

INNOVATIVE WORK BEHAVIOR: A BIBLIOMETRIC PERSPECTIVE

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Abstract

This study aims to map the research landscape on Innovative Work Behavior (IWB) by conducting a bibliometric analysis using the Scopus database covering the period from 2015 to 2025. Employing VOSviewer software, revealing key trends and research directions in the field. The analysis shows that research on IWB is increasingly dynamic, with a focus on organizational factors such as leadership, knowledge sharing, employee engagement, and psychological capital. The clusters uncovered represent interconnected themes including transformational leadership, organizational culture, creativity, motivation to learn, human resource practices, innovation performance, and digital transformation. These clusters indicate the multidimensional nature of IWB and its relevance across different organizational contexts. The visual mapping provides insights into the co-occurrence of keywords, highlighting dominant themes and research gaps. This study contributes to the academic discourse by offering a systematic overview of the knowledge structure and development trajectory of IWB research over the past decade. The findings are valuable for researchers aiming to position future studies in underexplored areas and for practitioners seeking to enhance innovation through human resources and organizational strategies. This bibliometric review not only underscores the scholarly interest in IWB but also emphasizes its growing importance in achieving sustainable organizational performance in a rapidly changing business environment.

Keywords: innovative work behavior, bibliometric analysis, VOSviewer, Scopus, research trends

INTRODUCTION

The digital era and globalization have brought about very rapid changes in the business environment and organizational management. To face global competition and the dynamics of technological change, innovation is now a necessity, no longer an option. Innovation plays an important role as a foundation in developing new business models and improving operational structures in order to answer the challenges of the digital era (Tolić et al., 2022). In this context, an agile approach that emphasizes flexibility and rapid response to change has proven effective in driving organizational transformation, optimizing resource use, and increasing operational efficiency (Tshabalala & Marnewick, 2021). Thus, innovation becomes a vital strategy to maintain the relevance and sustainability of organizations amidst increasingly intense global competition (Tolić et al., 2022).

Innovation is not only focused on the organizational level, innovation also depends on the contribution of individuals within it. Employees who are equipped with adequate competencies and a proactive mindset act as catalysts for transformational change. Meta-analysis studies reveal that individual innovative behavior is greatly influenced by personal characteristics, such as creativity, proactivity, and openness to change, as well as by supportive leadership styles (Hammond et al., 2011).

Over the past decade, the academic literature on Innovative Work Behavior (IWB) has grown rapidly, as reflected by the numerous measurement instruments and empirical studies that have emerged over time. Early research efforts provided the foundation for the conceptualization of IWB, and over the past three decades, scholars have increasingly focused on refining these instruments and establishing strong psychometric properties (Lambriex-Schmitz et al., 2020). This growth in

research is supported by a bibliometric analysis that reveals not only an increase in the number of IWB-related publications but also a surge in collaborative research efforts spanning multiple geographic regions and disciplines (Peerzadah et al., 2023).

IWB has developed into a major research topic that transcends disciplinary boundaries, attracting significant attention in areas such as human resource management, organizational psychology, and organizational behavior. Researchers have highlighted that IWB is critical to individual development and overall organizational progress, affirming its direct impact on job satisfaction, performance, and organizational competitiveness (Ebrahim et al., 2023). The growing interest in IWB underscores its centrality to contemporary discussions on employee and organizational success. A growing body of research not only documents the antecedents and outcomes of IWB but also provides a comprehensive framework on how individual behavior contributes to organizational innovation.

This study aims to present a comprehensive intellectual mapping of the development of Innovative Work Behavior (IWB) research in the last three decades through a bibliometric approach. Specifically, this study will analyze the trend of scientific publications related to IWB, including annual growth, geographical distribution, and leading authors. In addition, this study will identify the main themes and subthemes that dominate IWB, such as the influence of leadership, psychological empowerment, and work engagement, and explore the relationships between frequently studied variables. By using bibliometric analysis software such as VOSviewer, this study will also reveal the intellectual structure and collaboration network in IWB research. Through this approach, this study can make a significant contribution to understanding the IWB research landscape as a whole and become a reference for researchers and practitioners in developing innovation strategies in the work environment.

