A Systematic Literature Review of Innovative Work Behavior in Conservation of Resources Theory

Annisa Fajri[1], Abdul Aziz Agbo[2]
[1,2] Faculty Economic and Business, Universitas Muhammadiyah Semarang
Correspondence Email: annisafajri@unimus.ac.id

ARTICLE INFORMATION

ABSTRACT

This study aims to investigate the patterns observed in previous research conducted in the realm of Innovative Work Behavior regards to conservation of resources theory. This study employed a systematic literature review in conjunction with the Scopus database. Articles published between the years 2013 and 2023 were selected. We conducted an analysis of the profile of global publications on the topic of blended learning in the fields of management and business, spanning the years 2013 to 2023. We have determined the precise details of the publication, including the time, individuals involved, location, and the specific content that was released on the topic. The findings demonstrate that four study themes have been created, signifying possible exploratory and exploitative research areas. This study seeks to address the research that individual behavior determines how people interact with internal and external factors that influence their innovative work behavior.

Keywords: innovative work behavior; COR theory; systematic literature review, individuals' performance

INTRODUCTION

Innovation is important in startup businesses and is a necessity for organizations to achieve development goals (Pian et al., 2019) which leads to business growth (Liuet al., 2020). One way in which innovative ideas can have a positive impact on society is through the emergence of business ventures known as startups. Startup innovation symbolizes the idea of taking risks and responsibilities with the aim of developing a business model to meet market needs (Yuana et al., 2021). Considering the fast pace of technology that often disrupts the innovation process, conveying new ideas and bringing them to life becomes challenging and competitive.

The progress of startups in Indonesia has led to intense competition in the service and product business. Startup businesses are required to always adapt to change. For example, COVID-19 became a global pandemic in 2019, which requires people to follow physical distancing as a standard operating procedure that limits human activity and physical interaction (Singh, et.al., 2020; Islam, et.al., 2020). The pandemic resulted in the closure of many banks, offices, shopping centers, education and all other institutions, so that activities were shifted online which encouraged application development (Singh et.al., 2020) and opened new avenues for the digital sector.

To explain the relationship between empowering leadership and innovative work behavior, use COR (Conservation of Resources)-Theory (Hobfoll and Shirom, 2001). The theory suggests that individuals have limited resources and personal resources must be acquired, conserved and maintained on an ongoing basis. According to conservation of resources theory, individuals are naturally motivated to acquire and maintain resources that are more important to them. According to COR theory, leaders have an impact on employee resources, namely by providing certain resources to employees, resulting in various levels of increase in employee values and self, so that they can trigger the acquisition of important resources for employees.

LITERATURE REVIEW

Innovative work behavior contains subconcepts of learning and leadership that focus on the acquisition of knowledge and skills necessary for innovation as determined by the organization and the direction provided by the leader. The concept reflects innovation in the workplace that requires creating an environment where employees feel safe to create innovatively and this requirement tends to emerge from company leaders (Caniels and Veld 2019). The review identified several studied leadership styles related to innovative work behavior such as entrepreneurial leadership, servant leadership, and Islamic leadership (Mokhber et al. 2016; Cai et al. 2018; Supriyanto 2019). However, the inclusive leadership approach stands out because the essence of this approach is doing things with others, not with others, in the postulate that everyone matters (Hollander 2009; Roberson 2006). In general, leadership studies dominate research related to innovative work behavior and empowering leadership is the leadership style related to innovative work behavior that is most studied. Empowering leadership promotes the common interests of employees by enabling them to achieve common goals (Garcia-Morales et al. 2012). Knowledge, in this context, becomes a valuable asset, and several studies focus on knowledge sharing as an individual action (Birdi et al. 2016; Phung et al. 2019; Mansour and Tremblay 2018; Mura et al. 2016) and several other studies. placing emphasis on processes and human resource (HR) management (Battistelli et al. 2019; Nguyen et al. 2019). There is also research that emphasizes the importance of interactions between people, information, and innovation, and emphasizes that the act of sharing facilitates innovation (Middleton et al. 2018; Radaelli et al. 2014). These studies promote group interaction as one of the factors that shape innovation (Reuvers

et al. 2008). The suggestion is that the way leaders develop relationships with other partners can support or delay growth, which is the essence of leader-member exchange. Many studies that consider leader–member exchange from an organizational perspective (Park et al. 2014; Eskiler et al. 2016; Topcu et al. 2015) highlight the importance of organizational climate. Other research includes an individual perspective (Saeed et al. 2019; Agarwal 2014a) that underscores the importance of self-evaluation and engagement.

