2020). Traditional definitions based on fixed tasks and employment roles cannot confine the concept of job performance; instead, they should expand to encompass the evolving nature of individual work roles in response to the rapidly changing global work environment (Ilgen & Hollenbeck, 1991). Consequently, job performance is synonymous with task performance, work role performance, or in-role performance, illustrating how effectively employees fulfill their responsibilities in pursuit of organizational objectives (Rich et al., 2010).



When engaged in innovative work behavior, individuals are more motivated to generate and implement novel and beneficial product, process, and procedure ideas (De Jong & Den Hartog, 2010). Furthermore, individuals exhibiting innovative work behavior possess internal resources that enable them to adapt to external circumstances, enhancing their ability to accomplish their tasks (Amabile & Pratt, 2016). Innovative work behavior equips employees with modern technologies, processes, and methodologies, increasing productivity. Despite the above arguments and evidence that there is a positive relationship between innovative work behavior and job performance (Deng et al., 2022), researchers are worried about the possible adverse physical and mental effects of innovative work behavior, such as burnout and turnover, which may hurt individual performance (Bakker & Demerouti, 2017).

Despite the inherent complexity and multi-step process of innovative work behavior, the preceding research overview indicates that most scholars examine it from a unidimensional perspective rather than a multidimensional measurement approach. Social cognitive theory classifies the precursors of innovative work behavior into individual and organizational dimensions. A more detailed investigation has focused on individual factors, such as employee creativity and innovative self-efficacy, and organizational factors, such as innovative climate and organizational support. However, substantial research gaps persist due to the need for a more extensive empirical evaluation of these factors. Researchers have analyzed the relationships among these elements separately, but no studies have compared the relative significance of individual and organizational antecedents of innovative work behavior.

In summary, a limited number of studies investigate the impact of individual creativity, innovative self-efficacy, innovation climate, and organizational support on employee innovative work behavior. In addition, the research results regarding the influence of innovative work behavior on employee job performance are inconsistent and contradictory.

Therefore, this study aims to investigate the impact of individual factors (including individual

creativity and innovative self-efficacy) and organizational factors (including innovation climate and organizational support) on employee innovative work behavior. The paper has classified individual and organizational factors as second-order variables. Additionally, this study assesses the impacts of innovative work behavior on employee job performance.

The study investigates the hypotheses developed based on a comprehensive literature review:

*H1: Employee creativity significantly affects innovative work behavior.*

*H2: Innovative self-efficacy significantly affects innovative work behavior.*

*H3: Innovation climate significantly affects innovative work behavior.*

*H4: Organizational support significantly affects innovative work behavior.*

*H5: Individual factors significantly affect innovative work behavior.*

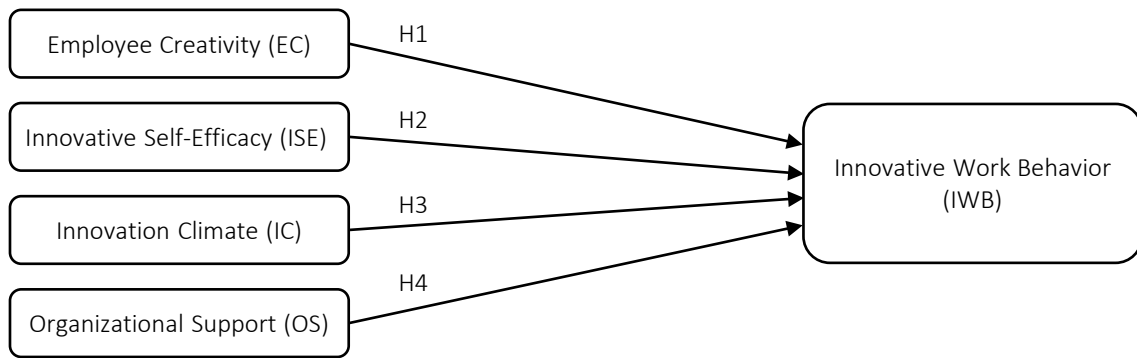
*H6: Organizational factors significantly affect innovative work behavior.*

*H7: Innovative work behavior significantly affects job performance.*

## 2. METHODOLOGY

This study employs quantitative research methods, utilizing a questionnaire for surveying. The research designs the questionnaire to survey the relationship between variables such as innovative work behavior, job performance, employee creativity, innovative self-efficacy, innovation climate, organizational support, and job performance. The paper assesses all indicators using a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.”

This study uses scales inherited from previous studies. Specifically, the employee creativity scale includes six indicators from EC1 to EC6, adapted from the scale by Jaiswal and Dhar (2015). The in-



