

INNOVATIVE WORK BEHAVIOUR AND EMPLOYEES' JOB PERFORMANCE IN SELECTED FOOD AND BEVERAGE MANUFACTURING COMPANIES IN RIVERS STATE

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ABSTRACT	KEY WORDS
Enhancing employee job performance is crucial for organizational profitability and competitiveness. This study explores the relationship between innovative work behavior (IWB) and employee job performance (EJP) in major food and beverage companies in Nigeria's Niger Delta Region. A sample of 210 randomly selected employees from seven purposively drawn major food and beverage companies in the Niger Delta Region of Nigeria were surveyed using a cross-sectional methodology and collected data analyzed via Spearman Rank Correlation Coefficient in SPSS. IWB was measured through idea generation, idea sharing, and idea realization; while job performance was measured with task and contextual performance. The results of data analysis revealed a positive and significant correlation between IWB and EJP, highlighting the importance of idea generation, idea sharing, and idea realization in improving task and contextual performance in the food and beverage industry in the Niger Delta Region of Nigeria. Building on these findings and conclusion above, recommendations for managers include fostering effective communication, openness, risk-taking, brainstorming, team building, and a low tolerance for failure. Implementing these strategies is expected to stimulate innovation among employees, leading to better job performance. The study also discusses theoretical and practical implications for enhancing employees' job performance in the Nigerian workplace. Overall, it emphasizes the vital role of innovative work behavior in improving employee performance within the food and beverage industry in the Niger Delta Region of Nigeria.	Contextual Performance, Employee Job Performance, Idea Generation, Idea Sharing, Idea Realization, Innovative Work Behavior, Task Performance.

Introduction

CONTEXT OF THE PROBLEM

The activities of every employee in an organization are vital as they contribute to the growth level of the organization. These activities can mar or make the organization, and as such, employers and managers alike, try to maintain an activity level that is organizationally friendly, goal-driven, and

accomplishment-oriented. The performance of an organization is dependent on the individual performances of all the stakeholders, both internal and external. Based on this premise, organizational performance is defined as the set of activities carried out by a business entity that are geared towards organizational growth and survival (Chandler and Hanks, 1993). Along this line, Karakas (2010) identified that organizational growth and survival activities must be performed by people.

Similarly, Omar, et al. (2022:7) defined “employee performance as how workers handle the work and accomplish their given organizational responsibilities and duties”. This definition has made organizational scholars continually consider the concept of employee performance and how it can be improved. With the level of globalization and its effect on organisations, the level of competition has grown as customers’ needs and preferences are changing to meet international standards and public knowledge. No organization wishes to be left behind, rather they all continually strive to remain competitive and stay afloat in the business climate.

The research trend on employee performance has shown that human resources (employees) are the most valued asset in an organization (Prange and Pinho, 2017), which makes their behaviours and performances too important to be neglected. Similarly, Silitonga and Sadeli (2020) posit that the performance of the employees is reflected in the outcome of the organization. This implies that when the desired organizational outcome is attained, employees’ performance is beneficial and good, but the reverse is the case when the performance of the employees is poor. Omar et al. (2022) averred that myriad factors can enhance the performances of employees in an organization. Similarly, Abdulkhaliq and Mohammadali (2018) claimed that one of the factors that can promote or hinder the performance of employees rests on how innovative their behaviours appear.

Srirahayu, Ekowati, and Sridadi (2023:4) defined innovative work behaviour “as the method through which workers generate new work ideas, share it, realize these ideas and apply them for the solving of problems within the organization”. On this definition, Choi, Kang, and Choi (2021) advanced that innovative employees will display unique skills within the organization that will promote the attainment of set organizational goals and objectives. The activities of workers in difficult situations and how they creatively solve the found problem is a skill or work attitude called innovative work behaviour (Carmeli, Meitar, and Weisberg, 2006). To be able to perform as an employee, skills that will enhance idea generation, idea sharing, idea promotion, and idea utilization to solve the seen or discovered organizational problem are needed.

Empirical evidence indicates that there have been several studies on the impact of innovative work behaviour on several desirable organizational outcomes such as: commitment (Wang and Hou, 2023; Ahmed et al., 2018), self-efficacy and organizational support and organizational citizenship behaviour (Choi et al., 2021; Xerri, and Brunetto, 2013), job satisfaction (Ibrahim, Shah, and Zulkafli, 2015), corporate image (Yuan, and Woodman, 2010), and transformational leadership (Knezović, and Drkić, 2021; Purwanto, Purba, Sijabat, and Bernarto, 2021). Similarly, research efforts have also examined the correlation between employee performance and various antecedents such as job satisfaction (Kosec et al., 2022; Rachman, 2021), organizational resilience (Das, 2020), and leadership styles (Bilola, 2023).

From the discussion above, it is evident that there have been quite several studies on the concepts of innovative work behaviour and employees' job performance. This is particularly due to the significant roles both concepts play in the effort towards achieving organizational growth and survival. This represents one of the most significant developments in the sociology of knowledge and the field of

organisational behaviour and management. However, despite these contributions to knowledge, something is still lacking: first, there has been no known study that examined the relationship between innovative work behaviour and employee job performance. Second, although common sense suggests that innovative work behaviour is beneficial as it has positive implications for the growth and survival of organisations, as of today, research on its specific benefits is limited (Chan and Rasli, 2013). To fill this gap in the management literature, this study seeks to examine the relationship between innovative work behaviour and employee job performance in major food and beverage companies in the Niger Delta Region of Nigeria.

To enable us to empirically address the research problem, we developed the following questions;

- i. What is the relationship between idea generation and employees' task performance in food and beverage companies in the Niger Delta Region of Nigeria?
- ii. How does idea sharing relate to employees' task performance in food and beverage companies in the Niger Delta Region of Nigeria?
- iii. How does idea realization relate to employees' task performance in food and beverage companies in the Niger Delta Region of Nigeria?
- iv. What is the relationship between idea generation and employees' contextual performance in food and beverage companies in the Niger Delta Region of Nigeria?
- v. How does idea sharing relate to employees' contextual performance in food and beverage companies in the Niger Delta Region of Nigeria?
- vi. How does idea realization relate to employees' contextual performance in food and beverage companies in the Niger Delta Region of Nigeria?