There are two aspects to the innovation approach (Axtell et al., 2000). The first is the innovation component. Innovation can refer to the process that involves the generation, adoption, implementation, and incorporation of new ideas, practices, or artifacts in an organization. Although evidence suggests that innovation is a complex and iterative process, and there are several different perspectives on innovation, as implied previously, most perspectives identify two key elements: the awareness of innovation (or suggestion) phase and the implementation phase (Amabile, 1988; Axtell et al., 2000). The second aspect explores the scope or focus of innovation; in particular, this can range from the development of radical new ideas that revolutionize practices or products throughout the organization to smaller scale innovations (Axtell et al., 2000). Our conceptualization of innovation is based on the first approach, and following West's (2002) definition, we conceptualize team innovation as innovative behavior (Le Blanc et al., 2021; Tang et al., 2020) referring to the introduction or implementation of ideas, processes, products, or procedures within a work team, which are new to the team and designed to be useful (West, 2002).

Innovative work behavior can be seen through the lens of social cognitive theory, because it involves generating, promoting, and realizing new ideas that can lead to innovation (Jon & Hartog, 2010). The three dimensions of innovative work behavior can be explained in the context of social cognitive theory as follows: The first dimension, idea generation, can be seen as a way to provide resources that are important for employee well-being: a sense of creativity and autonomy. When employees are able to generate new and creative ideas, they are more likely to feel that their resources are protected and that they have control over their work environment (Axtell et al., 2000). The second dimension, idea promotion, can be seen as a way of providing resources important for employee well-being, such as social support, recognition, and feedback. When employees are able to promote and advocate their ideas, they are more likely to feel that their resources are valued and that they have support from their coworkers and superiors Caniels and Veld 2019). The third dimension, idea realization, can be seen as a way to provide resources that are important for employee well-being: a sense of accomplishment and mastery. When employees are able to implement and execute their ideas, they are more likely to feel that their resources are protected and that they have the skills and abilities to cope with the demands of their work (Hollander 2009; Roberson 2006).

RESEARCH METHOD

Systematic Literature Review was conducted to compile and integrate study findings on the topic of leadership empowerment in the hospitality and tourism sector. The objective, replicable, systematic and comprehensive nature of the method and reporting process differentiates it from traditional literature reviews (Klassen et al., 1998). Our systematic review strictly follows the five-step framework for conducting SLR proposed by Khan et al. (2003), which includes: constructing questions for the review, identifying relevant research, assessing the quality of the research, summarizing the evidence and interpreting the findings. SLR currently emphasizes research studies that investigate innovative work behavior theory.

In the process of implementing the SLR, a comprehensive database search was conducted with the aim of ensuring the collection of as much relevant and high-quality research as possible to answer the research questions. Following Bavik's (2020) suggestions, the Scopus and Web of Science databases were systematically searched based on the inclusion and exclusion criteria and samples described in the following sections. These databases were used because they are considered to be the two most inclusive databases available covering refereed journals in the social sciences (Crossan and Apaydin, 2010).

Criteria for articles selected for the initial search included that the research was published in a peer-reviewed journal; written in English; and using keywords ("empowering leadership" or "empowerment leadership. The year of publication is not limited in the search process but the deadline is the end of January 2021. After articles containing the specified keywords are retrieved, they are checked to avoid duplicates. External duplicate numbers are recorded and then deleted while maintaining the new article total.