**Figure 1.** Proposed research model (stage 1)

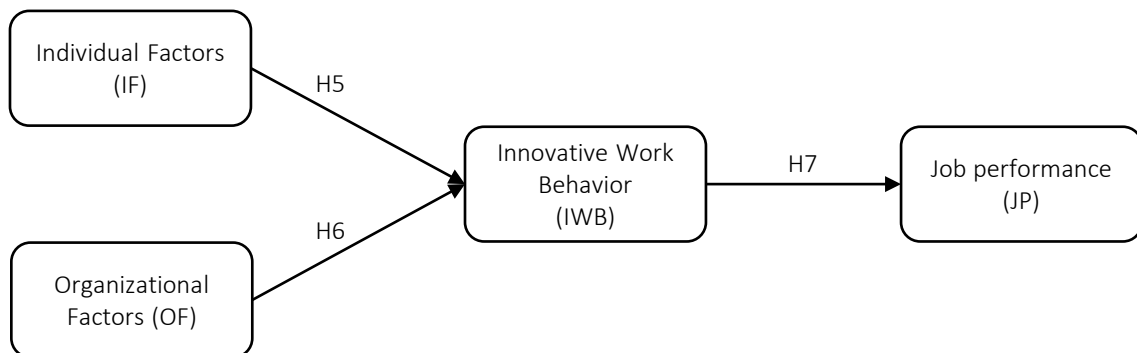
novative self-efficacy scale includes eighteen indicators adapted from Carberry et al. (2018). The innovation climate scale includes nine indicators from IC1 to IC9, adapted from the scale of Jaiswal and Dhar (2015). The organizational support scale includes six indicators from OS1 to OS6, adapted from the scale of Williams and Anderson (1991). The innovative work behavior scale includes six indicators from IWB1 to IWB6, adapted from Scott and Bruce (1994). The job performance scale, which includes seven observed variables from JP1 to JP7, was adapted from the Khahan et al. (2018) scale. The study has added some questions about personal characteristics to the questionnaire to collect information about the respondents.

The study used the convenience sampling method and collected primary data through an online Google Form survey from June 2024 to July 2024. The online survey questionnaire was distributed to non-managerial employees from private companies in Vietnam. The respondents included employees in private firms due to the significant differentiation in innovative and creative activities between private organizations and the public sector (Nam & Nga, 2024). According to Nam and

Nga (2024), the impact of individual and organizational factors on employee innovative work behavior in private companies is more evident and clear than that of public companies due to the risk of corruption in the public sector (Nguyen & van Dijk, 2012).

Because the questionnaire has 46 questions, the sample size must be at least  $n = 46 \times 5 = 230$  respondents (Hair et al., 2019). The study distributed and collected 770 survey forms to the sample, of which 706 were usable after cleaning (64 were incomplete and discarded, representing about 8%). Therefore, this sample size has met the minimal sampling requirement.

After that, the data were analyzed and processed using the Smart PLS version 3.0 software. The research analysis includes two stages. The first stage (Figure 1) examines measurement and structural models and first-order variable research hypotheses to examine the impact of each variable on employees' willingness to be creative at work. The second stage (Figure 2) evaluates the measurement model and structural model and tests the research hypotheses for second-order variables. The



**Figure 2.** Proposed research model (stage 2)

second-order construct includes individual factors and organizational factors.

Table 1 indicates that most respondents are female, comprising 66.9% ( $n = 472$ ), while males account for 33.1% ( $n = 234$ ). The predominant age group of respondents was 18–28 years, at 60.2%, followed by the 29–39 age group, at 29.5%. Respondents aged 40–50 constituted 9.5%, while those above 50 represented merely 0.8%. The predominant demographic of survey participants was single, comprising 66.7% ( $n = 471$ ), while married individuals constituted 33.3% ( $n = 235$ ). The predominant education level among respondents is a bachelor’s degree, comprising 49.5% ( $n = 349$ ), followed by high school graduates at 22.9% ( $n = 162$ ) and master’s degree holders at 19.7% ( $n = 139$ ). Respondents with PhDs and postdoctoral degrees represent a mere 0.7% ( $n = 5$ ), while those with other qualifications account for 7.2% ( $n = 51$ ). In terms of years of experience within the organization, the following information is available: 18.8% ( $n = 133$ ) possess over 10 years of experience; 16.3% ( $n = 115$ ) have 3–5 years; 8.9% ( $n = 63$ ) have 6–8 years; 8.5% ( $n = 60$ ) have 8–10 years; and the predominant group of survey respondents, comprising 47.5% ( $n = 335$ ), have less than three years of experience.

**Table 1.** Sample characteristics

Traits	Item	Number	%
Gender	Male	234	33.1
	Female	472	66.9
Age	18–28 years old	425	60.2
	29–39 years old	208	29.5
	40–50 years old	67	9.5
	Above 50 years old	6	0.8
Marital Status	Single	471	66.7
	Married	235	33.3
Educational level	Graduated from high school	162	22.9
	College diploma and Bachelor’s Degree	349	49.5
	Master’s degree	139	19.7
	Doctoral and Postdoctoral Degree	5	0.7
	Other	51	7.2
Years of experience	Less than 3 years	335	47.5
	3–5 years	115	16.3
	6–8 years	63	8.9
	8–10 years	60	8.5
	Above 10 years	133	18.8

### 3. RESULTS

Table 2 provides descriptions of the indicators, listed as separate items, which correspond to the factors identified and relate to the constructs.

