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Understanding the Drivers of Innovative Work Behavior: A Systematic Review of Transformational Leadership, OCB, Knowledge Sharing, and Organizational Commitment

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Abstract

Background: Organizations increasingly rely on employees to initiate and implement new ideas when responding to competitive and environmental change. Yet recent evidence on the antecedents of innovative work behavior (IWB) is dispersed across transformational leadership, organizational citizenship behavior (OCB), knowledge sharing, and organizational commitment.
Objective: This review integrates empirical studies published from 2019 to 2024 that connect these four organizational factors with IWB, maps the dimensions and explicitly reported theoretical foundations used in that research, and compares the reported patterns across industries and national settings.
Methods: A PRISMA-guided systematic literature review was undertaken using Scopus and Web of Science (WoS). Empirical journal articles published between 2019 and 2024 were screened against predefined eligibility criteria; 43 studies were retained and synthesized narratively, with additional frequency-based mapping of constructs and contexts.
Results: Across the included evidence, transformational leadership, knowledge sharing, and organizational commitment were repeatedly linked with higher IWB. Direct evidence connecting OCB with IWB was less extensive and more sensitive to context. The studies also differed in how constructs were operationalized, did not consistently identify a named theoretical framework, and displayed different relationship patterns across sectoral and national contexts.
Conclusion: The literature most consistently positions transformational leadership, knowledge sharing, and organizational commitment as correlates of IWB, whereas the OCB-IWB pathway remains less firmly established. Future studies should test these constructs within integrated models, state their theoretical basis explicitly, and extend comparative evidence to a wider range of industries and countries.

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INTRODUCTION

Rather than ranking or replacing earlier reviews, this study brings together recent scholarship on selected organizational conditions associated with innovative work behavior (IWB). As competitive pressure intensifies, organizations increasingly depend on employees not only to produce ideas but also to advocate for and implement them in ways that support adaptation and longer-term sustainability. Employee creativity and innovation are therefore widely regarded as important foundations of competitive advantage.

Across organizational settings, IWB cannot be explained solely by technological capability or investment. It also depends on whether employees are prepared to exchange knowledge,

contribute beyond formal job prescriptions, maintain attachment to organizational objectives, and respond constructively to leadership that permits experimentation. The four antecedents examined here were selected because recent IWB studies repeatedly represent them as complementary leadership, discretionary-behavior, knowledge-process, and attachment mechanisms that may operate together rather than independently.

Conditions that inhibit IWB differ across sectors. Hospitality work, for example, is frequently characterized by extended working hours, uncertain schedules, demanding physical tasks, and intensive customer expectations. Such pressures can drain employee resources and weaken creative effort. Innovation may also be constrained when employees or managers resist departures from established routines, when senior leaders provide insufficient resources or sponsorship, or when bureaucratic procedures and an unsupportive culture delay the movement of ideas from conception to implementation.

Organizational deterioration or business failure cannot reasonably be attributed to weak IWB alone because such outcomes arise from multiple causes. A more defensible interpretation is that IWB can contribute to organizational adaptability when firms confront technological, competitive, or environmental change. Consequently, recent studies have examined several organizational conditions that may enable employees to create and implement new ideas, particularly transformational leadership, knowledge sharing, OCB, and organizational commitment.

The four antecedents represent different but potentially connected routes to IWB. OCB captures employees' discretionary willingness to contribute beyond minimum role expectations and may help create a social climate supportive of innovation (Khaola & Coldwell, 2019). Knowledge sharing broadens access to ideas and experience and has been linked with innovative behavior across organizational settings. Organizational commitment can supply the motivational and psychological basis for employees to invest discretionary effort in innovation. Transformational leadership, meanwhile, is associated with problem solving, motivation, and performance processes that can encourage experimentation and change (Li et al., 2019). Evidence also suggests that leadership may influence IWB indirectly through organizational conditions such as innovative climate and commitment.