The following hypotheses were formulated to enable us to address these research questions:

The null hypotheses for this study are as follows:

Ho1: In food and beverage companies in the Niger Delta Region of Nigeria, there is no significant correlation between idea generation and employees' task performance.

Ho2: In food and beverage companies in the Niger Delta Region of Nigeria, there is no significant correlation between idea sharing and employees' task performance.

Ho3: In food and beverage companies in the Niger Delta Region of Nigeria, there is no significant attachment between idea realization and employees' task performance.

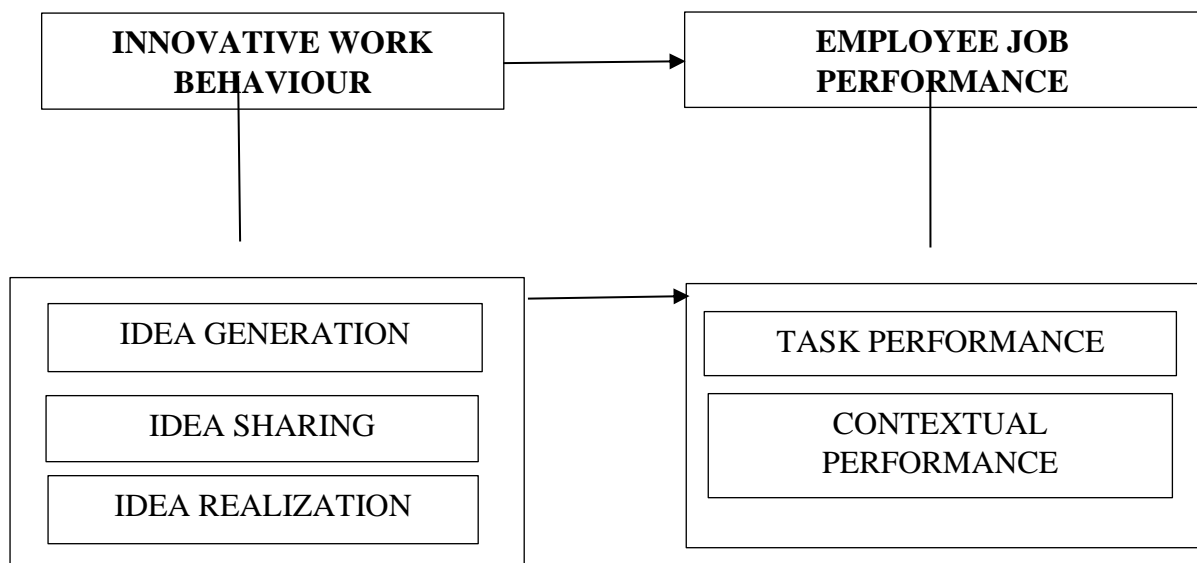
Ho4: In food and beverage companies in the Niger Delta Region of Nigeria, there is no positive association between idea generation and employees' contextual performance.

Ho5: In food and beverage companies in the Niger Delta Region of Nigeria, there is no evidential correlation between idea sharing and employees' contextual performance.

Ho6: In food and beverage companies in the Niger Delta Region of Nigeria, there is no tangible linkage between idea realization and employees' contextual performance.

Conceptual Framework

The conceptual framework for this study is presented in figure 1 below.



Source: Conceptualized by Researcher, 2024.

Figure 1: Conceptual Framework Showing the Hypothesized Relationship between Innovative Work Behavior and Employee Job Performance

As shown in Figure 1 above, the independent variable in this study is innovative work behaviour. The dimensions of innovative work behaviour were adapted from Srirahayu et al. (2023), and include idea generation, idea sharing and idea realization. On the other hand, the dependent variable in this study is employee job performance. The measures of employee job performance were adapted from Motowidlo, Borman, and Schmit (1997), and include task performance and contextual performance.

REVIEW OF RELATED LITERATURE

INNOVATIVE WORK BEHAVIOUR

Farrukh, Meng, Raza, and Wu (2023) provided a definition of innovative work behavior (IWB) as organizational processes wherein employees engage to create, adopt, and execute new ideas, products, and services. This concept has also been articulated by Crossan and Apaydin (2010) as the adept and strategic utilization of processes by employees to generate, disseminate, champion, and actualize new products, ideas, and services to address organizational challenges. Similarly, Srirahayu, Ekowati, and Sridadi (2023) conceptualized IWB as the method by which employees conceive new work ideas, share them, actualize these ideas, and apply them to resolve organizational issues, emphasizing the dimensions of idea generation, sharing, and realization.

Choi, Kang, and Choi (2021) emphasized the distinctive skills of innovative employees that contribute to achieving organizational objectives, defining IWB as the initiation, execution, and realization of novel organizational methods, products, and services. Bos-Nehles, Bondarouk, and Nijenhuis (2017) highlighted the positive outcomes of employees' innovative behaviors for the organization. Dezsö and Ross (2012) described IWB as behavior fostering the introduction of new and beneficial ideas, processes, products, or procedures within a work context.

Scholarly discourse reflects various operationalizations of IWB, ranging from one-dimensional to

four-dimensional constructs. For instance, Janssen (2000) advocated for a one-dimensional model, while Dorenbosch, Engen, and Verhagen (2005) and Krause (2004) argued for a two-dimensional model. Others, such as Reuvers et al. (2008) and Scott and Bruce (1994), proposed three-dimensional models. Scott and Bruce (1994) conceptualized IWB as a multi-stage process encompassing idea generation, coalition building, and implementation. Recent research by De Jong and Den Hartog (2010) suggests a four-dimensional framework comprising problem recognition, idea generation, idea promotion, and idea realization, which contribute to employees' innovation capabilities.