**Table 2.** Convergent validity, measurement models, and reliability

Construct	Outer loading	VIF	Model type
<b>Employee Creativity (EC)</b> (AVE = 0.662, CA = 0.898, CR = 0.922, rho A = 0.899)			
EC1	0.791	2.080	Reflective
EC2	0.831	2.474	
EC3	0.829	2.441	
EC4	0.837	2.397	
EC5	0.794	2.061	
EC6	0.798	2.007	
<b>Innovation Climate (IC)</b> (AVE = 0.614, CA = 0.921, CR = 0.934, rho A = 0.923)			
IC1	0.704	1.909	Reflective
IC2	0.762	2.201	
IC3	0.787	2.228	
IC4	0.844	3.087	
IC5	0.822	2.780	
IC6	0.790	2.169	
IC7	0.735	1.870	
IC8	0.803	2.674	
IC9	0.794	2.595	
<b>Innovative Self-Efficacy (ISE)</b> (AVE = 0.623, CA = 0.932, CR = 0.943, rho A = 0.934)			
ISE11	0.773	2.161	Reflective
ISE12	0.806	2.452	
ISE14	0.728	1.896	
ISE15	0.820	2.630	
ISE16	0.819	2.729	
ISE17	0.824	2.864	
ISE18	0.756	2.035	
ISE2	0.754	2.206	
ISE3	0.828	3.076	
ISE4	0.776	2.357	
<b>Innovative Work Behavior (IWB)</b> (AVE = 0.707, CA = 0.917, CR = 0.935, rho A = 0.918)			
IWB1	0.829	2.449	Reflective
IWB2	0.854	2.715	
IWB3	0.843	2.541	
IWB4	0.847	2.638	
IWB5	0.848	2.599	
IWB6	0.824	2.259	
<b>Job Performance (JP)</b> (AVE = 0.663, CA = 0.915, CR = 0.932, rho A = 0.917)			
JP1	0.816	2.313	Reflective
JP2	0.807	2.273	
JP3	0.825	2.360	
JP4	0.835	2.685	
JP5	0.805	2.466	
JP6	0.795	2.265	
JP7	0.816	2.329	



**Table 2 (cont.).** Convergent validity, measurement models, and reliability

Construct	Outer loading	VIF	Model type
<b>Organizational Support (OS)</b> (AVE = 0.679, CA = 0.905, CR = 0.927, rho A = 0.908)			
OS1	0.811	2.175	Reflective
OS2	0.822	2.313	
OS3	0.770	1.870	
OS4	0.867	2.719	
OS5	0.850	2.752	
OS6	0.821	2.366	

According to Hair et al. (2019), the CA, CR, and rho A (Dillon-Goldstein’s rho) values for each item should be greater than 0.70 to demonstrate internal reliability. Table 2 reveals that the first test excluded the variables ISE 10, ISE 13, ISE 5, ISE 7, ISE 8, and ISE 9 because their outer loading coefficient did not meet the criteria. The second test run still excluded the ISE6 variable due to its inadequate outer loading coefficient. Furthermore, the third test excludes the variable ISE1 due to its insufficient outer loading coefficient. In the fourth outcome test, the model fulfilled the specified criteria.

In addition, the research results show that the average variance extracted (AVE) coefficient of all latent variables in the research model is more significant than 0.6. This demonstrates that all the

scales in the research model have achieved excellent convergent validity (Hair et al., 2019).

Moreover, the study confirmed that all variance inflation factor (VIF) values are under five. This observation validates that the variables exhibit low correlation (Hair et al., 2021).

Per the Fornell-Larcker criterion, a research instrument is legitimate if the square root of the average variance extracted (AVE) value is higher than the construct correlation values. The results, presented in Table 3, demonstrate the validity of the constructs (Hair et al., 2021).

Based on the criteria set out by Henseler et al. (2015), Table 4 shows that all HTMT ratios are lower than 0.85, which means that the measurement model can tell the difference between variables.

After obtaining the path analysis results, the study proceeded to test the model’s research hypotheses in Table 5.

All *p*-values in Table 5 are less than 0.05, indicating the acceptance of all research hypotheses (Hair et al., 2021). Table 5 illustrates the acceptance of hypotheses H1, H2, H3, and H4. According to Table 5, innovative self-efficacy has the most significant

**Table 3.** Discriminant validity

	EC	IC	ISE	IWB	JP	OS
EC	0.814					
IC	0.646	0.783				
ISE	0.818	0.668	0.789			
IWB	0.711	0.702	0.754	0.841		
JP	0.628	0.647	0.628	0.641	0.814	
OS	0.616	0.801	0.629	0.709	0.628	0.824

Note: EC = Employee Creativity; IC = Innovation Climate; ISE = Innovative Self-Efficacy; IWB = Innovative Work Behavior; JP = Job Performance; OS = Organizational Support.

**Table 4.** Heterotrait-monotrait ratios

	EC	IC	ISE	IWB	JP	OS
EC	–					
IC	0.712	–				
ISE	0.893	0.720	–			
IWB	0.782	0.761	0.813	–		
JP	0.693	0.704	0.678	0.695	–	
OS	0.684	0.875	0.684	0.776	0.689	–

Note: EC = Employee Creativity; IC = Innovation Climate; ISE = Innovative Self-Efficacy; IWB = Innovative Work Behavior; JP = Job Performance; OS = Organizational Support.

**Table 5.** Path coefficients

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H1: EC → IWB	0.157	0.159	0.045	3.499	0.001	Accepted
H2: ISE → IWB	0.360	0.360	0.045	8.067	0.000	Accepted
H3: IC → IWB	0.142	0.141	0.054	2.640	0.009	Accepted
H4: OS → IWB	0.272	0.271	0.058	4.647	0.000	Accepted

Note: EC = Employee Creativity; IC = Innovation Climate; ISE = Innovative Self-Efficacy; IWB = Innovative Work Behavior; JP = Job Performance; OS = Organizational Support.