As a next step, a second filter search was conducted to evaluate the suitability of articles against the inclusion criteria. The full text version of each article was taken for research that met three criteria, namely: empirical study, discussing empowering leadership as the main topic, and discussing empowering leadership in the context of its effect on employee performance. Because the aim of the research was to gain an understanding of empirical studies of empowering leadership, research studies whose primary focus was building models or testing measurement scales were not included in consideration. The absence of at least one inclusion criterion in the abstract, results and/or discussion of the study means that the article is excluded from further consideration. The literature search was carried out through a quality database, namely Scopus.

RESULTS

There are two aspects to the innovation approach (Axtell et al., 2000). The first is the innovation component. Innovation can refer to the process that involves the generation, adoption, implementation, and incorporation of new ideas, practices, or artifacts in an organization. Although evidence suggests that innovation is a complex and iterative process, and there are several different perspectives on innovation, as implied previously, most perspectives identify two key elements: the awareness of innovation (or suggestion) phase and the implementation phase (Amabile, 1988; Axtell et al., 2000). The second aspect explores the scope or focus of innovation; in particular, this can range from the development of radical new ideas that revolutionize practices or products throughout the organization to smaller scale innovations (Axtell et al., 2000). Our conceptualization of innovation is based on the first approach, and following West's (2002) definition, we conceptualize team innovation as innovative behavior (Le Blanc et al., 2021; Tang et al., 2020) referring to the introduction or implementation of ideas, processes, products, or procedures within a work team, which are new to the team and designed to be useful (West, 2002).

Innovative work behavior can be viewed through the lens of COR theory, because it involves generating, promoting, and realizing new ideas that can lead to innovation (Jon & Hartog, 2010). The three dimensions of innovative work behavior can be explained in the context of COR theory as follows: The first dimension, idea generation, can be seen as a way to provide resources that are important for employee well-being: a sense of creativity and autonomy. When employees are able to generate new and creative ideas, they are more likely to feel that their resources are protected and that they have control over their work environment (Axtell et al., 2000). The second dimension, idea promotion, can be seen as a way of providing resources important for employee well-being, such as

social support, recognition, and feedback. When employees are able to promote and advocate their ideas, they are more likely to feel that their resources are valued and that they have support from their coworkers and superiors Caniels and Veld 2019). The third dimension, idea realization, can be seen as a way to provide resources that are important for employee well-being: a sense of accomplishment and mastery. When employees are able to implement and execute their ideas, they are more likely to feel that their resources are protected and that they have the skills and abilities to cope with the demands of their jobs (Hollander 2009; Roberson 2006).

Overall, innovative work behavior can be seen as a way to provide employees with the resources they need to meet job demands and protect their resources. By understanding the dimensions of innovative work behavior in the context of COR theory, organizations can develop interventions and programs that encourage innovative work behavior and help employees conserve their resources. The following is a picture of the elements in the innovative work behavior concept,
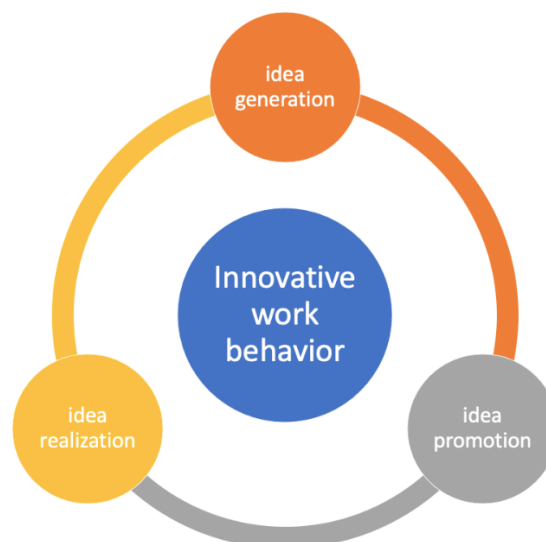