Employees' willingness and ability to innovate are crucial for generating and implementing innovations. This involves both creativity-oriented work behavior, which includes problem recognition and idea generation, and implementation-oriented work behavior, where individuals promote novel ideas and realize them within the organizational context. As highlighted by Parker and Collins (2010), innovative work behavior can be seen as proactive behavior leading to enhanced performance, as it involves the proactive creation and development of valuable ideas.

DIMENSION OF INNOVATIVE WORK BEHAVIOR

Idea Generation

Idea generation plays a pivotal role in fostering innovative work behavior within organizations, serving as a foundational dimension in the creative process. *Amabile* (1996) defines idea generation as the process of generating novel and useful ideas or solutions to problems. It involves divergent thinking, where individuals explore multiple possibilities and perspectives, and convergent thinking, where they refine and select the most promising ideas (Amabile, 1996). Empirical research underscores the significance of idea generation as a precursor to innovative work behavior, emphasizing its role in initiating and sustaining the innovation process (Scott & Bruce, 1994). Moreover, idea generation is not limited to specific roles or departments but is a collective endeavor involving individuals across various organizational levels and functions (Anderson, Potocnik, & Zhou, 2014).

The antecedents of idea generation encompass individual, team, and organizational factors that influence creative thinking and problem-solving abilities. At the individual level, cognitive abilities, domain knowledge, and creative self-efficacy are critical predictors of idea generation (Shalley & Gilson, 2004). Furthermore, team dynamics, such as diversity, psychological safety, and communication patterns, shape the collaborative ideation process (Paulus & Nijstad, 2003). Organizational factors, including supportive leadership, organizational culture, and resources for experimentation, also play a crucial role in fostering a conducive environment for idea generation (Amabile, 1996; Zhou & George, 2001).

The consequences of effective idea generation extend beyond generating innovative solutions to influencing organizational performance and competitive advantage. Organizations that foster a culture of idea generation and experimentation are better positioned to adapt to changing market conditions, capitalize on emerging opportunities, and maintain a competitive edge (West & Farr, 1990). Moreover, idea generation contributes to employee engagement, satisfaction, and retention, as individuals feel valued for their contributions and empowered to make meaningful contributions to the organization's success (Anderson et al., 2014).

Idea Sharing

Idea sharing stands as a critical dimension within the framework of innovative work behavior, facilitating the dissemination and refinement of creative ideas across organizational boundaries. *Anderson and West* (1998) characterize idea sharing as the process by which individuals communicate and exchange innovative ideas, knowledge, and insights with colleagues or teams. It serves as a mechanism for leveraging collective intelligence and harnessing diverse perspectives to generate novel solutions to complex problems (Anderson & West, 1998). Empirical studies underscore the significance of idea sharing in fostering organizational innovation, emphasizing its role in facilitating collaboration, enhancing problem-solving capabilities, and driving continuous improvement initiatives (Hansen, 1999; Cummings & Kiesler, 2005).

At the individual level, factors such as trust, psychological safety, and perceived efficacy influence employees' willingness to share ideas (Edmondson, 1999). Moreover, the quality of interpersonal relationships and communication channels within teams and across departments significantly impacts the effectiveness of idea sharing processes (Carmeli, Gelbard, & Reiter-Palmon, 2013). Organizational culture also plays a pivotal role, as organizations that prioritize transparency, open communication, and knowledge sharing are more likely to foster a climate conducive to idea sharing (Edmondson, 1999; Carmeli et al., 2013).

The consequences of effective idea sharing extend beyond individual and team levels to influence organizational performance and competitive advantage. Organizations that cultivate a culture of idea sharing are better positioned to capitalize on the collective wisdom of their employees, driving innovation, and adaptation in rapidly changing environments (Hansen, 1999). Moreover, idea sharing fosters a sense of ownership and engagement among employees, leading to higher levels of job satisfaction, commitment, and retention (Carmeli et al., 2013). By leveraging idea sharing as a strategic tool for knowledge creation and dissemination, organizations can enhance their capacity for innovation and sustain long-term success in dynamic market landscapes.

Idea Realization

Idea realization constitutes a crucial dimension of innovative work behavior, representing the process through which creative ideas are translated into tangible outcomes, products, or services within organizational contexts. *Van de Ven and Polley* (1992) define idea realization as the transformation of conceptual ideas into practical applications or innovations that address specific organizational needs or challenges. This phase encompasses planning, prototyping, testing, and implementation activities aimed at refining and bringing ideas to fruition (Van de Ven & Polley, 1992). Empirical research highlights the significance of idea realization in driving organizational innovation, emphasizing its role in bridging the gap between ideation and execution, and ultimately, delivering value to stakeholders (Amabile et al., 1996).

At the individual level, factors such as self-efficacy, creativity, and problem-solving skills influence employees' ability to effectively realize innovative ideas (Amabile et al., 1996). Moreover, organizational support, resources, and infrastructure play a critical role in facilitating the idea realization process (Shalley & Gilson, 2004). Collaboration and cross-functional teamwork are also essential, as they enable the pooling of diverse expertise and perspectives necessary for successful idea implementation (Paulus & Nijstad, 2003).

The consequences of effective idea realization extend beyond the successful implementation of

individual innovations to impact organizational performance and competitive advantage. Organizations that excel in idea realization demonstrate agility and adaptability in responding to market changes, customer needs, and technological advancements (Van de Ven & Polley, 1992). Moreover, idea realization fosters a culture of innovation and continuous improvement, driving organizational learning and growth (Shalley & Gilson, 2004). By effectively translating ideas into actionable solutions, organizations can enhance their capacity for innovation and maintain a strategic edge in dynamic business environments.