This review responds to three connected gaps. First, recent studies often examine transformational leadership, OCB, knowledge sharing, and organizational commitment in separate models, leaving their place within a common explanation of IWB insufficiently integrated. Second, existing syntheses do not consistently compare relationship patterns together with the measurement dimensions and explicitly named theoretical frameworks used for these constructs. Third, evidence across industries and countries has seldom been assembled in a way that makes contextual variation easy to see. The contribution claimed here is therefore specific: within the 2019-2024 evidence window, the review maps the four antecedents simultaneously across relationship, measurement, theory-reporting, and contextual layers, without asserting that it supersedes all prior reviews.

Accordingly, the review consolidates recent IWB evidence from multiple sectors to clarify how organizations may create conditions that support innovative employee behavior. In addition to summarizing reported relationships, it identifies how transformational leadership, OCB, knowledge sharing, and organizational commitment have been operationalized and what theoretical frameworks authors explicitly reported. This combined perspective is intended to sharpen the managerial and theoretical interpretation of the four antecedents rather than to treat them as interchangeable predictors.

The cross-context comparison also makes it possible to examine whether the reported patterns differ by industry and country setting. Bringing these strands together provides practitioners with a structured basis for selecting context-appropriate approaches to innovation and gives researchers a clearer view of where evidence is concentrated, fragmented, or still missing. In this way, the synthesis contributes both to cumulative scholarship on IWB and to the design of organizational practices that combine leadership, knowledge processes, discretionary behavior, and employee attachment.

The systematic review was organized around the following research questions: 1) What relationship patterns are reported between transformational leadership, OCB, knowledge sharing, organizational commitment, and IWB in studies published during the review period. 2) Which

construct dimensions and explicitly named theoretical frameworks have been used to examine transformational leadership, OCB, knowledge sharing, and organizational commitment in relation to IWB. 3) How do the reported relationships among transformational leadership, OCB, knowledge sharing, organizational commitment, and IWB vary across industry and country contexts?

METHOD

A systematic literature review was conducted using a PRISMA-guided process. The search window covered January 2019 through December 2024, and records were retrieved from Scopus and Web of Science (WoS). For reproducibility, the Scopus search string was retained exactly as TITLE-ABS-KEY(("innovative work behavior" OR "innovative work behaviour" OR IWB) AND ("transformational leadership" OR "organizational citizenship behavior" OR "organisational citizenship behaviour" OR OCB OR "knowledge sharing" OR "organisational commitment" OR "organizational commitment")) AND PUBYEAR > 2018 AND PUBYEAR < 2025. The equivalent WoS Topic query was TS=(("innovative work behavior" OR "innovative work behaviour" OR IWB) AND ("transformational leadership" OR "organizational citizenship behavior" OR "organisational citizenship behaviour" OR OCB OR "knowledge sharing" OR "organisational commitment" OR "organizational commitment")), with the timespan set to 2019-2024.

Eligible publications were English-language, peer-reviewed journal articles that empirically examined IWB together with at least one focal antecedent. Reviews, conference papers, duplicates, non-English items, records outside the date window, and studies that did not analyze IWB as an outcome were excluded. After deduplication, records were screened at title/abstract level and then assessed in full text. A standardized extraction structure was used to code relationship patterns, measurement dimensions, explicitly stated theoretical frameworks, industry, and country. The review did not infer a theory when an article failed to name one. Application of these criteria produced 43 studies for narrative and frequency-based synthesis.

RESULTS AND DISCUSSION

Results

Study Selection and Characteristics

Following duplicate removal and eligibility assessment, 43 articles published between 2019 and 2024 formed the final evidence base. The retained studies represented multiple industries and countries and examined direct, mediating, or context-dependent links among transformational leadership, OCB, knowledge sharing, organizational commitment, and IWB. Because individual studies did not necessarily include all four antecedents, the denominator reported for each relationship refers only to the studies that contributed evidence to that specific linkage, rather than automatically to the full set of 43 articles.

For the second research question, the review recorded measurement dimensions exactly as reported in the included studies. Named theories were coded only when the original authors explicitly identified a theoretical framework. Because construct dimensions were reported more consistently than formal theory labels, no theoretical attribution was inferred from a variable choice or statistical model. Maintaining this distinction reduces the risk of treating a measurement framework as though it were an explicit theoretical foundation.