Figure 2. 13 Elements of the Innovative Work Behavior Concept

COR theory provides a theoretical basis, namely that affective-ability fit is positively related to innovative work behavior. Three important components contribute to team innovation: domain-relevant skills, creativity-relevant skills, and task motivation. Empowering leaders train and inform team members to improve these relevant skills. They also lead by example, encourage team members to participate in decision making, and show concern/interact with the team to stimulate team members' task motivation. These skills and motivation can increase employee innovation. In addition, following the perspective of Tang et al. (2020), empowering leadership is closely aligned with the idea of intrinsic motivation, which is an important psychological driver of innovation. Empowering leadership catalyzes a shared mindset where the team is confident in its abilities and willing to try new things and proactively pursue and implement new ideas.
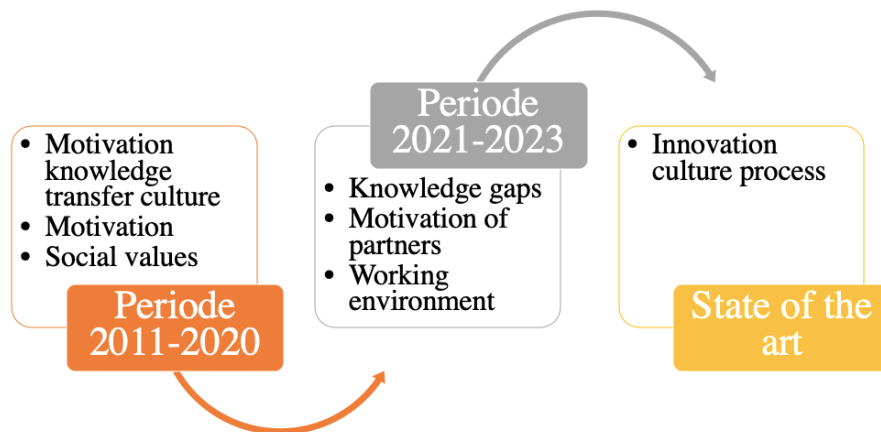
Figure 2 State of the Art Innovative Work Behavior

Figure 2 above is a summary of the development of the innovative work behavior concept, which is grouped into two periods, namely the 2011 to 2020 period and the 2021 to 2023 period. This research develops another essence of the innovative culture process concept as the innovation culture process. Innovative work behavior contains subconcepts of learning and leadership that focus on the acquisition of knowledge and skills necessary for innovation as determined by the organization and the direction provided by the leader. The concept reflects innovation in the workplace that requires creating an environment where employees feel safe to create innovatively and this requirement tends to emerge from company leaders (Caniels and Veld 2019). The review identified several studied leadership styles related to IWB such as entrepreneurial leadership, servant leadership, and Islamic leadership (Mokhber et al. 2016; Cai et al. 2018; Supriyanto 2019). However, the inclusive leadership approach stands out because the essence of this approach is doing things with others, not with others, in the postulate that everyone matters (Hollander 2009; Roberson 2006).

In general, leadership studies dominate research related to innovative work behavior and empowering leadership is the leadership style related to innovative work behavior that is most studied. Empowering leadership promotes the common interests of employees by enabling them to achieve common goals (Garcia-Morales et al.. 2012). Knowledge, in this context, becomes a valuable asset, and several studies focus on knowledge sharing as an individual action (Birdi et al. 2016; Phung et al. 2019; Mansour and Tremblay 2018; Mura et al. 2016) and several other studies. placing emphasis on processes and human resource (HR) management (Battistelli et al. 2019; Nguyen et al. 2019). There is also research that emphasizes the importance of interactions between people, information, and innovation, and emphasizes that the act of sharing facilitates innovation (Middleton et al. 2018; Radaelli et al. 2014). These studies promote group interaction as one of the factors that shape innovation (Reuvers et al. 2008). The suggestion is that the way leaders develop relationships with other partners can support or delay growth, which is the essence of leader-member exchange. Many studies that consider leader–member exchange from an organizational perspective (Park et al. 2014; Eskiler et al. 2016; Topcu et al. 2015) highlight the importance of organizational climate. Other research includes an individual perspective (Saeed et al. 2019; Agarwal 2014a) that underscores the importance of self-evaluation and engagement.