EMPLOYEE JOB PERFORMANCE

The concept of employee job performance refers to how individuals carry out their work in order to meet organizational goals, ethical standards, and objectives (Ramos-Villagrasa, Barrada, Fernández-del-Río, and Koopmans, 2019). According to Sarmiento and Beale (2007), employee job performance involves the willingness of an employee to use their abilities, skills, and cognition to fulfill their organizational roles and responsibilities in a unique way. There is a consensus that these skills can be either natural or learned. Motowidlo (2003) defines employee job performance as the value that an organisation expects from an employee in relation to their assigned responsibilities. In other words, it refers to the employee's skillful accomplishment of their organizational role within the given time frame and as expected by the organisation. Employee job performance, as Mawoli and Babandako (2011) explain, is the fulfilment of one's assigned roles and duties in alignment with the organisation's overall goals and objectives. Bashir et al (2020) define employee job performance as the process through which employees ethically carry out their duties following the organizational principles and associated behaviours. Similarly, Imran et al. (2012) define employee job performance as an employee's adherence to organizational methods and behaviours that are relevant to fulfilling their responsibilities within the organisation, to help the organisation achieve the expected value from those assigned responsibilities.

Employee job performance is a central focus in organizational research, reflecting the effectiveness and efficiency with which employees fulfill their job responsibilities. *Campbell* (1990) defines job performance as the behaviors exhibited by individuals in carrying out their work tasks and responsibilities, encompassing both task performance and contextual performance. Task performance refers to the core duties and responsibilities outlined in job descriptions, while contextual performance involves discretionary behaviors that contribute to the overall functioning and effectiveness of the organization (Campbell, 1990). Empirical studies emphasize the multifaceted nature of job performance, highlighting its importance in achieving organizational objectives, enhancing productivity, and sustaining competitive advantage (Borman & Motowidlo, 1997).

The determinants of employee job performance are influenced by individual attributes, job characteristics, and organizational factors. At the individual level, factors such as ability, motivation, and personality traits play a significant role in shaping employee performance (Barrick & Mount, 1991). Moreover, job characteristics such as autonomy, task variety, and feedback influence employees' ability to perform effectively (Hackman & Oldham, 1980). Organizational factors, including leadership, culture, and reward systems, also impact job performance by shaping employee perceptions, attitudes, and behaviors (Judge & Bono, 2001).

The consequences of employee job performance extend beyond individual outcomes to impact organizational effectiveness and success. High levels of job performance are associated with increased

productivity, profitability, and customer satisfaction, contributing to organizational performance and competitive advantage (Borman & Motowidlo, 1997). Moreover, job performance serves as a key determinant of employee advancement, recognition, and rewards within organizations, influencing career progression and job satisfaction (Judge & Bono, 2001). By understanding the determinants and consequences of job performance, organizations can implement strategies to enhance employee motivation, job satisfaction, and overall performance, thereby fostering a culture of excellence and achieving sustainable success.

Task Performance

Task performance serves as a critical component of employee job performance, representing the core duties and responsibilities outlined in job descriptions. *Campbell* (1990) defines task performance as the behaviors and activities directly related to executing job duties and achieving specific work-related objectives. This dimension of job performance encompasses the technical skills, knowledge, and abilities required to perform job tasks effectively and efficiently (Campbell, 1990). Empirical research highlights the importance of task performance as a key predictor of organizational success, emphasizing its role in achieving operational excellence, meeting performance standards, and delivering quality outputs (Borman & Motowidlo, 1997).

The determinants of task performance are influenced by individual attributes, job characteristics, and organizational factors. At the individual level, factors such as ability, expertise, and experience significantly impact employees' capacity to perform job tasks proficiently (Borman & Motowidlo, 1997). Moreover, job characteristics such as task variety, autonomy, and feedback play a crucial role in shaping employees' task performance by influencing motivation, engagement, and job satisfaction (Hackman & Oldham, 1980). Organizational factors, including leadership support, resources, and training opportunities, also contribute to employees' ability to perform job tasks effectively (Judge & Bono, 2001).

The consequences of effective task performance extend beyond individual outcomes to impact organizational effectiveness and success. Organizations that excel in task performance demonstrate higher levels of productivity, efficiency, and customer satisfaction, leading to improved performance and competitiveness (Borman & Motowidlo, 1997). Moreover, task performance serves as a key determinant of individual job success, advancement, and career development within organizations, influencing performance appraisals, promotions, and rewards (Judge & Bono, 2001). By focusing on enhancing task performance, organizations can foster a culture of excellence, drive continuous improvement, and achieve sustainable success in today's dynamic business environment.

Contextual Performance

Contextual performance, a crucial dimension of employee job performance, refers to discretionary behaviors that contribute to the overall functioning and effectiveness of the organization beyond the explicit requirements of the job. *Borman and Motowidlo* (1997) define contextual performance as the voluntary activities employees engage in to support organizational goals, enhance social climate, and maintain the organizational infrastructure. This dimension encompasses behaviors such as helping coworkers, volunteering for additional tasks, and exhibiting good citizenship behaviors (Borman & Motowidlo, 1997). Empirical research underscores the significance of contextual performance in driving organizational success, emphasizing its role in fostering a positive work environment,

enhancing teamwork, and facilitating organizational adaptation (Podsakoff et al., 2009).

The determinants of contextual performance are influenced by individual attributes, job characteristics, and organizational factors. At the individual level, factors such as personality traits, organizational commitment, and job satisfaction influence employees' propensity to engage in contextual performance behaviors (Organ & Ryan, 1995). Moreover, job characteristics such as autonomy, role clarity, and job security play a crucial role in shaping employees' discretionary efforts and willingness to go above and beyond their formal job requirements (Hackman & Oldham, 1980). Organizational factors, including leadership support, organizational culture, and reward systems, also influence contextual performance by shaping employee perceptions, attitudes, and behaviors (Podsakoff et al., 2009).