Evidence on Transformational Leadership and Innovative Work Behavior

Table 1

Synthesis of the Transformational Leadership-IWB Relationship

Studies reporting a positive and statistically significant transformational leadership-IWB association			
Number	References	Total	%
1.	(Afsar & Umrani, 2020; Alwahhabi et al., 2023; Bahagia et al., 2024; Fatmawaty et al., 2023; Grošelj et al., 2020; A. M. Khan et al., 2019; M. A. Khan et al., 2020; Khaola & Musiiwa, 2021; Li et al., 2019; Messmann et al., 2022; Odugbesan et al., 2023; Rafique et al., 2022; Santoso et al., 2019; Sharif et al., 2024)	14	100
	Total	14	100

Across the studies summarized in Table 1, transformational leadership is repeatedly associated with greater employee willingness to experiment, take calculated risks, and engage in IWB (Afsar & Umrani, 2020). Bahagia et al. (2024) likewise report that stronger transformational-leadership practices accompany higher levels of innovative behavior. One pathway identified in the literature is the creation of a knowledge-rich environment in which leaders encourage the circulation of tacit and innovation-related knowledge (Grace et al., 2023).

The same leadership pattern has also been linked with stronger idea-generation capability when employees face unexpected conditions, including the disruption created by the COVID-19 pandemic (Rafique et al., 2022). Santoso et al. (2019) similarly connect transformational leadership with an

innovation-supportive climate that encourages brainstorming and non-routine thinking. Taken together, the reviewed evidence most often reports a positive transformational leadership-IWB association and portrays leadership as an important organizational condition for the exchange and development of new ideas.

Studies reporting a positive transformational leadership-IWB association

Evidence on the OCB-IWB relationship is considerably less settled. Smith (2019), working in a sports-based organizational context, cautions that attempts to stimulate OCB or IWB through highly committed employees do not necessarily produce the expected outcomes. That study did not incorporate several factors that are commonly linked with OCB elsewhere, including job satisfaction, organizational trust, and job commitment. Its findings should therefore not be generalized uncritically to other sports-oriented organizations, and the direct relationship between OCB and IWB requires further empirical attention.

Stoffers et al. (2020) provide a different pathway by showing that OCB can contribute indirectly to IWB through improvements in employees' work ability; organizational politics also moderated the employability-IWB connection in their model. These findings imply that the association between OCB and innovation may depend on intermediate employee capabilities and contextual conditions. Consequently, constructs such as job satisfaction, trust, commitment, work ability, and organizational politics remain relevant when explaining why OCB is linked with IWB in some settings but not others.

Evidence on Knowledge Sharing and Innovative Work Behavior

Table 2

Synthesis of the Knowledge Sharing-IWB Relationship

Studies reporting a positive and statistically significant knowledge sharing-IWB association			
Number	References	Total	%
1.	(Abualoush et al., 2022; Akram et al., 2020; Almulhim, 2020; Alshahrani et al., 2024; Asurakkody & Kim, 2020; Bahagia et al., 2024; Chen et al., 2021; Fatmawaty et al., 2023; Malik, 2022; Nguyen et al., 2019; Noerchoidah et al., 2020; Phung et al., 2019; Rafique et al., 2022; Smith, 2019; Usmanova, 2021; Zahra, 2022)	17	100
		17	100

A recurring result across the reviewed literature is that knowledge sharing accompanies higher levels of IWB. Abualoush et al. (2022) identify a positive association between the two constructs, while Usmanova (2021) emphasize that rapid exchange of experience and knowledge can expand employees' thinking and creative possibilities. Akram et al. (2020) likewise report that knowledge exchange among colleagues is related to stronger innovative behavior, and Almulhim (2020) reaches a similar conclusion regarding the role of knowledge sharing within organizations.