COR-Theory to build dimensions of innovate work behavior where the variable is built with three elements and twelve indicators. Below is a picture of the variables and their dimensions,
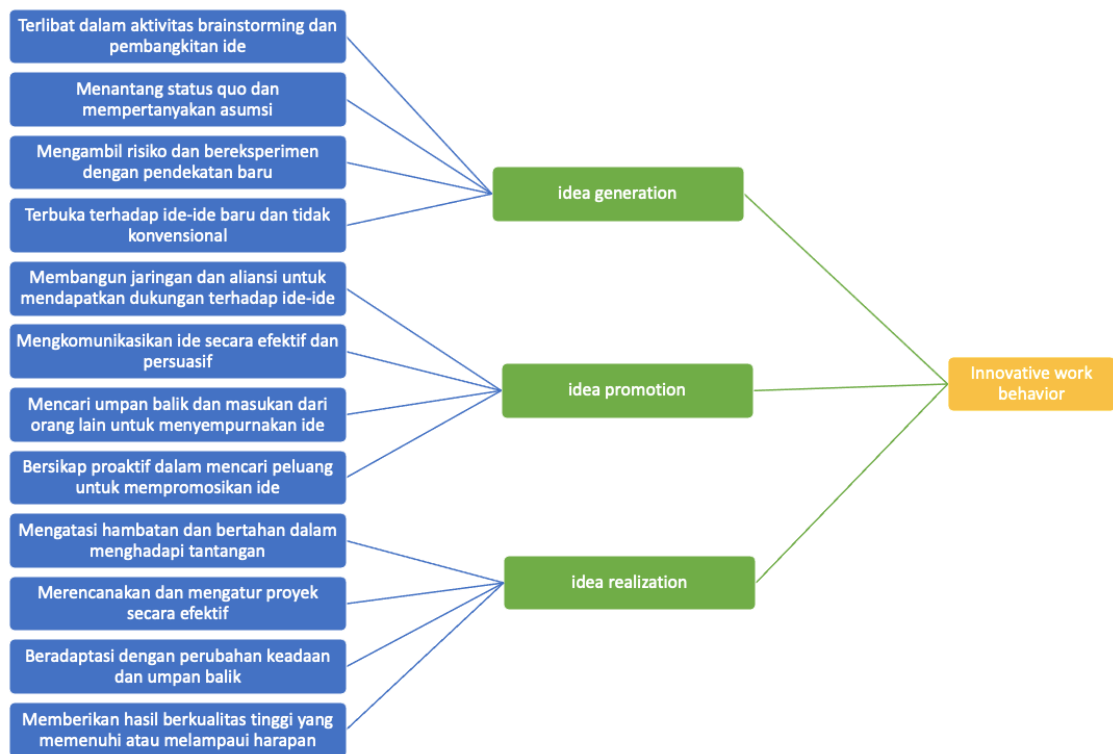
Figure 3. Variables and Dimensionalization of Innovative Work Behavior

Figure 3 shows the variable innovative work behavior using COR-Theory developed into elements of idea generation (4 indicators), idea promotion (4 indicators) and idea realization (4 indicators). Selection of indicators are adapted from the study of De Jong & Den Hartog, D. N. (2010); Janssen (2000); Scott, & Bruce (1994).

DISCUSSION

COR theory explains that society tends to acquire resources, how to maintain them and protect these resources. Individuals who have acquired resources will tend to acquire more resources, whereas individuals who have limited resources may react negatively to protect their resources (Hobfoll, 1989). Resources are anything that is of value to employees, which can be job resources or personal resources (Hobfoll, 2011). This theory is useful in explaining how a person's personal resources can help increase their level of work engagement. Based on COR theory and previous research, this paper argues that PsyCap will have a positive impact on the level of work engagement of public sector employees, based on the premise that employees who have high PsyCap will be more enthusiastic at work and they share information with their colleagues more freely and with easy (Avey et al., 2008).