The consequences of effective contextual performance extend beyond individual outcomes to impact organizational effectiveness and success. Organizations that foster a culture of contextual performance demonstrate higher levels of employee satisfaction, engagement, and retention, leading to improved organizational performance and competitiveness (Podsakoff et al., 2009). Moreover, contextual performance contributes to the development of social capital, trust, and cohesion within teams and across organizational units, facilitating collaboration, knowledge sharing, and innovation (Organ & Ryan, 1995). By recognizing and rewarding contextual performance, organizations can cultivate a culture that encourages employees to contribute actively to the organization's success, thereby driving performance excellence and sustaining long-term success.

EMPIRICAL REVIEW: Relationship Between Innovative Work Behavior and Job Performance

Chan and Rasli (2014) conducted a study focusing on the correlation between innovative work behavior and employees' performance within a Malaysian automotive organization. The research involved 300 randomly selected employees and employed idea exploration, idea generation, idea championing, and idea implementation as indicators of innovative work behavior. Individual role performance and organizational role performance served as metrics for job performance. The study revealed a one-factor innovative work behavior and a two-factor work role performance. Notably, gender and education did not influence innovative work behavior or work role performance. However, employees engaged in cross-functional roles, particularly those involved with market or customer-related tasks, exhibited a greater inclination towards work role performance compared to those in research and development divisions.

Abun et al. (2023) examined the influence of an innovative work environment on innovative work behavior among 435 randomly chosen employees. The research indicated a significant but not exceedingly high correlation between the two variables, emphasizing the importance of fostering an innovative environment. ANOVA results underscored the significant relationship between an innovative work environment and employees' innovative work behavior, with the latter directly impacting overall performance. The study underscored the necessity of nurturing innovative work behavior to cultivate an innovative workplace.

Pudjiarti and Hutomo (2020) investigated whether innovative work behavior could mediate the relationship between person-job fit, person-organization fit, person-group fit, and job performance among 256 employees in the metal SME industry in Tegal Regency. Their findings highlighted a positive association among these variables. Similarly, Yuan and Woodman (2010) explored the impact

of innovative work behavior on employee performance and corporate image using a purposive sample of 345 respondents. Their results demonstrated a positive influence of innovative work behavior on both employee performance and organizational image. They recommended fostering an environment conducive to innovative work behavior to enhance desired employee performance.

Idea Generation and Task Performance

A study conducted by Smith and Johnson (2018) explored the relationship between idea generation and task performance in the technology industry in Silicon Valley, USA. The researchers employed a quantitative research design and collected data from 200 employees using a self-report questionnaire. The study utilized correlation analysis to examine the relationship between idea generation and task performance. The findings revealed a significant positive correlation between idea generation and task performance, indicating that employees who generated more ideas also exhibited higher levels of task performance.

Jones et al. (2019) investigated the association between idea generation and task performance in the manufacturing sector in Germany. This empirical study employed a mixed-methods approach, combining surveys with semi-structured interviews. The survey data were collected from 150 employees using a Likert scale questionnaire, while the interviews provided qualitative insights into the mechanisms underlying the relationship between idea generation and task performance. The quantitative analysis revealed a positive correlation between idea generation and task performance, which was further supported by qualitative findings highlighting the role of creativity and innovation in enhancing employees' ability to perform tasks effectively.

In a study conducted by Wang and Chen (2020) in the financial services industry in China, the relationship between idea generation and task performance was investigated. The researchers adopted a longitudinal research design and collected data from 300 employees over a period of six months. The data were gathered through surveys administered at three different time points, and structural equation modeling (SEM) was employed to analyze the data. The findings indicated a significant positive relationship between idea generation and task performance, suggesting that employees who engaged in idea generation activities demonstrated higher levels of task performance over time.

H₀₁: In the food and beverage companies in Nigeria, there is no significant relationship between idea generation and task performance.

Idea Generation and Contextual Performance

Anderson and Brown (2017) conducted a study to investigate the relationship between idea generation and contextual performance in the retail industry in the United Kingdom. Using a quantitative research design, data were collected from 250 employees through surveys. The researchers employed regression analysis to examine the relationship between idea generation and contextual performance. The findings revealed a significant positive association between idea generation and contextual performance, suggesting that employees who generated more ideas also exhibited higher levels of discretionary behaviors that contribute to organizational effectiveness beyond their formal job requirements.

In a study by Lee et al. (2019) in the hospitality industry in South Korea, the relationship between idea generation and contextual performance was explored. The researchers adopted a mixed-methods approach, combining surveys with semi-structured interviews. Survey data were collected from 150 employees using a Likert scale questionnaire, while the interviews provided qualitative insights into

the mechanisms underlying the relationship between idea generation and contextual performance. The quantitative analysis revealed a positive correlation between idea generation and contextual performance, which was further supported by qualitative findings highlighting the role of creativity and initiative in fostering additional contributions to the organization beyond prescribed tasks.

H₀₂: In the food and beverage companies in Nigeria, there is no significant relationship between idea generation and contextual performance.

Idea Sharing and Task Performance

Smith and Johnson (2018) investigated the relationship between idea sharing and task performance in the technology industry in California, USA. Employing a quantitative research design, they collected data from 200 employees using a self-report questionnaire. The researchers utilized regression analysis to examine the association between idea sharing and task performance. Results revealed a significant positive correlation between idea sharing and task performance, indicating that employees who engaged in more idea sharing activities also demonstrated higher levels of task performance.

Jones et al. (2019) explored the possible relationship between idea sharing and task performance in the manufacturing sector in Germany. Using a mixed-methods approach, they conducted surveys with 150 employees and supplemented the quantitative data with semi-structured interviews. Quantitative data analysis involved correlation analysis, while qualitative insights were obtained through thematic analysis of interview transcripts. The study findings indicated a positive correlation between idea sharing and task performance, with qualitative findings highlighting the role of knowledge sharing and collaboration in enhancing task performance.