Further evidence suggests that both the intensity and the form of knowledge exchange matter. Bahagia et al. (2024) report higher innovative behavior where knowledge-sharing practices are stronger. Malik (2022) specifically links tacit-knowledge exchange with the generation, promotion, and implementation of new ideas, whereas Nguyen et al. (2019) show that knowledge donation and knowledge collection are positively associated with IWB among

employees in Vietnamese telecommunications firms.

Collectively, these studies position knowledge sharing as a recurrent organizational process associated with IWB. By widening employees' access to colleagues' experience, insights, and problem-solving approaches, knowledge exchange can support the development and application of ideas and thereby contribute to organizational innovation.

Evidence on Organizational Commitment and Innovative Work Behavior

Table 3
Synthesis of the Organizational Commitment-IWB Relationship

Studies reporting a positive and statistically significant organizational commitment-IWB association			
Number	References	Total	%
1.	Chughtai, 2022; G. Lee & Kim, 2024; Mustafa et al., 2022; Siregar et al., 2021; Smith, 2019; Vuong et al., 2022)	7	100
		7	100

The evidence also connects organizational commitment with innovative behavior through both direct and mediating mechanisms. Chughtai (2022) finds that affective commitment is positively related to in-role performance and IWB, while Mustafa et al. (2022) link affective commitment with trustworthy workplace behavior that can improve employees' access to resources needed to implement creative ideas.

Vuong et al. (2022) explain that employees who identify strongly with organizational goals and values are more inclined to contribute beyond prescribed duties, including by exploring, championing, and applying new ideas. A stronger psychological bond with the organization can therefore increase willingness to invest effort in innovation. Consistent with this reasoning, Smith (2019) reports that affective commitment positively predicts IWB among employees in sports organizations.

Taken together, the reviewed studies most consistently emphasize the affective component of commitment. Emotional identification with the organization appears to be associated with employees' willingness to undertake innovative activity and to contribute discretionary effort toward organizational objectives.

Evidence on Transformational Leadership and Knowledge Sharing

Table 4
Synthesis of the Transformational Leadership-Knowledge Sharing Relationship

Studies reporting a positive and statistically significant transformational leadership-knowledge sharing association			
Number	References	Total	%
1.	Bahagia et al., 2024; Rafique et al., 2022; Sharif et al., 2024)	4	100
	Total	4	100

Prior studies generally describe transformational leadership and knowledge sharing as positively related organizational processes. Bahagia et al. (2024) likewise report that stronger transformational leadership is accompanied by greater employee knowledge sharing, indicating that leadership behavior can help create conditions in which knowledge is more readily exchanged.

Grace et al. (2023) further show how transformational leaders can shape knowledge dynamics by supporting both tacit and innovation-oriented knowledge exchange. Rafique et al. (2022) underscore the relevance of this leadership role under difficult conditions such as the COVID-19 pandemic, when maintaining knowledge flows becomes especially important. Sharif et al. (2024) similarly report a positive transformational leadership-knowledge sharing relationship and connect stronger knowledge sharing with higher IWB.

Studies reporting a positive transformational leadership-knowledge sharing association

Transformational leadership as an antecedent of organizational commitment and knowledge sharing, with both mechanisms helping to transmit its relationship with IWB. Earlier work also suggests that leadership can influence employees' willingness to exchange knowledge and that organizational commitment may strengthen this process. Even so, the combined pathways among leadership, commitment, knowledge sharing, and IWB remain less extensively tested than their pairwise relationships, leaving room for more integrated empirical models.

Evidence on Transformational Leadership, Knowledge Sharing, and IWB

Table 5

Synthesis of the Transformational Leadership-IWB Pathway through Knowledge Sharing

Studies reporting a positive indirect transformational leadership-IWB relationship through knowledge sharing			
Number	References	Total	%
1.	(Bahagia et al., 2024; Rafique et al., 2022; Sharif et al., 2024)	4	100
	Total	4	100

Several studies indicate that knowledge sharing helps explain how transformational leadership is related to IWB. Sharif et al. (2024) similarly report an indirect pathway in which leadership is associated with innovation through employees' knowledge-sharing behavior.