**Table 6.** Constructing reliability and validity in second-order PLS-SEM model

Construct Reliability and Validity				
	CA	rho A	CR	Average Variance Extracted (AVE)
IF	0.901	0.903	0.953	0.910
IWB	0.917	0.918	0.935	0.707
JP	0.915	0.917	0.932	0.663
OF	0.888	0.888	0.947	0.899

Note: IF = Individual Factors; OF = Organizational Factors; IWB = Innovative Work Behavior; JP = Job Performance; AVE = average of variance extracted; CA = Cronbach's alpha; CR = Composite Reliability.

impact on innovative work behavior ( $\beta = 0.360$ , sig. = 0.000), followed by organizational support ( $\beta = 0.272$ , sig. = 0.000), employee creativity ( $\beta = 0.157$ , sig. = 0.001), and innovation climate ( $\beta = 0.142$ , sig. = 0.009).

Next, the study analyzed second-order PLS SEM modeling to evaluate whether a group of personal or organizational factors has a more significant impact. The research model evaluation showed that the variables IC1, ISE10, ISE14, and OS3 were thrown out in the first test of the second-order variable model because their outer loading coefficients did not meet the requirements. After repeating the test a second time and removing the variables IC1, ISE10, ISE14, and OS3, the model met the requirements.

Table 6 shows that the average variance extracted (AVE) of all latent variables in the research model has coefficients greater than 0.6. This demonstrates that all the scales in the research model have achieved excellent convergent validity (Hair et al., 2019). Moreover, all the scales in the research model have a Cronbach's alpha coefficient greater than 0.8 (satisfying the condition that the Cronbach's alpha coefficient is  $>0.6$ ); therefore, all the scales have excellent reliability (Hair et al., 2021). Additionally, the composite reliability (CR) coefficient of all latent variables being  $>0.6$  indicates that the measurement model's reliability is excellent (Hair et al., 2021).

**Table 7.** Discriminant validity in second-order PLS-SEM model

Heterotrait-Monotrait (HTMT)				
	IF	IWB	JP	OF
IWB	0.844			
JP	0.721	0.695		
OF	0.784	0.819	0.738	

Note: IF = Individual Factors; OF = Organizational Factors, IWB = Innovative Work Behavior; JP = Job Performance.

Table 7 shows the criteria set by Henseler et al. (2015). All of the HTMT ratios are less than 0.85, which proves that the measurement model can tell the difference between things.

Thus, according to Table 8, the results show that the original sample coefficient of individual factors affects innovative work behavior of 0.491, which is larger than the impact of organizational factors on innovative work behavior of 0.395. Aside from that, innovative work behavior has a significant impact on job performance, accounting for 0.641. Table 9 presents model fit indices, providing insight into the model fit. The study used the *R*-squared adjusted coefficient of determination to see how well the model fit the sample. It showed that it could explain 67.4% of the variation in creative work behavior and 41.0% of the variation in job performance (Hair et al., 2021).

**Table 8.** Path coefficients in second-order PLS-SEM model

Relationship	Path Coefficients					Conclusion
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	
H5: IF → IWB	0.491	0.489	0.038	12.924	0.000	Accepted
H6: OF → IWB	0.395	0.398	0.040	9.849	0.000	Accepted
H7: IWB → JP	0.641	0.644	0.034	19.026	0.000	Accepted

Note: IF = Individual Factors; OF = Organizational Factors, IWB = Innovative Work Behavior; JP = Job Performance.

**Table 9.** Aggregate reliability of the constructs after eliminating observed variables

Latent variable	R Square	R Square Adjusted
IWB	0.675	0.674
JP	0.411	0.410

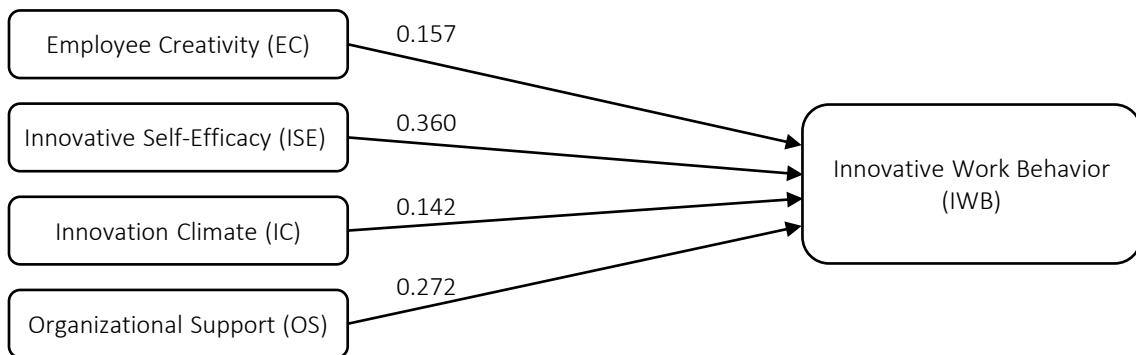
Note: IWB = Innovative Work Behavior; JP = Job Performance.

To summarize, the second-order PLS-SEM model supports all hypotheses. Results indicate that all variables positively and directly influence innovative work behavior (Figures 3 and 4). Undoubtedly, innovative self-efficacy has the most significant influence on innovative behavior, followed by organizational support, employee creativity, and innovation climate. Individual factors, such as employee creativity and inno-