LITERATURE REVIEW

Innovative Work Behavior

Various studies have examined IWB from various perspectives, both in terms of its antecedents and consequences, as well as its conceptual dimensions. For example, Bhatia (2023) found that transformational leadership plays an important role in creating an environment that supports creativity and problem-solving, thereby encouraging innovative behavior in employees. On the other hand, research by Dayanti (2024) identified a number of antecedents such as work engagement, work-life balance, and supportive leadership, which contribute to the creation of IWB and produce consequences such as career satisfaction and psychological well-being. Parveen and Vasudeva (2024) developed a conceptual framework to understand the dimensions of IWB. They grouped its antecedents and consequences, while Pusparini and Aryasa (2021) highlighted the role of job autonomy and individual global mindset as important variables that drive innovation in employee tasks.

In the context of the digital era, Handiman and Adam (2024) emphasize the relationship between technology and organizational culture that can be the main drivers of IWB, especially with the dynamics of the ever-evolving digital transformation. The study by Kharima et al. (2023) presents a systematic review of the concepts, antecedents, and sectors in which IWB has been studied, thus opening up space for further exploration of models that align individual and organizational variables. In addition, Sjahruddin et al. (2024) link psychological empowerment and intellectual capital to aspects of IWB, such as the exploration and implementation of ideas, thus contributing to the understanding of how certain antecedents can be mediated by perceptions of empowerment in improving organizational performance.

Although many studies have been conducted, there are still a number of research areas that have not been explored in depth. For example, research related to external factors such as government support is still limited (Zhang et al., (2021), thus promising further research that integrates external environmental variables with internal mechanisms such as digital knowledge

sharing Nugraha et al. (2021) and high-performance work systems (HPWS) (Arshad et al., 2024). In addition, several studies have suggested the need for a more comprehensive longitudinal approach and methodology to test the mediating and moderating effects of factors such as learning goal orientation (Gottfredson et al., 2025), engagement, and perceived organizational support (Jo & Hong, 2022) in understanding IWB dynamics.

Research contributions such as Mutmainnah et al. (2022) and Srirahayu et al. (2023) exploring the influence of directive leadership and characteristics of public organizations also provide opportunities to expand the understanding of how specific sectoral contexts influence innovative behavior. Overall, although there have been many attempts to conceptualize and measure IWB (AlEsa & Durugbo, 2021). Cross-dimensional integration and in-depth empirical testing are still needed to detail the interrelationships between individual, technological, and organizational environmental factors in driving workplace innovation.

RESEARCH METHOD

This study employed a bibliometric analysis approach to regularly explore research trends, influential authors, and thematic developments within the domain of innovative work behavior (IWB). The dataset was retrieved from the Scopus database on April 25, 2025, due to its extensive coverage of peer-reviewed publications in the fields of social sciences, management, and organizational studies.

The search strategy was carefully constructed using the keyword "innovative work behavior" and applied across article titles, abstracts, and keywords. To ensure the relevance and quality of the results, the dataset was filtered to include only publications from 2015 to 2025, yielding a total of 1,039 records. The search was restricted to journal articles and conference proceedings, thereby focusing on scholarly contributions and minimizing duplication and redundancy. Following data retrieval, a bibliometric analysis was conducted using VOSviewer, a widely recognized software for constructing and visualizing bibliometric networks. VOSviewer facilitated the examination of citation relationships and keyword co-occurrences, providing an in-depth view of the intellectual and social structures within the field. Specifically, visual maps were created to identify clusters and connections among authors, institutions, and emerging research themes.

