

Literature Review of Employees' Innovative Behavior

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Abstract

In the face of the increasing uncertainty of the environment in the era of mobile Internet, employee innovation behavior as the basis and source of enterprise innovation is an effective means for the survival and sustainable development of enterprises. Innovation and creativity activities must ultimately be implemented on individual employees. Therefore, in the field of organizational innovation, research on employee innovation behavior is an important issue. This paper summarizes employee innovation behavior based on previous research.

Keywords

Innovation, employee innovation behavior, review.

1. The concept of employee innovation behavior

Employee innovation behavior is a definition that is related to employee creativity, but its content is more relevant than employee creativity. Amabile (1988) believes that employee creativity refers to the creation of new and useful things or ideas in the work of employees, which can encourage enterprises to innovate, survive and grow in the fierce market competition, such as providing new products, new services, and use. New manufacturing methods and management processes, etc. [1]. Employee creativity mainly refers to new ideas with different and practical values, and employee innovation behavior not only covers innovative ideas, but also supports and completes this idea. Scott & Bruce (1994) argues that individual innovation behavior begins with identifying problems, generates innovative ideas or solutions, and seeks support for their own ideas, and finally “products” and “institutionalizes” innovative ideas [2]. Zhou & George (2001) also believes that individual innovation behavior refers not only to the creation of innovative ideas, but also to the implementation of innovative ideas, promotion and development [3]. Kleysen & Street (2001) divides innovation behavior into five phases through a summary of 289 innovations: exploring opportunities, generating ideas, forming surveys, support, and applications [4]. In general, although the above concepts are not identical in terms of expression, they are all processes that turn innovation into an innovative behavior.

2. Measurement of employee innovation behavior

Some scholars advocate that innovative behavior is a one-dimensional overall concept. However, some scholars believe that multi-dimensional structure can reflect employees' innovative behavior in many aspects. Scholars have developed measurement tools for their respective viewpoints. Bruce & Scott (1994) interviewed senior executives. Through the collation of interview materials, they divided the innovation behavior into three stages: 1 clear goals and propose innovative ideas and solutions; 2 seek support for innovative ideas and Establish an organization that supports the idea; 3 The large-scale promotion and manufacture of the resulting innovation template will eventually be used in production and life. On the basis of this, the two scholars developed the Individual Innovation Behavior Scale, which contains a total of six items and has a good reliability and validity test. Zhou & George (2001) developed the employee innovation behavior scale based on the scale compiled by Bruce in 1994. The scale contains 13 items with an internal consistency coefficient α of 0.096. Liu Yun and Shi Jintao (2009) also believe that employee innovation behavior is a single dimension, and its development scale also has good reliability and validity [5]. Some scholars believe that

single-dimensional innovation behavior can not explain the complexity of innovation behavior. Domestic scholar Huang Zhikai (2004) developed his own scale based on the individual innovation behavior scale compiled by Kleysen (2001) [6], and made large in the enterprise. The scale sample survey, after the research and analysis of the model and the scale, finally divides the employee innovation behavior into two stages: the generation and execution of innovative ideas.

3. Research on the antecedent variables of employee innovation behavior

Based on the current research status at home and abroad, the main factors affecting employees' innovation behavior include individual factors, leadership factors, organizational factors, job characteristics factors, team factors and human-environment interaction factors.

(1) Individual factors of employees

Scholars mainly study innovative behaviors from the aspects of individual cognitive factors, active personality, intrinsic motivation and psychological factors. Zhang Zhengang et al. (2016) explored the relationship between employee initiative personality and employee innovation behavior from the perspective of knowledge sharing, and demonstrated that the innovation atmosphere plays a negative role in regulating the two [7]. Zhao Bin and Han Panpan (2016) from the perspective of innovation motivation, using the grounded theory research method, constructed a dual path generation mechanism model of employee initiative innovation behavior, and analyzed the mechanism of internal and external motivations on innovation behavior [8].

(2) Leadership factors

Different leadership styles have different impacts on employee innovation behavior. Fang Yangchun (2017) divides inclusive leadership into three aspects: inclusive employee's point of view and failure, recognition and training of employees, and fair treatment of employees. Three dimensions and new era are studied respectively. The relationship between employee innovation behavior [9]. Huang Qiufeng et al. (2016) collected 192 Chinese and English literatures, using meta-analytic techniques to explore the two psychological process mechanisms of transformational leadership on employee innovation behaviors - intrinsic motivation and innovative self-efficacy process mechanisms, and explored external rewards. The regulatory role of transformational leadership and employee innovation behavior [10].

(3) Organizational factors

Amabile (1996) pointed out that organizational factors can stimulate employees' creative behavior [11]. A large number of empirical studies have proved the impact of organizational innovation atmosphere on employee innovation behavior. For example, Gu Yuandong (2016) believes that innovation support in organizational climate has a significant positive impact on individual innovation behavior [12]. Some studies have also found that the organizational innovation atmosphere significantly promotes individual innovation behavior through the partial mediation of internal motivation, and the work routine plays a regulatory role in the relationship between organizational innovation atmosphere and individual innovation behavior.

(4) Job characteristics

The impact of job characteristics on employee innovation behavior is mainly studied from three aspects: work stress, work complexity and work autonomy. Janssen (2005) regards work stress as a negative factor affecting employee creativity, and believes that excessive time pressure and overloaded work load will reduce employee creative activities [13]. However, Shalley (2000) argues that appropriate pressure can be used as a wake-up factor for intrinsic motivation, keeping motivation at a high level, thereby increasing creativity [14]. When supported by the organization, employee autonomy shows more innovative behavior in promoting employees' work in dealing with high complexity and high requirements. Some scholars have verified that work characteristics such as work autonomy and skill diversity are conducive to promoting employee creativity.

(5) Team factors

Team ethos, team characteristics, and relationships between members can affect employee creativity. The supportive atmosphere of the team and the high-quality exchange of team members are all conducive to the creation of employee innovation. Abbey & Dickson (1983) studied the relationship between the work environment of R&D teams in the semiconductor industry and different stages of innovation. The results show that the team has a reasonable performance compensation system and three stages of team flexibility and innovation (innovation initial stage, innovation). Both the adoption phase and the innovation execution phase have a significant positive correlation, and the team compensation level and achievement motivation are only significantly positively correlated with the initial stage of innovation [15]. Huang Qiufeng and Tang Ningyu (2015) used meta-analysis technology to integrate 4642 samples on the relationship between team tasks and relationship conflicts and employee innovation behaviors, and compared the effects of different conflict types with Western studies. The results show that task conflicts promote employee innovation. Behavior, compared with Western management situations, conflicts in China are more harmful to employees' innovative behavior [16].

(6) Interaction factors between people and the environment

At present, researchers generally believe that employees' innovative behavior is not only affected by individual factors, but also by environmental factors. It is also influenced by personal and environmental factors. For example, Amabile (1983) points out individual characteristics and working environment characteristics. It is necessary to promote individual creativity [17].

In summary, the research results of the influencing factors of employee innovation behavior in the past are quite rich. Encouraging the positive factors in the organization that are conducive to employee innovation and reducing negative factors can promote organizational development. However, there have been too many positive factors in the research, but little attention has been paid to the negative factors that affect employees' innovative behaviors. At the same time, the research on the positive and negative factors and their interactions on the impact of innovation behaviors is rare. This is the future research staff innovation. A major trend in behavior.

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