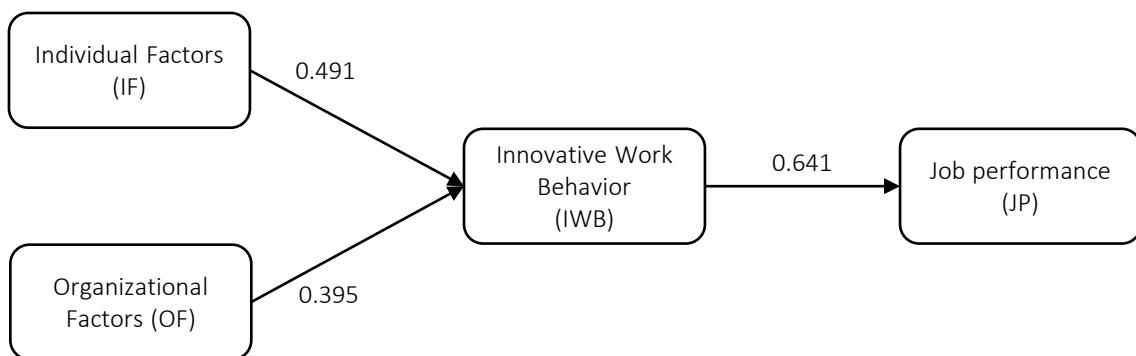
vative self-efficacy, exert a more significant influence on innovative behavior than organizational elements, such as innovation climate and organizational support. Furthermore, innovative employees' work behavior has a direct and positive impact on job performance.

### 4. DISCUSSION

The results show that certain factors, such as employee creativity and innovative self-efficacy, have a more significant impact on employee innovative work behavior compared to organizational aspects, such as innovation climate and organizational support.



**Figure 3.** Structural model result (stage 1)



**Figure 4.** Structural model result (stage 2)

The paper substantiates that employee creativity and innovative work behavior might synergistically function together. Volery and Tarabashkina (2021), Slåtten et al. (2011), George and Zhou (2001), and Shalley et al. (2000) support these findings. Employees perceive enhanced creativity as a competitive advantage in building their innovation. Individuals possessing a higher ability to produce novel and valuable ideas are more prone to demonstrating innovative conduct in the professional environment. Hence, from the perspective of managing organizational innovation, this study proposes that businesses should prioritize augmenting the inherent drive of their employees since it significantly influences their creativity. Intrinsic motivation compels individuals to portray themselves as eager and willing to engage in tasks, regardless of extrinsic influences such as superior requirements or reward systems. Furthermore, individuals can enhance the abilities and skills necessary to their field to attain the highest level of creativity (Amabile & Pratt, 2016).

Concerning its positive influence on innovative work behavior, employee creativity is relatively less efficient than innovative self-efficacy. Innovative self-efficacy exhibits a significantly stronger affinity for innovative work behavior than the two other catalysts, namely the innovation climate and organizational support. The findings are consistent with Bandura's (1994) social cognitive theory, which posits innovative self-efficacy as a core concept for delineating behavioral development. Consequently, the degree of innovative self-efficacy impacts innovative behavior since it rises in proportion to the immersion employees experience in engaging in innovative processes. Employees have resolute confidence and the requisite qualifications to demonstrate notable achievements. Furthermore, due to their pertinent expertise and skills, employees are fully open to challenges that emerge during innovation and are enthusiastic to tackle them in nontraditional ways. Individuals with innovative self-efficacy demonstrate high motivation to meet client demands, significantly contributing to achieving corporate objectives.

In contrast, persons needing more self-efficacy exhibit reluctance to initiate and execute their innovative ideas. This is because their competency is not the sole incentive but their self-assurance in using them efficiently (Bandura, 1994).

Moreover, under planned behavior, innovative self-efficacy pertains to how an individual actively assumes responsibility for their behavior, encompassing both their psychological intention and tangible acts (Newman et al., 2019). Therefore, there is a higher probability that an individual with innovative self-efficacy will actively pursue innovation and exhibit innovative behavior (Ford, 1996). Afterward, the organization's innovation agent receives a proposal emphasizing the importance of fostering high employee confidence to participate in innovative projects. For instance, defining organizational support partly based on allocating free time and work autonomy can be a viable strategy, especially when acknowledging the multistage innovation process's complex, demanding, and unpredictable nature. An exceedingly robust and transparent corporate environment, characterized by widespread organizational development and well-defined individual work functions, facilitates the emergence of creative ideas regarding products, processes, and procedures.

Furthermore, fostering a culture of information sharing among a team or the entire organization is essential. The social cognitive theory governs human behavior, asserting that individuals observe, imitate, and mimic the behaviors of others. Thus, collaborating with creative colleagues allows them to quickly and confidently exhibit innovative behavior.

The findings suggest a strong correlation between organizational support, innovation climate, and innovative work behavior. Innovation climate is the perceived knowledge and understanding of a company's policies, affairs, practices, and processes by an individual, which subsequently improves innovative performance (Newman et al., 2019). By analyzing signals from the business environment, individuals develop their expectations and adapt their conduct accordingly (Fidan & Oztürk, 2015). Furthermore, the presence of an innovation climate not only stimulates an individual's inclination to embrace and actively seek out novel concepts (Yu et al., 2013), but it also serves as a driving force for them to become a different thinker (Zhang et al., 2018) that is more receptive to innovative conduct. Although previous research has shown a preference for an innovation climate, this report concentrates explicitly on organizational

support due to its comparative advantage over innovative work behavior. Unlike perceptual systems, organizational support directly and impartially connects to the organizational environment, significantly influencing innovative work behavior. Organizational support serves as a structure that enables individuals to manifest their creativity freely and fosters their inherent tendency for innovative performance through managerial support, provision of leisure time and job independence, and the implementation of incentives and reinforcement.