RESULTS AND DISCUSSION

Documents by year Trend Analysis

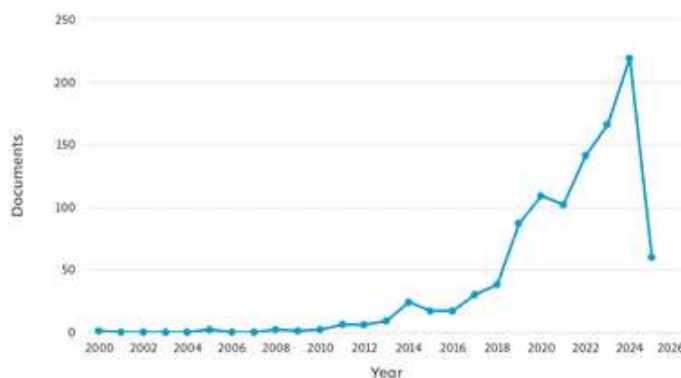


Figure 1. Documents by year

Based on the data obtained, the number of publications related to the analyzed topic shows a very significant development throughout the period from 2000 to 2025. At the beginning of the period, between 2000 and 2012, the number of documents per year was relatively low and stable,

with only a few publications recorded each year. A more pronounced increase began to be seen in 2013, but the most prominent growth spike occurred after 2018. 38 documents were recorded as published in 2018, increasing to 87 documents in 2019 and continuing to increase to 109 documents in 2020. This growth trend continues with 102 documents in 2021, 141 documents in 2022, and soaring even higher to 166 documents in 2023. The peak occurred in 2024 with a total of 219 documents, reflecting the high attention and intensity of research on this topic. However, in 2025, the number of documents dropped drastically to 60 documents, which is most likely due to the current year's data not being fully accumulated. Overall, these data show that over the past decade, this topic has experienced rapid academic development, showing an exponential increase in the number of publications until reaching a peak in scientific productivity in 2024.

Document by Author Trend Analysis

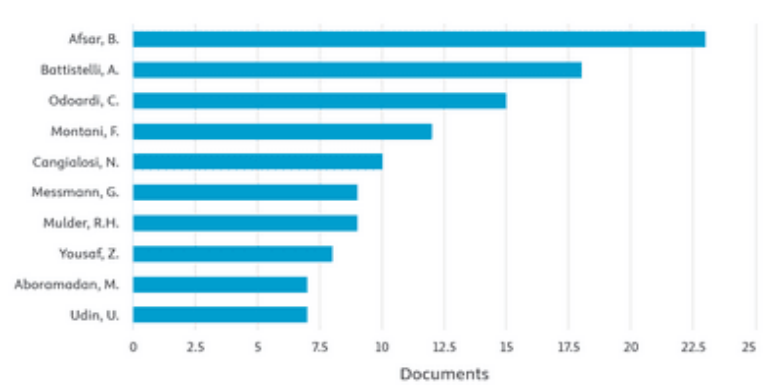


Figure 2. Documents by author

Based on a bibliometric analysis of the number of documents published by the authors, Afsar, B. occupies the top position with a contribution of 23 documents. Battistelli, A. occupy the next position with 18 documents, followed by Odoardi, C. who has published 15 documents. Furthermore, Montani, F. contributed through 12 documents, while Cangialosi, N. was recorded with 10 documents. Other authors such as Messmann, G., Mulder, RH, and Yousef, Z. each have 9 to 8 documents. Finally, Aboramadan, M. and Udin, U. were recorded with 7 documents each. These data indicate that research contributions in this field are quite centralized among several main authors, with Afsar, B. as the most productive figure. This pattern indicates the existence of a group of researchers who consistently contribute to the development of literature so that they can be considered centres of scientific productivity in the study of innovative work behaviour. The concentration of this work also has the potential to influence the direction of theoretical and applied developments in the future.