CONCLUSION

According to this theory, individual behavior determines how people interact with internal and external factors that influence their innovative work behavior. Additionally, encouragement from management to individuals regarding their skills, abilities, and self-confidence also enables them to generate and implement new ideas with confidence (Compeau et al., 1999). Empowering leadership, which involves delegating decision-making authority and providing support and resources, can increase employees' intrinsic

motivation and creative self-efficacy by fostering a sense of autonomy and control over their work. This, in turn, may increase their confidence in their ability to engage in creative activities and seek innovative solutions independently. In summary, social cognitive theory provides a theoretical framework to explain the relationship between empowering leadership and innovative work behavior by emphasizing the role of intrinsic motivation, creative self-efficacy, and psychological empowerment in fostering a sense of autonomy, control, and confidence in a person to have creative abilities.

REFERENCES

Ahearne, M., Mathieu, J. and Rapp, A. (2005), "To empower or not to empower your sales force? An empirical examination of influence of leadership empowerment behavior on customer satisfaction and performance", Journal of Applied Psychology, Vol. 90 No. 5, pp. 945-955.

Bakker, A.B. An evidence-based model of work engagement. Curr. Dir. Psychol. 2011, 20, 265–269

Boukis, A., Koritos, C., Daunt, K.L. and Papastathopoulos, A.J. (2020), "Effects of customer incivility on frontline employees and the moderating role of supervisor leadership style", Tourism Management, Vol. 77, p. 103997.

Burmeister, A.; Fasbender, U.; Gerpott, F.H. Consequences of knowledge hiding: The differential compensatory effects of guilt and shame. J. Occup. Organ. Psychol. 2019, 92, 281–304. Dong, Y.; Bartol, K.M.; Zhang, Z.-X.; Li, C. Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. J. Organ. Behav. 2017, 38, 439–458.

Cabrera, A.; Collins, W.C.; Salgado, J.F. Determinants of individual engagement in knowledge sharing. Int. J. Hum. Resour. Manag. 2006, 17, 245–264.

Cabrera, E.F.; Cabrera, A. Fostering knowledge sharing through people management practices. Int. J. Hum. Resour. Manag. 2005, 16, 720–735.

Cheong, M., Yammarino, F.J., Dionne, S.D., Spain, S.M. and Tsai, C.Y. (2019), "A review of the effectiveness of empowering leadership", The Leadership Quarterly, Vol. 30 No. 1, pp. 34-58.

Chiang, C.F. and Chen, J-A.J.J. (2020), "How empowering leadership and a cooperative climate influence employees' voice behavior and knowledge sharing in the hotel industry", Ournal of Quality Assurance in Hospitality Tourism Management, Vol. 22 No. 4, pp. 1-20.

Constant, D.; Sproull, L.; Kiesler, S. The kindness of strangers: The usefulness of electronic weak ties for technical advice. Organ. Sci. 1996, 7, 119–135.

Culbertson, S. S., Mills, M. J., & Fullagar, C. J. (2012). Work engagement and work-family facilitation: making homes happier through positive affective spillover. Human Relations, 65(9), 1155–1177. https://doi.org/10.1177/0018726712440295

De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. Creativity and innovation management, 19(1), 23-36.

Elsetouhi, A.M., Hammad, A.A., Nagm, A.E.A. and Elbaz, A.M. (2018), "Perceived leader behavioral integrity and employee voice in SMEs travel agents: the mediating role of empowering leader behaviors", Tourism Management, Vol. 65, pp. 100-115.

Faulks, B., Song, Y., Waiganjo, M., Obrenovic, B., & Godinic, D. (2021). Impact of empowering leadership, innovative work, and organizational learning readiness on sustainable economic performance: an empirical study of companies in Russia during the COVID-19 pandemic. Sustainability, 13(22), 12465.

Foss, N.J.; Minbaeva, D.; Reinholt, M.; Pedersen, T. Encouraging knowledge sharing among employees: How job design matters. Hum. Resour. Manag. 2009, 48, 871–893.

Freire, C.; Ferradás, M.D.M.; Núñez, J.C.; Valle, A.; Vallejo, G. Eudaimonic Well-being and coping with stress in university students: The mediating/moderating role of self-efficacy. Int. J. Environ. Res. Public Health 2019, 16, 48.