Moreover, by capitalizing on the same organizational resources, particularly the steadfast dedication of senior leadership to include innovative activities into the company's systems and processes, individuals observe converting their creative concepts into concrete projects. While organizational support takes a different approach to changing an individual's behavior than the innovation climate, its superiority encourages organizations to prioritize the objective and sustainable enhancement of a pleasant environment, thereby facilitating a more successful innovation-driven business. However, given the substantial improvement in employees' perceptions of environmental conditions, firms should aim to accomplish both goals concurrently. For example, the corporation implements a fair and transparent incentive structure that rewards employees according to their accomplishments, acknowledging and compensating their commitment to the organization. Implementing this method not only enhances the competitiveness of employees in embracing innovative and risk-taking techniques but also enhances their self-assurance in their ability to innovate, resulting in tangible benefits and garnering significant appreciation from the organization. Furthermore, the corporation could augment the organizational supporting environment by offering other crucial components, such as professional assistance, time, and flexibility. This will enable employees to effectively navigate the unpredictable nature of the international corporate environment and actively utilize their creative energies to enhance their job performance.

To be more specific, the second-order PLS-SEM model lets the study look at how personal catalysts, like employee creativity and innovative

self-efficacy, and organizational fuels, like innovation climate and organizational support, affect how people act in innovative situations at work. In summary, the statistical analysis reveals that the coefficient for personal components is higher, indicating a greater importance of individual stimuli than organizational ones. This work intends to integrate the two types of antecedents in the approaches above to improve innovative work behavior.

The paper's ultimate claim is the association between innovative work behavior and individual job performance, consistent with prior research. For example, Deng et al. (2022) ascribe a 0.04% rise in an employee's achievements to their innovative work behavior. Pham et al. (2024) studied public companies in Vietnam, revealing a positive correlation between a greater degree of innovative work behavior and a 0.216 rise in personal outcomes. Several factors, such as an individual's intrinsic drive, dedication, and autonomy, moderate the impact of innovative work behavior on job performance (Jiang et al., 2023). By participating in innovative activities, individuals are more inclined to strengthen their resilience and capacity to manage obstacles, enhancing their overall job fulfillment. Hence, the company must offer employees constructive feedback regarding their individual development and contentment with the productivity and excellence of their job responsibilities, facilitated by adopting innovative work behavior. Staff members from several departments who exhibit innovative work behavior actively contribute to cultivating organizational culture, augmenting creativity, innovation, and work competence, ultimately leading to even more remarkable corporate accomplishments. By analyzing the relationship between innovative work behavior and job performance, organizations can enhance their innovation management by categorizing ideas more precisely according to their feasibility, selecting those to introduce to the market, and developing comprehensive commercialization strategies with the assistance of appropriate internal and external partners.

While the study included a substantial sample size of 706 valid surveys, with respondents now employed in private enterprises in Vietnam, future research could investigate companies in differ-



ent industries and sectors, including manufacturing companies, service providers, and others. Additionally, future research should investigate the determinants of employees' innovative work

behavior, notably the external variables beyond the organization. Future research could also investigate a variety of countries to confirm the study's conclusions.

---

## CONCLUSION

This study aims to evaluate the influence of individual factors (such as employee creativity and innovative self-efficacy) and organizational factors (including innovation climate and organizational support) on innovative work behavior and the influence of innovative work behavior on the job performance of employees employed in private enterprises in Vietnam. In addition, the paper evaluates the impact of innovative self-efficacy and organizational factors, including innovation climate and organizational support, on innovative work behavior separately. Furthermore, the study investigates the correlation between employees' innovative work behaviors and job performance results.

The findings suggest that the set of individual factors exerts a more significant influence on employees' innovative work behavior than the set of organizational factors. Innovative self-efficacy significantly influences employees' innovative work behavior among the four personal and organizational characteristic categories. Examining the organizational dimensions reveals that the element of organizational support significantly influences innovative work behavior, surpassing the influence of the innovation climate. Furthermore, the research findings confirm that employees' innovative work behavior directly and positively affects their job performance.

According to the findings, private firms should prioritize presenting solutions to improve employees' creativity and innovative self-efficacy, which will improve their job performance outcomes. Simultaneously, organizations must possess pragmatic systems and remedies to foster inventive working processes among their employees.

## AUTHOR CONTRIBUTIONS

Conceptualization: Tran Hai Yen.

Data curation: Tran Hai Yen, Chu Tien Minh, Khuc Dai Long.

Formal analysis: Tran Hai Yen, Nguyen Ngoc Diep.

Investigation: Chu Tien Minh, Nguyen Ngoc Diep, Khuc Dai Long, Tran Hai Yen.

Methodology: Tran Hai Yen, Chu Tien Minh.

Project administration: Tran Hai Yen.

Resources: Tran Hai Yen, Chu Tien Minh, Nguyen Ngoc Diep.

Software: Tran Hai Yen, Chu Tien Minh, Khuc Dai Long.

Supervision: Tran Hai Yen.

Visualization: Tran Hai Yen, Chu Tien Minh, Khuc Dai Long.

Writing – original draft: Tran Hai Yen, Chu Tien Minh, Nguyen Ngoc Diep.

Writing – review & editing: Tran Hai Yen.