Document by Country Trend Analysis

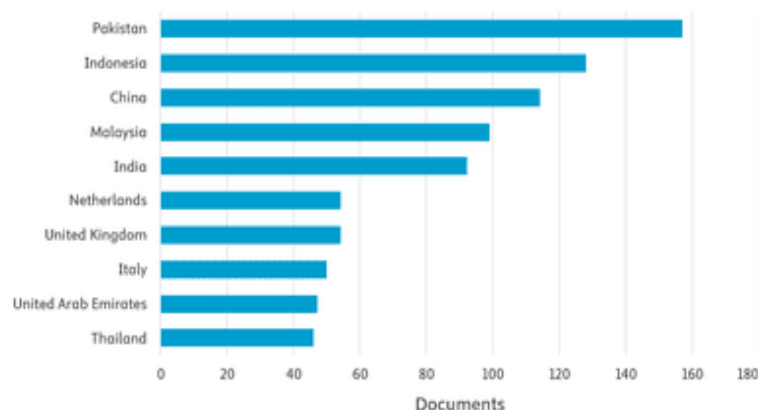


Figure 3. Documents by Country

Based on the country distribution (Figure 3), Pakistan is in the top position with the largest number of articles, namely 157 articles, followed by Indonesia with 128 articles, and China in third place with 114 articles. Malaysia and India are in fourth and fifth positions with 99 and 92 articles, respectively. The next five countries with a lower but still significant number of articles are the Netherlands (54 articles), the United Kingdom (54 articles), Italy (50 articles), the United Arab Emirates (47 articles), and Thailand (47 articles).

Documents by Subject Area Trend Analysis

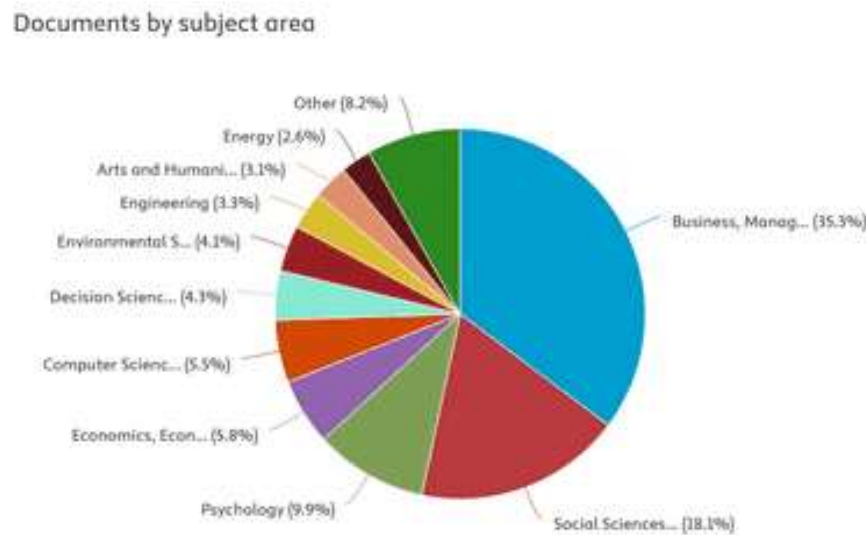


Figure 4. Documents by Subject area

Figure 4 presents the distribution of documents based on the scientific field (subject area) related to the topic of innovative work behavior. The field of Business, Management and Accounting dominates the research contribution with 644 documents, representing 35.3% of the total documents. This shows that innovative work behavior is most widely studied in the context of business management and accounting.

The second position is occupied by Social Sciences with 330 documents (18.1%), followed by Psychology with 180 documents (9.9%). These three fields reflect that innovative work behavior is widely studied from organizational, social, and psychological perspectives. Furthermore, the fields of Economics, Econometrics and Finance (8.8%) and Computer Science (5.8%) also have quite significant contributions, indicating that economic and technological aspects are also of concern in this study. Other fields include Decision Sciences (4.3%), Environmental Science (4.1%), Engineering (3.3%), Arts and Humanities (3.1%), and Energy (2.6%). The “Other” category accounts for 8.2% of the total documents, which includes fields outside those specifically mentioned. This visualization shows that this issue is multidisciplinary, although it is mostly discussed in the context of business and social sciences.

Top 10 Most Citation Articles

Table 1. Top 10 articles with the most citations

Authors	Title	Source title	Cited by
Janssen O. (2000)	Job demands, perceptions of effort-reward fairness and innovative work behavior	Journal of Occupational and Organizational Psychology	1700
De Jong and Hartog (2010)	Measuring innovative work behavior	Creativity and Innovation Management	897
Shanker et al., (2017)	Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior	Journal of Vocational Behavior	395
Carmeli and Spreitzer (2009)	Trust, connectivity, and thriving: implications for innovative behaviors at work	Journal of Creative Behavior	371
Yidong and Xinxin (2013)	How Ethical Leadership Influence Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation	Journal of Business Ethics	349
Ramamoorthy et al., (2005)	Determinants of Innovative Work Behavior: Development and Test of an Integrated Model	Creativity and Innovation Management	307
Agarwal et al. (2012)	Linking LMX, innovative work behavior and turnover intentions: The mediating role of work engagement	Career Development International	294
Dorenbosch et al., (2005)	On-the-job innovation: The impact of job design and human resource management through production ownership	Creativity and Innovation Management	286
Alfes et al. (2013)	The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement	Human Resource Management	279
Agarwal (2014)	Linking justice, trust and innovative work behavior to work engagement	Personnel Review	266