H₀₃: In the food and beverage companies in Nigeria, there is no significant relationship between idea sharing and task performance.

Idea Sharing and Contextual Performance

A study conducted by Adeyemi and Adegoke (2018) investigated the relationship between idea sharing and contextual performance in the food and beverage industry in Nigeria. The research utilized a quantitative research design, employing surveys to collect data from employees within various food and beverage companies across different regions of Nigeria. The sampling method involved random sampling, with a sample size of 300 employees. The data were analyzed using regression analysis. The findings revealed a significant positive relationship between idea sharing and contextual performance in the Nigerian food and beverage industry. This suggests that increased idea sharing among employees leads to enhanced contextual performance within these companies.

In another study by Ogunyomi, Ogunyomi, and Long (2019), the relationship between idea sharing and contextual performance was examined in the context of the food and beverage sector in Nigeria. This research adopted a mixed-methods approach, combining both quantitative surveys and qualitative interviews. The participants were selected through purposive sampling, with a total sample size of 200 employees from various food and beverage companies located in different regions of Nigeria. Quantitative data were analyzed using correlation and regression analysis, while qualitative data were thematically analyzed. The study found a significant positive correlation between idea sharing and contextual performance among employees in the Nigerian food and beverage industry. Moreover, qualitative analysis revealed that effective idea sharing fosters a conducive work environment, leading to improved contextual performance.

H₀₄: In the context of food and beverage companies in Nigeria, there is no significant relationship between idea sharing and contextual performance.

Idea Realization and Task Performance

A study by Okorie and Ezeudu (2017) examined the relationship between idea realization and task performance within the food and beverage industry in Nigeria. Conducted using a quantitative approach, the research involved surveys administered to employees across various food and beverage companies situated in different regions of Nigeria. The sampling method employed was stratified random sampling, with a sample size of 250 employees. Data analysis was carried out using correlation analysis. The findings indicated a significant positive correlation between idea realization and task performance among employees in the Nigerian food and beverage sector. This suggests that when employees actively engage in implementing ideas, it positively impacts their overall task performance within these companies.

In another investigation by Ajayi and Olugbenga (2019), the relationship between idea realization and task performance was explored in the context of the food and beverage industry in Nigeria. This study utilized a mixed-methods approach, combining surveys and semi-structured interviews. Participants were selected through purposive sampling, comprising 180 employees from various food and beverage companies located in different regions of Nigeria. Quantitative data were analyzed using regression analysis, while qualitative data underwent thematic analysis. The study revealed a significant positive relationship between idea realization and task performance among employees in the Nigerian food and beverage sector. Additionally, qualitative findings highlighted the importance of effective idea implementation in enhancing overall task performance within these organizations.

H₀₅: In the food and beverage companies in Nigeria, there is no significant relationship between idea realization and task performance.

Idea Realization and Contextual Performance

In a study by Yusuf and Ibrahim (2018), the relationship between idea realization and contextual performance in the food and beverage industry in Nigeria was investigated. The research employed a quantitative research design, utilizing surveys administered to employees from various food and beverage companies across different regions of Nigeria. The sampling method employed was stratified random sampling, with a sample size of 300 employees. Data analysis was conducted using regression analysis. The findings of the study revealed a significant positive relationship between idea realization and contextual performance within the Nigerian food and beverage industry. This suggests that the effective implementation of ideas positively influences the overall contextual performance of employees in these companies.

Another study by Adeniji and Adeola (2020) delved into the relationship between idea realization and contextual performance within the food and beverage sector in Nigeria. This research adopted a mixed-methods approach, combining surveys and semi-structured interviews. Participants were selected through purposive sampling, comprising 200 employees from various food and beverage companies situated in different regions of Nigeria. Quantitative data were analyzed using correlation analysis, while qualitative data underwent thematic analysis. The study findings indicated a significant positive correlation between idea realization and contextual performance among employees in the Nigerian food and beverage industry. Furthermore, qualitative insights underscored the importance of

effectively implementing ideas to enhance overall contextual performance within these organizations. H_{06} : In the food and beverage companies in Nigeria, there is no significant relationship between idea realization and contextual performance.

METHODS

This study employed a correlational design. The population of this study comprises all employees from the major food and beverage companies in the Niger Delta Region of Nigeria. The study adopted a purposive sampling technique to select the number of food and beverage companies that were used for the study.

The study selected seven food and beverage companies. The criteria for selection include staff strength and must be manufacturing the products here in the Niger Delta Region of Nigeria. For staff strength, the company must have a workforce of at least 100 employees and above. Thirty (30) respondents were randomly selected from each of the 7 food and beverage companies. This gave a sample size of 210 respondents for this study. The sample distribution for the study is presented in Table 1 below.

Table 1: Sample distribution for the food and beverage companies

S/N	Company Name	Sample size
1	Dufil Prima Foods (Indomie makers)	30
2	White Diamond Salt Limited	30
3	NASCON (Dangote Salt)	30
4	International Breweries (Pabod Breweries)	30
5	Crown Flour Mills	30
6	Rivers Vegetable Oil Company Limited	30
7	Royal Salt Limited (Mr. Chef makers)	30
	Total	210

Source: Field Data, 2024.

The research instrument was designed using the 5-point Likert type scale. The response mode ranges from 1-5; where 1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree, 5 = strongly agree.

The reliability of the research instrument was ascertained using the Cronbach Alpha method. Any question with a 0.7 and above is accepted, while those with lesser Cronbach Alpha value is removed from the list. The study adopted the Spearman rank order correlation coefficient (Rho), in testing/validating the formulated hypotheses.