Bahagia et al. (2024) find that knowledge sharing transmits part of the relationship between transformational leadership and IWB: leadership behaviors that encourage openness and exchange can increase access to ideas that employees subsequently develop into innovative action. Grace et al. (2023) provide parallel evidence for tacit knowledge sharing, showing that the circulation of experience-based knowledge helps connect transformational leadership with employee innovation.

Rafique et al. (2022) highlight the same mechanism under pandemic-related job stress, where knowledge exchange was closely related to IWB and transformational leadership supported idea generation in an unusually difficult environment. Sharif et al. (2024) also identify knowledge sharing as an important mediating process between transformational leadership and IWB. Across these studies, the common implication is that leadership may influence innovation partly by shaping how readily employees exchange and use knowledge.

The reviewed evidence therefore supports an indirect pathway in which transformational leadership promotes conditions for knowledge exchange, and that exchange is subsequently associated with stronger employee capability to generate and implement innovative ideas.

Integrative Synthesis of the Reviewed Relationships

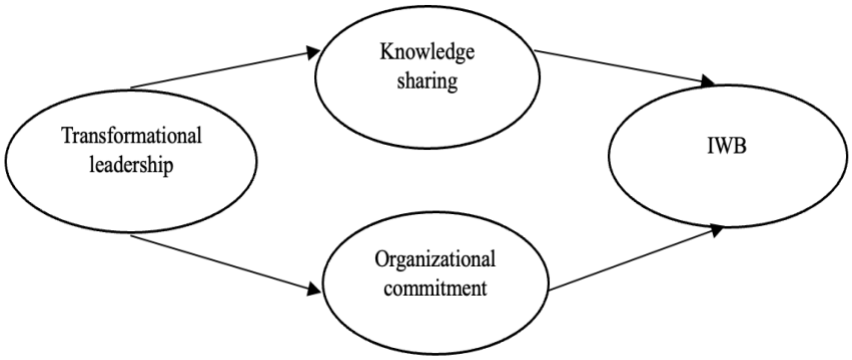


Figure 1. Integrative model derived from the reviewed evidence

Figure 1 condenses the relationships repeatedly identified in the 2019-2024 evidence base. The model links transformational leadership with organizational commitment and knowledge sharing and shows how these two organizational mechanisms are, in turn, connected

with IWB. It is intended as an integrative summary of the reviewed findings rather than as a newly estimated causal model.

Within this synthesis, transformational leadership is associated with conditions that encourage employees to align with organizational objectives and exchange knowledge more actively. Organizational commitment represents employees' psychological attachment to the organization, while knowledge sharing provides the social process through which ideas and experience can move across individuals. When these mechanisms operate together, employees may be better positioned to develop, champion, and apply new ideas. The model therefore portrays innovation as a connected process involving leadership, attachment, and knowledge exchange rather than as the product of a single isolated antecedent.