Source: Data process (2025)

Network Visualization Trend Analysis

Figure 5 shows a visualization of the keyword co-occurrence network analyzed using VOSviewer software. This visualization represents keywords that have large sizes and central positions around them, including innovation, employee performance, psychological capital, leadership, and organizational commitment. This shows that innovative work behavior is often studied in relation to employee performance, psychological factors, and the role of leadership and organizational commitment.

The network is divided into several main thematic clusters. The red cluster focuses on issues such as innovation, transformational leadership, emotional intelligence, and organizational change, indicating attention to the influence of leadership and organizational dynamics on innovative

behavior. The green cluster emphasizes aspects of employee engagement, organizational commitment, and workplace learning, which are closely related to employee development and learning in the workplace. The blue cluster covers topics such as job performance, job characteristics, empowerment, and psychological capital, which illustrate the influence of work design and psychological capital on individual innovation. Meanwhile, the yellow and purple clusters highlight the psychological and personality dimensions of individuals, such as work motivation, creativity, authentic leadership, and personal traits. Overall, this visualization shows that research on innovative work behavior is highly multidisciplinary and covers a wide range of aspects, from individual factors to organizational contexts.

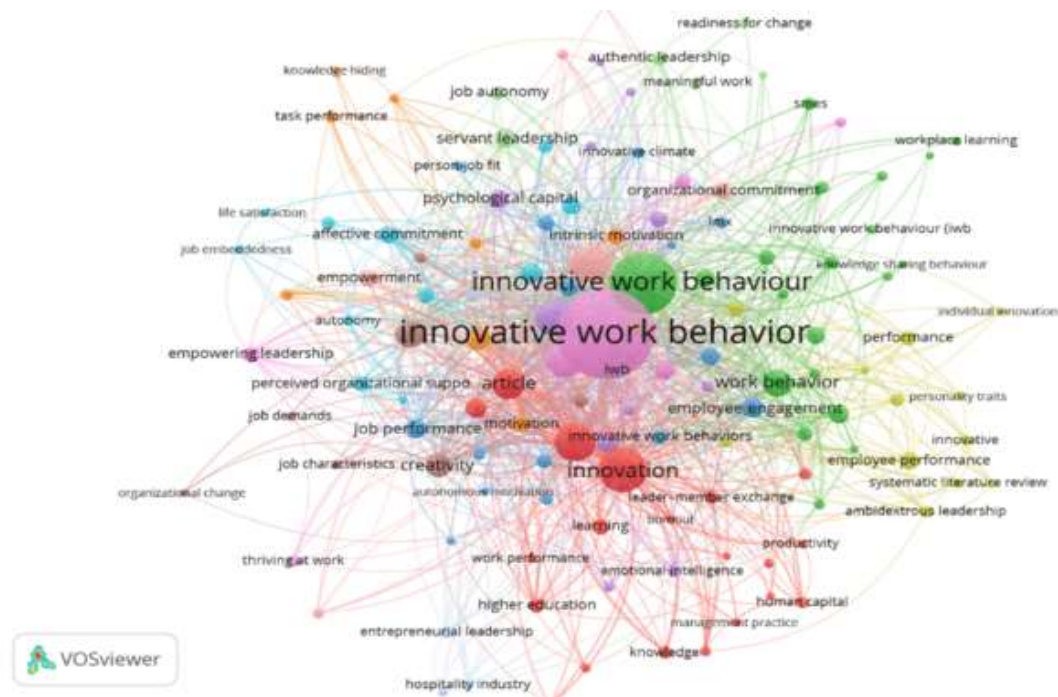


Figure 5. Network Visualization Trend Analysis

Overlay Visualization Analysis

Figure 6 shows an overlay visualization of the bibliometric analysis of keywords related to the topic of innovative work behavior. Unlike the previous visualization that focused on thematic relationships, this overlay visualization shows the time dimension, namely the trend of keyword occurrences from year to year. The colour of the node (keyword) represents the average year of occurrence of the keyword in publications with a colour gradient from blue (earlier occurrence, around 2020) to yellow (later occurrence, around 2023).