## REFERENCES

1. Al Wali, J., Muthuveloo, R., & Teoh, A.P. (2022). Unravelling the nexus between creative self-efficacy, humble leadership, innovative work behaviour and job performance amongst physicians in public hospitals. *Asia-Pacific Journal of Business Administration*, 14(4). 706-726. <https://doi.org/10.1108/APJBA-05-2021-0205>
2. Amabile, T. M., & Pratt, M. G. (2016). The dynamic compositional model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183. <https://doi.org/10.1016/j.riob.2016.10.001>

3. Anderson, N. R., & West, M. A. (1998). Measuring climate for work group innovation: Development and validation of the team climate inventory. *Journal of Organizational Behavior*, 19(3), 235-258. [https://doi.org/10.1002/\(SICI\)1099-1379\(199805\)19:3%3C235::AID-JOB837%3E3.0.CO;2-C](https://doi.org/10.1002/(SICI)1099-1379(199805)19:3%3C235::AID-JOB837%3E3.0.CO;2-C)
4. Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40(5), 1297-1333. <https://doi.org/10.1177/0149206314527128>
5. Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>
6. Bandura, A. (1994). Self-efficacy. In V. S. Ramachaudran (Ed.), *Encyclopedia of human behavior* (Vol. 4, pp. 71-81). New York: Academic Press.
7. Carberry, A. R., Gerber, E. M., & Martin, C. K. (2018). Measuring the innovation self-efficacy of engineers. *International Journal of Engineering Education*, 34(2), 590-598. Retrieved from <https://asu.elsevierpure.com/en/publications/measuring-the-innovation-self-efficacy-of-engineers>
8. Christensen-Salem, A., Walumbwa, F. O., Hsu, C. I. C., Misati, E., Babalola, M. T., & Kim, K. (2021). Unmasking the creative self-efficacy-creative performance relationship: The roles of thriving at work, perceived work significance, and task interdependence. *International Journal of Human Resource Management*, 32(22), 4820-4846. <https://doi.org/10.1080/09585192.2019.1710721>
9. De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23-36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
10. Deng, J., Liu, J., Yang, T., & Duan, C. (2022). Behavioral and economic impacts of end-user computing satisfaction: Innovative work behavior and job performance of employees. *Computers in Human Behavior*, 136, Article 107367. <https://doi.org/10.1016/j.chb.2022.107367>
11. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 500-507. <https://doi.org/10.1037/0021-9010.71.3.500>
12. Farmer, S. M. (2017). Creative self-efficacy: Potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45(6), 1137-1148. Retrieved from [https://www.researchgate.net/publication/274812899\\_Creative\\_Self-Efficacy\\_Its\\_Potential\\_Antecedents\\_and\\_Relationship\\_to\\_Creative\\_Performance](https://www.researchgate.net/publication/274812899_Creative_Self-Efficacy_Its_Potential_Antecedents_and_Relationship_to_Creative_Performance)
13. Fidan, T., & Oztürk, I. (2015). The relationship of the creativity of public and private school teachers to their intrinsic motivation and the school climate for innovation. *Procedia – Social and Behavioral Sciences*, 195, 905-914. <https://doi.org/10.1016/j.sbspro.2015.06.370>
14. Ford, C. M. (1996). A theory of individual creative action in multiple social domains. *Academy of Management Review*, 21(4), 1112-1142. <https://doi.org/10.2307/259166>
15. George, J. M., & Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: An interactional approach. *Journal of Applied Psychology*, 86(3), 513-524. <https://doi.org/10.1037/0021-9010.86.3.513>
16. Gerber, E. M., Olson, J. M., & Komarek, R. L. D. (2012). Extracurricular design-based learning: Preparing students for careers in innovation. *International Journal of Engineering Education*, 28(2), 317-324. Retrieved from <https://www.scholars.northwestern.edu/en/publications/extracurricular-design-based-learning-preparing-students-for-care>
17. Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N.P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer. <https://doi.org/10.1007/978-3-030-80519-7>
18. Hair, J. F., Sarstedt, M., & Ringle, C. M. (2019). Rethinking some of the rethinking of partial least squares. *European Journal of Marketing*, 53(4), 566-584. <https://doi.org/10.1108/EJM-10-2018-0665>
19. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
20. Ilgen, D. R., & Hollenbeck, J. R. (1991). The structure of work: Job design and roles. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2nd ed., pp. 165-207). Consulting Psychologists Press. Retrieved from <https://psycnet.apa.org/record/1993-97200-003>
21. 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, 30-41. <http://dx.doi.org/doi:10.1016/j.ijhm.2015.07.002>
22. Javed, B., Khan, A. A., Bashir, S., & Arjoon, S. (2017). Impact of ethical leadership on creativity: The role of psychological empowerment. *Current Issues in Tourism*, 20(8), 839-851. <https://doi.org/10.1080/13683500.2016.1188894>
23. Jiang, Y., Asante, D., Zhang, J., & Ampaw, E. M. (2023). The influence of ambidextrous leadership on the employee innovative behavior: an empirical study based on Chinese manufacturing enterprises. *Current Psychology*, 42(11), 9452-9465. <https://doi.org/10.1007/s12144-021-02233-1>
24. Khahan, N.-N., Kanokporn, C., & Peerapong, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*, 35(10), 2436-2449. <https://doi.org/10.1108/IJQRM-06-2017-0117>