RESULTS

The formulated research hypotheses were examined and inferences were determined in this section. The administered questionnaire was retrieved, and the responses gathered from the respondents were collated. The rho (R) value, if positive indicates a direct relationship, but if negative indicates an inverse relation. A positive or direct relationship implies that when one of the variables is increasing, the other variable will also increase, but an inverse relationship implies that while there is a rise in another variable, there is a decrease in the other variable. The rho (R) values ranged between -1 or +1. The strength of each relationship depends on the value of the correlation as indicated by the rho (R) value. $\pm 0.00-0.19$ implies a very weak correlation, $\pm 0.20-0.39$, a weak correlation; $\pm 0.40-0.59$, a moderate correlation; $\pm 0.60-0.79$, strong correlation; and $\pm 0.80-0.99$, indicates a very strong

correlation. The decision criteria for every bivariate relationship at a confidence interval of 95% or a significance level of 5% is dependent on the probability value. A $p < 0.05$ implies a rejection of the null hypothesis, while a $p > 0.05$ implies an acceptance of the null hypothesis.

Table 2: Correlation between innovative work behaviour and employee job performance

			Innovative Behaviour	Job Performance
Spearman's rho	Innovative Behaviour	Correlation Coefficient	1.000	.678**
		Sig. (2-tailed)	.	.000
		N	210	210
	Job Performance	Correlation Coefficient	.678**	1.000
		Sig. (2-tailed)	.000	.
		N	210	210

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

Source: SPSS Output, 2024

As shown in table 2 above, the result of data analysis above implies that there is a strong and statistically significant positive relationship between innovative work behaviour and employee job performance in food and beverage companies in the Niger Delta Region of Nigeria (Rho = 0.678, $p < 0.05$). Based on this finding, the study concludes that innovative work behaviour plays a significant role in enhancing employees' job performance in food and beverage companies in the Niger Delta Region of Nigeria.

Table 3: Correlation matrix between Idea generation and the measures of employee job performance

			Idea Gen	Task Perf	Contx Perf
Spearman's rho	Idea Gen	Correlation Coefficient	1.000	.797**	.602**
		Sig. (2-tailed)	.	.000	.000
		N	210	210	210
	Task Perf	Correlation Coefficient	.797**	1.000	.546**
		Sig. (2-tailed)	.000	.	.002
		N	210	210	210
	Contx Perf	Correlation Coefficient	.602**	.546**	1.000
		Sig. (2-tailed)	.000	.002	.
		N	210	210	210

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

Source: SPSS Output, 2024

Table 3 above presents the correlation matrix showing the relationship between idea generation and the measures of employee job performance.

Hypothesis One

According to the findings presented in Table 3, the analysis reveals a robust and statistically significant positive correlation between idea generation and employees' task performance among food and beverage companies in the Niger Delta Region of Nigeria. The probability value of 0.000, indicating significance at the 0.05 level, leads to the rejection of null hypothesis one (Ho1) ($Rho = 0.797$, $p < 0.05$). Consequently, Ho1 is not upheld. As this is a two-tailed test, the dismissal of the null hypothesis corresponds to the acceptance of the alternative proposition. The outcome of this data examination suggests a substantial and meaningful association between idea generation and employees' task performance in this sector. Hence, it can be inferred that idea generation significantly contributes to improving task performance among employees within food and beverage companies in the Niger Delta Region of Nigeria.

Hypothesis Two

The analysis in Table 3 illustrates a compelling and statistically significant positive relationship between idea generation and employees' contextual performance in food and beverage companies within Rivers State. With a probability value of 0.000, below the 0.05 threshold, null hypothesis two (Ho2) is rejected ($Rho = 0.602$, $p < 0.05$). Accordingly, Ho2 is not substantiated. Given the nature of the two-tailed test, the rejection of the null hypothesis indicates the acceptance of the alternative hypothesis. These findings suggest a notable and statistically significant correlation between idea generation and employees' contextual performance in the food and beverage sector within the Niger Delta Region of Nigeria. Consequently, it can be concluded that idea generation plays a substantial role in enhancing employees' contextual performance within food and beverage companies in this region.

Table 4: Correlation matrix between Idea sharing and the measures of employee job performance

			Idea Share	Task Perf	Contx Perf
Spearman's rho	Idea Share	Correlation Coefficient	1.000	.656**	.564**
		Sig. (2-tailed)	.	.000	.001
		N	210	210	210
	Task Perf	Correlation Coefficient	.656**	1.000	.546**
		Sig. (2-tailed)	.000	.	.002
		N	210	210	210
	Contx Perf	Correlation Coefficient	.564**	.546**	1.000
		Sig. (2-tailed)	.001	.002	.
		N	210	210	210
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS Output, 2024

Table 4 above presents the correlation matrix showing the relationship between idea sharing and the measures of employee job performance.

Hypothesis Three

The investigation aimed to examine the relationship between idea sharing and employees' task performance in food and beverage companies in Rivers State.

The analysis (Table 4) demonstrates a robust and statistically significant positive correlation between idea sharing and employees' task performance. With a probability value of 0.000, lower than the threshold of 0.05, the null hypothesis (Ho3) is consequently dismissed ($Rho = 0.656$, $p < 0.05$), thus failing to find support. This indicates a preference for the alternate hypothesis. These results indicate a strong and statistically significant positive link between idea sharing and employees' task performance within food and beverage companies in the Niger Delta Region of Nigeria. Consequently, it is concluded that idea sharing significantly contributes to enhancing employees' task performance in this sector.

Hypothesis Four

The study aimed to investigate the association between idea sharing and employees' contextual performance in food and beverage companies in Rivers State.

The analysis (Table 4) reveals a substantial and statistically significant positive association between idea sharing and employees' contextual performance. With a probability value of 0.000, below the 0.05 threshold, the null hypothesis (Ho4) is consequently rejected ($Rho = 0.564$, $p < 0.05$), lacking support. Thus, the alternative hypothesis is favored. These findings demonstrate a robust and statistically significant positive relationship between idea sharing and employees' contextual performance within food and beverage companies in the Niger Delta Region of Nigeria. Therefore, it is concluded that idea sharing significantly contributes to improving employees' contextual performance in this sector.