Keywords such as "innovative work behaviour," "innovation," and "employee performance" are coloured bluish green, indicating that these topics have emerged since the beginning of the analysis period, around 2020–2021, and continue to be the centre of attention. Keywords such as "psychological capital," "leadership," and "job performance" are also in the same time frame, indicating that these themes are the early foundations of the innovative work behavior literature.

However, there is a shift in research focus towards newer themes, marked by yellow and greenish-yellow. Some keywords that are relatively new and on the rise include “authentic leadership”, “ambidextrous leadership”, “systematic literature review”, “employee voice”, “individual innovation”, and “workplace learning”. This shows that recent research is beginning to

explore more specific leadership styles and employee involvement in decision-making, as well as systematic review-based approaches to understanding innovative work behavior.

This overlay visualization is very useful for identifying the evolution of research topics over time. Researchers can see how the focus of research is shifting from basic concepts, such as innovation and performance, to more complex and contextual contemporary issues, such as workplace learning and authentic leadership. This visualization can also help in finding research gaps and new research opportunities based on keywords that are still relatively new but are starting to get attention.

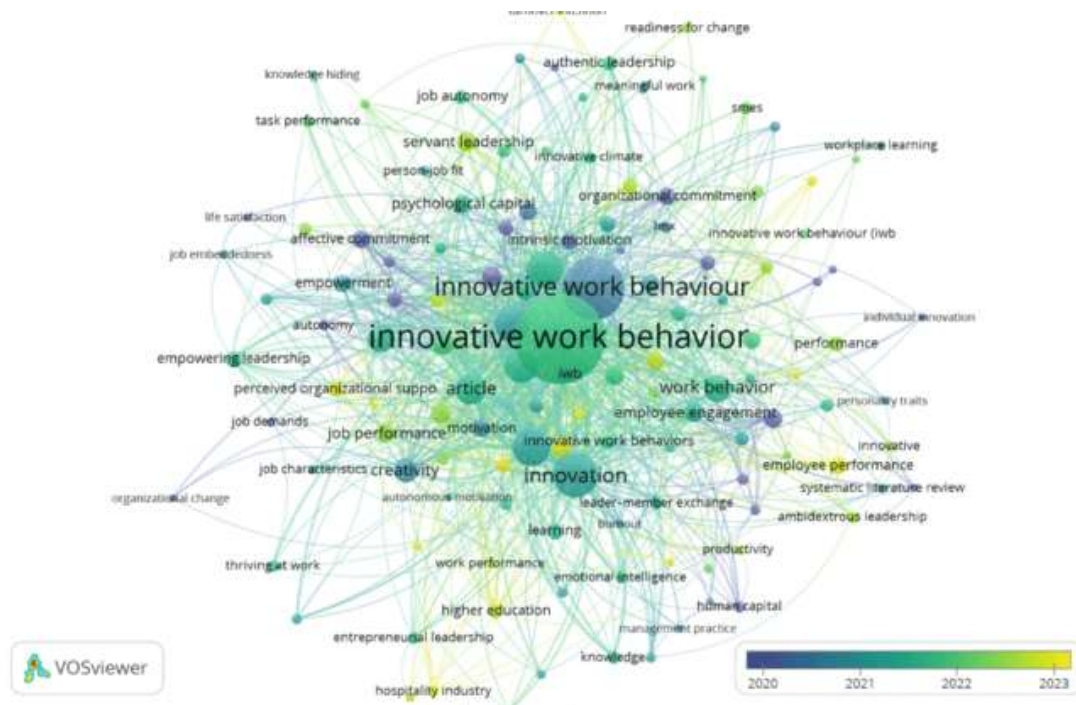


Figure 6. Overlay Visualization Analysis

Trend Density Visualization Analysis

Figure 7 shows that based on the Trend Density Visualization Analysis, the important keywords that also have a high density (yellowish green) include "innovation", "employee performance", "work behaviour", "job performance", "creativity", and "psychological capital". This shows that these topics are the core of research on innovative work behavior. The area around the centre begins to show a gradient of green to blue, indicating that keywords such as "authentic leadership," "workplace learning," "employee engagement," and "organizational commitment", although relevant, appear less frequently than the central core. At the edges of the map, keywords such as "hospitals industry," "entrepreneurial leadership," and "thriving at work" appear in blue, indicating that although related, these topics are still under-explored and on the fringes of the literature review.



Figure 7. Density Visualization Trend Analysis

Trend Analysis based on keywords

Table 2. Ten highest keywords

No	Keyword	Occurrences	Total Link Strength
1	Innovative work behavior	487	1001
2	Innovative work behavior	235	368
3	Leadership	91	332
4	Innovation	126	315
5	Transformational leadership	86	257
6	Work engagement	75	218
7	Knowledge sharing	70	168
8	Psychological empowerment	49	151
9	Work behavior	47	150
10	Job performance	25	88

Source: Data Process (2025)

Table 2 presents the results of the trend analysis based on keywords by displaying the top ten keywords in the study of innovative work behavior. This analysis involves two main indicators, namely the frequency of occurrence and the total link strength of each keyword. Frequency indicates how often a keyword appears in the analyzed document, while total link strength reflects the extent to which the keyword is connected to other keywords, thus indicating the level of conceptual relatedness in the literature.