Gagné, M. A model of knowledge-sharing motivation. Hum. Resour. Manag. 2009, 48, 571–589

Gagné, M.; Tian, A.W.; Soo, C.; Zhang, B.; Ho, K.S.B.; Hosszu, K. Different motivations for knowledge sharing and hiding: The role of motivating work design. J. Organ. Behav. 2019, 40, 783–799.

Halbesleben, J.R.B.; Neveu, J.P.; Paustian-Underdahl, S.C.; Westman, M. Getting to the "COR": Understanding the role of resources in conservation of resources theory. J. Manag. 2014, 40, 1334–1346.

Hoang, G., Wilson-Evered, E. and Lockstone-Binney, L. (2019), "Leading innovation among tourism small and medium enterprises: examining the mediating role of climate for innovation", Leadership and Organization Development Journal, Vol. 40 No. 5, pp. 647-666.

Hoang, G., Wilson-Evered, E., Lockstone-Binney, L., & Luu, T. T. (2021). Empowering leadership in hospitality and tourism management: a systematic literature review. International Journal of Contemporary Hospitality Management, 33(12), 4182-4214.

Hobfoll, S. E., and Shirom, A. (2001). Conservation of resources theory: applications to stress and management in the workplac. Public Policy Adm. 87, 57–80.

Hobfoll, S.E.; Halbesleben, J.; Neveu, J.-P.; Westman, M. Conservation of resources in the organizational context: The reality of resources and their consequences. Annu. Rev. Organ. Psychol. Organ. Behav. 2018, 5, 103–128.

Hon, A. (2012), "Shaping environments conductive to creativity the role of intrinsic motivation", Cornell Hospitality Quarterly, Vol. 53 No. 1, pp. 53 -64.

Huertas-Valdivia, I., Gallego-Burín, A.R. and Lloréns-Montes, F.J. (2019), "Effects of different leadership styles on hospitality workers", Tourism Management, Vol. 71, pp. 402-420.

Jada, U.R., Mukhopadhyay, S. and Titiyal, R. (2019), "Empowering leadership and innovative work behavior: a moderated mediation examination", Journal of Knowledge Management, Vol. 23, pp. 915-930.

Kakar, A. S., Rauza, D., Raziq, A., Akhtar, T., & Mohammad, N. (2023). Person-organization fit and turnover intention: The mediating role of need-supply fit and demand-ability fit. Global Business and Organizational Excellence.

Kim, M., & Beehr, T. A. (2023). Employees' entrepreneurial behavior within their organizations: empowering leadership and employees' resources help. International Journal of Entrepreneurial Behavior & Research, 29(4), 986-1006.

Kim, M., & Beehr, T. A. (2023). Empowering leadership improves employees' positive psychological states to result in more favorable behaviors. The International Journal of Human Resource Management, 34(10), 2002-2038.

Kim, W.C.; Mauborgne, R. Procedural justice, strategic decision making, and the knowledge economy. Strat. Manag. J. 1998, 19, 323–338.

Kristof-Brown, A. L., & Billsberry, J. (2013). Fit: An integrative review. In C. E. Lance & R. J. Vandenberg (Eds.), Statistical and methodological myths and urban legends: Doctrine, verity and fable in the organizational and social sciences (pp. 163–204). Routledge.

Kundu, S. C., Kumar, S., & Gahlawat, N. (2019). Empowering leadership and job performance: mediating role of psychological empowerment. Management Research Review, 42(5), 605-624.

Lim, S. and Gon, E. (2021), "Fostering absorptive capacity and facilitating innovation in hospitality organizations through empowering leadership", International Journal of Hospitality Management, Vol. 94, p. 102780.

Lin, M., Ling, Q., Luo, Z. and Wu, X. (2019), "Why does empowering leadership occur and matter? A multilevel study of Chinese hotels", Tourism Management Perspectives, Vol. 32, p. 100556.