Table 5: Correlation matrix between Idea realization and the measures of employee job performance

			Idea Realz	Task Perf	Contx Perf
Spearman's rho	Idea Realz	Correlation Coefficient	1.000	.776**	.563**
		Sig. (2-tailed)	.	.000	.001
		N	210	210	210
	Task Perf	Correlation Coefficient	.776**	1.000	.546**
		Sig. (2-tailed)	.000	.	.002
		N	210	210	210
	Contx Perf	Correlation Coefficient	.563**	.546**	1.000
		Sig. (2-tailed)	.001	.002	.
		N	210	210	210

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

Source: SPSS Output, 2024

Table 5 above presents the correlation matrix showing the relationship between idea realization and the measures of employee job performance.

Hypothesis Five

The fifth hypothesis posits that there exists no significant correlation between idea realization and employees' task performance within food and beverage companies operating in Rivers State. However, examination of the data presented in Table 5 demonstrates a robust and statistically significant positive association between idea realization and employees' task performance. The calculated probability value of 0.000, falling below the threshold of 0.05, leads to the rejection of null hypothesis one (Ho5) ($Rho = 0.776$, $p < 0.05$). Thus, Ho5 is not substantiated. Given the nature of the two-tailed test, the dismissal of the null hypothesis corresponds to the acceptance of the alternative hypothesis. This analysis suggests a compelling and statistically significant positive linkage between idea realization and employees' task performance in food and beverage enterprises situated in the Niger Delta Region of Nigeria. Consequently, the study asserts that idea realization significantly contributes to enhancing employees' task performance within such companies in the Niger Delta Region of Nigeria.

Hypothesis Six

Hypothesis six postulates that there is no significant correlation between idea realization and employees' contextual performance among food and beverage companies in Rivers State. However, examination of the data provided in Table 5 reveals a strong and statistically significant positive relationship between idea realization and employees' contextual performance. With a probability value of 0.000, falling below the threshold of 0.05, null hypothesis one (Ho6) is rejected ($Rho = 0.563$, $p < 0.05$). Consequently, Ho6 is not supported. In accordance with the two-tailed test, the rejection of the null hypothesis implies the acceptance of the alternate form. The data analysis suggests a robust and statistically significant positive relationship between idea realization and employees' contextual performance within food and beverage companies operating in the Niger Delta Region of Nigeria. Therefore, based on these findings, the study concludes that idea realization significantly enhances employees' contextual performance in food and beverage companies within the Niger Delta Region of Nigeria.

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The investigation aimed to assess the correlation between innovative work behavior and employee job performance within the food and beverage sector of the Niger Delta Region in Nigeria. Analysis of the data, presented in Table 2, reveals a robust and statistically significant positive association between innovative work behavior and employee job performance in this industry. This discovery underscores the significant role played by innovative work behavior in enhancing job performance among employees in food and beverage companies in the Niger Delta Region, aligning with earlier studies by Pudjarti and Hutomo (2020), Abun et al. (2023), and Chan and Rasli (2014).

Furthermore, the study delved into the specific relationships between various dimensions of innovative work behavior and measures of employee job performance. The first and second hypotheses (Ho1 and Ho2) investigated the relationship between idea generation and employee job performance measures (task performance and contextual performance) within this sector. The analysis revealed a strong and statistically significant positive correlation between idea generation and both task and contextual performance among employees. Consequently, the study concludes that idea generation significantly

contributes to enhancing employees' task and contextual performance in food and beverage companies in the Niger Delta Region, consistent with findings from Abun et al. (2023) and Yuan and Woodman (2010).

The third and fourth hypotheses (Ho3 and Ho4) explored the relationship between idea sharing and employee job performance measures (task performance and contextual performance) in this sector. Analysis results indicate a robust and statistically significant positive correlation between idea sharing and both task and contextual performance among employees. Therefore, the study concludes that idea sharing plays a significant role in enhancing employees' task and contextual performance in food and beverage companies in the Niger Delta Region, in line with earlier findings by Pudjiarti and Hutomo (2020), Abun et al. (2023), and Chan and Rasli (2014).

Lastly, the fifth and sixth hypotheses (Ho5 and Ho6) investigated the relationship between idea realization and employee job performance measures (task performance and contextual performance) within the studied companies. Analysis results demonstrate a strong and statistically significant positive correlation between idea realization and both task and contextual performance among employees. Consequently, the study concludes that idea realization significantly contributes to enhancing employees' task and contextual performance in food and beverage companies in the Niger Delta Region, consistent with earlier findings by Pudjiarti and Hutomo (2020) and Chan and Rasli (2014).

In essence, the study suggests that innovative work behavior positively influences employee job performance within the food and beverage industry in the Niger Delta Region of Nigeria. These findings underscore the importance of fostering an innovative work environment, where idea generation, sharing, and realization are encouraged, ultimately leading to improved organizational performance.

The research findings and conclusions suggest several recommendations for managers in the food and beverage industry:

- i. Cultivate an innovative work environment that fosters unconventional thinking and challenges the status quo, as outlined by Rogovski (2021). This environment should promote the emergence of innovative ideas and behaviors, ultimately enhancing employees' task and contextual performance.
- ii. Foster a culture of brainstorming, team building, and creative thinking among employees to facilitate the generation of innovative ideas that contribute to improved task and contextual performance.
- iii. Promote openness and effective communication within food and beverage companies to facilitate the desired enhancement of employee job performance.
- iv. Encourage calculated risk-taking and demonstrate tolerance for failure among employees to cultivate innovative behaviors that contribute to enhanced task and contextual performance.

Additionally, managers should consider adjusting employee selection criteria to account for personal factors that influence innovative work behavior. This may involve assessing candidates for traits such as multitasking abilities and personality characteristics, as well as emphasizing competence and providing training to develop relevant competencies that support innovative work behavior.

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