The keyword “Innovative work behavior” with the American spelling appeared the most frequently, with 487 occurrences, and had the highest total link strength of 1001, indicating that this term is the main hub in the entire research network. Meanwhile, the British spelling version, “Innovative work behavior”, also ranked second with 235 occurrences and a total link strength of

368, indicating the consistency of the main theme despite the spelling differences. Other important keywords such as "Leadership" (91 occurrences, 332 link strengths), "Innovation" (126 occurrences, 315 link strengths), and "Transformational leadership" (86 occurrences, 257 link strengths) indicate that leadership and innovation aspects are important dimensions that are often associated with innovative work behavior.

Furthermore, there are keywords such as "Work engagement", "Knowledge sharing", and "Psychological empowerment" which each have a fairly high level of occurrence and strength of relationship, indicating a focus on employee motivation and work dynamics. Two other keywords, namely "Work behavior" and "Job performance", although having a lower number of occurrences, still show high relevance to the context of innovative work behavior. Overall, this table reinforces the findings from the previous visualization that research on innovative work behaviour is closely related to the themes of leadership, performance, organizational innovation, and employee psychological dynamics. It helps identify key areas that have been a major focus in the literature and provides a basis for further research exploration.

CONCLUSION

Based on the results of a bibliometric analysis of 1,039 documents from 2015 to 2025, research on innovative work behavior (IWB) has shown very rapid development in the last decade. This topic has become the centre of academic attention in various disciplines, especially in the fields of management, psychology, and social sciences. The visualization results show that IWB is closely related to organizational factors such as leadership, employee engagement, psychological capital, knowledge sharing, and job performance. A similar study conducted by Jadmiko et al. (2025) conducted a bibliometric study of IWB with leadership style. Thematic clusters identified through VOSviewer illustrate that IWB research includes a multidimensional approach ranging from job design and organizational climate to leadership styles such as transformational and authentic leadership. The dominance of keywords such as "innovation" and "employee performance" also strengthens the understanding that innovative work behavior is a key element in improving organizational performance and competitiveness in the digital era.

However, overlay and density visualization analysis revealed that there are still research gaps that can be further explored. Several new keywords, such as employee voice, ambidextrous leadership, systematic literature review, and workplace learning, have begun to appear in recent publications but have not been studied in depth. Therefore, further studies are recommended to focus on these contemporary issues, especially how flexible leadership styles and organizational learning practices can drive innovation in various industry sectors. Future studies are also recommended to use longitudinal and cross-cultural approaches to capture the dynamics of IWB in a global context and strengthen the theoretical and practical contributions of this phenomenon.

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