25. Khan, H. S. ud din, Li, P., Chughtai, M. S., Mushtaq, M. T., & Zeng, X. (2023). The role of knowledge sharing and creative self-efficacy on the relationship between self-leadership and innovative work behavior. *Journal of Innovation & Knowledge*, 8(4), Article 100441. <https://doi.org/10.1016/j.jik.2023.100441>
26. Klein, G. (2023). Transformational and transactional leadership, organizational support and environmental competition intensity as antecedents of intrapreneurial behaviors. *European Research on Management and Business Economics*, 29(2), Article 100215. <https://doi.org/10.1016/j.iedeen.2023.100215>
27. Lei, Z. (2024). Dimensionalized goal orientation, innovation climate, and knowledge sharing behavior in higher education research teams. *Heliyon*, 10(7), Article e27853. <https://doi.org/10.1016/j.heliyon.2024.e27853>
28. Leong, C. T., & Rasli, A. (2014). The relationship between innovative work behavior on work role performance: An empirical study. *Procedia – Social and Behavioral Sciences*, 129, 592-600. <https://doi.org/10.1016/j.sbspro.2014.03.717>
29. Li, X., & Zheng, Y. (2014). The influential factors of employees' innovative behavior and the management advices. *Journal of Service Science and Management*, 7(6), 446-450. <https://doi.org/10.4236/jssm.2014.76042>.
30. Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64-74. <https://doi.org/10.1108/14601060310456337>
31. Nam, N. K., & Nga, N. T. H. (2024). Influence of personality traits on creativity and innovative work behavior of employees. *Problems and Perspectives in Management*, 22(2), 389-398. [http://dx.doi.org/10.21511/ppm.22\(2\).2024.30](http://dx.doi.org/10.21511/ppm.22(2).2024.30)
32. Newman, A., Obschonka, M., Schwarz, S., Cohen, M., & Nielsen, I. (2019). Entrepreneurial self-efficacy: A systematic review of the literature on its theoretical foundations, measurement, antecedents, and outcomes, and an agenda for future research. *Journal of Vocational Behavior*, 110, 403-419. <https://doi.org/10.1016/j.jvb.2018.05.012>.
33. Nguyen, T. T., & Van Dijk, M. A. (2012). Corruption, growth, and governance: Private vs. state-owned firms in Vietnam. *Journal of Banking & Finance*, 36(11), 2935-2948. <https://doi.org/10.1016/j.jbankfin.2012.03.027>
34. Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91(3), 636-652. <https://doi.org/10.1037/0021-9010.91.3.636>
35. Perry-Smith, J. E., & Shalley, C. E. (2003). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28(1), 89-106. <https://doi.org/10.2307/30040691>
36. Pham, T. P. T., Van Nguyen, T., Van Nguyen, P., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), Article 100315. <https://doi.org/10.1016/j.joitmc.2024.100315>
37. Purnama, Y. H., Tjahjono, H. K., Elqadri, Z. M., & Prajogo, W. (2021). Innovative work behavior: The role of self-efficacy and organizational climates. In L. Barolli, A. Poniszewska-Maranda, & T. Enokido (Eds.), *Complex, Intelligent and Software Intensive Systems* (pp. 477-484). Springer. [https://doi.org/10.1007/978-3-030-50454-0\\_49](https://doi.org/10.1007/978-3-030-50454-0_49)
38. Ren, F., & Zhang, J. (2015). Job stressors, organizational innovation climate, and employees' innovative behavior. *Creativity Research Journal*, 27(1), 16-23. <https://doi.org/10.1080/10400419.2015.992659>
39. Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>
40. 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), 1282-1290. <https://doi.org/10.1037/a0029359>
41. Rickards, T. (1996). The management of innovation: Recasting the role of creativity. *European Journal of Work and Organizational Psychology*, 5(1), 13-27. <https://doi.org/10.1080/13594329608414835>
42. 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. <https://doi.org/10.2307/256701>
43. Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, 43(2), 215-223. <https://doi.org/10.5465/1556378>
44. Slåtten, T., Svensson, G., & Sværi, S. (2011). Empowering leadership and the influence of a humorous work climate on service employees' creativity and innovative behavior in front-line service jobs. *International Journal of Quality and Service Sciences*, 3(3), 267-284. <https://doi.org/10.1108/17566691111182834>
45. Torlak, N. G., Budur, T., & Khan, N. U. S. (2024). Links connecting organizational socialization, affective commitment and innovative work behavior. *The Learning Organization*, 31(2), 227-249. <https://doi.org/10.1108/tlo-04-2023-0053>
46. Varshney, D., & Varshney, N. K. (2020). Workforce agility and its links to emotional intelligence and

- workforce performance: A study of small entrepreneurial firms in India. *Global Business and Organizational Excellence*, 39(5), 35-45. <https://doi.org/10.1002/joe.22012>
47. Volery, T., & Tarabashkina, L. (2021). The impact of organisational support, employee creativity and work centrality on innovative work behavior. *Journal of Business Research*, 129, 295-303. <https://doi.org/10.1016/j.jbusres.2021.02.049>
48. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617. <http://dx.doi.org/10.1177/014920639101700305>
49. Yu, C., Yu, T. F., & Yu, C. C. (2013). Knowledge sharing, organizational climate, and innovative behavior: A cross-level analysis of effects. *Social Behavior and Personality*, 41(1), 143-156. <https://doi.org/10.2224/sbp.2013.41.1.143>
50. Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323-342. <https://doi.org/10.5465/amj.2010.49388995>
51. Zakariya, Y. F. (2021). Application of an innovative alignment optimisation method to a cross-cultural mean comparison of teacher self-efficacy: A cross-country study. *Heliyon*, 7(10), Article e08212. <https://doi.org/10.1016/j.heliyon.2021.e08212>
52. Zhang, Y., Zheng, J., & Darko, A. (2018). How does transformational leadership promote innovation in construction? The mediating role of innovation climate and the multilevel moderation role of project requirements. *Sustainability*, 10(5), Article 1506. <https://doi.org/10.3390/su10051506>