Lin, M., Zhang, X., Ng, B.C.S. and Zhong, L. (2020), "To empower or not to empower? Multilevel effects of empowering leadership on knowledge hiding", International Journal of Hospitality Management, Vol. 89, p. 102540.

Liu, D., Jiang, K., Shalley, C. E., Keem, S., & Zhou, J. (2016). Motivational mechanisms of employee creativity: A meta-analytic examination and theoretical extension of the creativity literature. Organizational Behavior and Human Decision Processes, 137, 236–263. https://doi.org/10.1016/j.obhdp.2016.08.001.

Luu, T. T. (2019). Can diversity climate shape service innovative behavior in Vietnamese and Brazilian tour companies? The role of work passion. Tourism Management, 72, 326–339. https://doi.org/10.1016/j.tourman.2018.12.012

Maier, R. Knowledge Management Systems: Information and Communication Technologies for Knowledge Management; Springer: Berlin/Heidelberg, Germany; New York, NY, USA, 2004.

Messmann, G., & Mulder, R. H. (2012). Development of a measurement instrument for innovative work behaviour as a dynamic and context-bound construct. Human Resource Development International, 15(1), 43–59. https://doi.org/10.1080/13678868.2011.627518

Minbaeva, D.B.; Mäkelä, K.; Rabbiosi, L. Linking HRM and knowledge transfer via individual-level mechanisms. Hum. Resour. Manag. 2012, 51, 387–405.

Montani, F., Odoardi, C., & Battistelli, A. (2014). Individual and contextual determinants of innovative work behaviour: Proactive goal generation matters. Journal of Occupational and Organizational Psychology, 87(4), 645–670. https://doi.org/10.1111/joop.12063

Schilpzand, P., Houston, L. and Cho, J. (2018), "Not too tired to be proactive: daily empowering leadership spurs next-morning employee proactivity as moderated by nightly sleep quality", Academy of Management Journal, Vol. 61, pp. 2367-2387.

Sonnentag, S., Eck, K., Fritz, C., & Kühnel, J. (2020). Morning Reattachment to Work and Work Engagement During the Day: A Look at Day-Level Mediators. Journal of Applied Psychology, 105(4), 379–391. https://doi.org/10.1037/apl0000447

Srivastava, A.; Bartol, K.M.; Locke, E.A. Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. Acad. Manag. J. 2006, 49, 1239–1251.

Stenius, M.; Haukkala, A.; Hankonen, N.; Ravaja, N. What motivates experts to share? A prospective test of the model of knowledge-sharing motivation. Hum. Resour. Manag. 2017, 56, 871–885.

Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. Journal of Occupational Health Psychology, 18(2), 230–240.

Wang, S.; Noe, R.A.; Wang, Z.-M. Motivating knowledge sharing in knowledge management systems: A quasi–field experiment. J. Manag. 2011, 40, 978–1009.

Wihuda, F., Kurniawan, A.A., Kusumah, A.I. and Adawiyah, W.R. (2017), "Linking empowering leadership to employee service innovative behavior: a study from the hotel industry", Tourism: An International Interdisciplinary Journal, Vol. 65 No. 3, pp. 294-313.

Witherspoon, C.L.; Bergner, J.; Cockrell, C.; Stone, D.N. Antecedents of organizational knowledge sharing: A meta-analysis and critique. J. Knowl. Manag. 2013, 17, 250–277

Wu, W.L. To share knowledge or not: Dependence on knowledge-sharing satisfaction. Soc. Behav. Pers. 2013, 41, 47–58.

Xu, J.; Xie, B.; Tang, B. Guanxi HRM practice and employees' occupational well-being in China: A multi-level psychological process. Int. J. Environ. Res. Public Health 2020, 17, 2403.

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

Zhang, S., Ke, X., Wang, X.H.F. and Liu, J. (2018), "Empowering leadership and employee creativity: a dual-mechanism perspective", Journal of Occupational and Organizational Psychology, pp. 1-22, doi: 10.1111/joop.12219.

Zhang, X. and Bartol, K.M. (2010), "Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement", Academy of Management Journal, Vol. 53, pp. 107-128.