Measurement Dimensions of Innovative Work Behavior

Table 6
Dimensions used to operationalize innovative work behavior

Number	Dimension	References	Total	%
1.	Coalition building	(A. M. Khan et al., 2019; M. A. Khan et al., 2020)	2	2,02
2.	Development ideas	(Phung et al., 2019; Sharif et al., 2024; Smith, 2019)	3	3,03
3.	Idea championing	(Abualoush et al., 2022; Afsar & Umrani, 2020; Asurakkody & Kim, 2020; Bahagia et al., 2024; Grošelj et al., 2020; Işık et al., 2021; Mustafa et al., 2022; Noerchoidah et al., 2020; Rafique et al., 2022; Renkema, 2021)	10	10,10
4.	Idea exploration	(Afsar & Umrani, 2020; Asurakkody & Kim, 2020; Bahagia et al., 2024; Grošelj et al., 2020; Işık et al., 2021; Mustafa et al., 2022; Noerchoidah et al., 2020; Rafique et al., 2022; Renkema, 2021)	9	9,09
5.	Idea generation	(Abualoush et al., 2022; Afsar & Umrani, 2020; Akram et al., 2020; Almulhim, 2020; Alshahrani et al., 2024; Alwahhabi et al., 2023; Anser et al., 2022; Asurakkody & Kim, 2020; Baafi et al., 2021; Bahagia et al., 2024; Bak, 2020; Chang et al., 2024; Chen et al., 2021; Chughtai, 2022; Fatmawaty et al., 2023; Grošelj et al., 2020; Işık et al., 2021; A. M. Khan et al., 2019; M. A. Khan et al., 2020; Li et al., 2019; Malik, 2022; Messmann et al., 2022; Mustafa et al., 2022; Nguyen et al., 2019; Noerchoidah et al., 2020; Odugbesan et al., 2023; Renkema, 2021; Santoso et al., 2019; Sharif et al., 2024; Siregar et al., 2021; Stoffers et al., 2020; Usmanova, 2021; Vuong et al., 2022; Zahra, 2022)	36	36,36
6.	Idea implementation	(Abualoush et al., 2022; Afsar & Umrani, 2020; Akram et al., 2020; Almulhim, 2020; Alshahrani et al., 2024; Alwahhabi et al., 2023; Anser et al., 2022; Asurakkody & Kim, 2020; Baafi et al., 2021; Bahagia et al., 2024; Bak, 2020; Chang et al., 2024; Chen et al., 2021; Chughtai, 2022; Cui et al., 2023; Fatmawaty et al., 2023; Grošelj et al., 2020; Işık et al., 2021; A. M. Khan et al., 2019; M. A. Khan et al., 2020; Khaola & Musiiwa, 2021; Li et al., 2019; Malik, 2022; Messmann et al., 2022; Mustafa et al., 2022; Nguyen et al., 2019;	39	39,39

Number	Dimension	References	Total	%
		Noerchoidah et al., 2020; Odugbesan et al., 2023; Phung et al., 2019; Renkema, 2021; Santoso et al., 2019; Sharif et al., 2024; Siregar et al., 2021; Usmanova, 2021; Vuong et al., 2022; Zahra, 2022)		
	Total		99	100,00

Across the reviewed literature, IWB is generally treated as a process with several linked stages rather than as a single act. It includes recognizing opportunities or problems, generating ideas, obtaining support for those ideas, and translating them into workable practice (Li et al., 2019). Frequently used measurement approaches therefore distinguish among idea generation, idea promotion, and idea realization, drawing on established IWB scales.

Idea exploration represents the search for improvement opportunities in existing products, services, or work processes and may involve viewing familiar problems from a different angle (Işık et al., 2021). Idea generation follows by producing new and feasible responses to identified problems or by proposing alternative ways to perform work (Messmann et al., 2022).

Once an idea exists, promotion requires employees to build support, persuade colleagues, and form alliances that increase the likelihood of adoption (Zahra, 2022). Realization refers to converting a supported idea into a prototype, procedure, or implementable work practice; this stage may include the preparation of concrete implementation plans and schedules (Zahra, 2022).

Measurement Dimensions of Transformational Leadership

Table 7
Dimensions used to operationalize transformational leadership

Number	Dimension	References	Total	%
1.	Idealized influence	(Afsar & Umrani, 2020; Alshahrani et al., 2024; Alwahhabi et al., 2023; Baafi et al., 2021; Fatmawaty et al., 2023; Grošelj et al., 2020; A. M. Khan et al., 2019; Khaola & Musiiwa, 2021; Messmann et al., 2022; Odugbesan et al., 2023; Rafique et al., 2022; Santoso et al., 2019; Sharif et al., 2024)	15	23,08
2.	Inspirational motivation	(Afsar & Umrani, 2020; Alshahrani et al., 2024; Alwahhabi et al., 2023; Baafi et al., 2021; Fatmawaty et al., 2023; Grošelj et al., 2020; A. M. Khan et al., 2019; M. A. Khan et al., 2020; Khaola & Musiiwa, 2021; Li et al., 2019; Messmann et al., 2022; Odugbesan et al., 2023; Rafique et al., 2022; Santoso et al., 2019; Sharif et al., 2024)	16	26,15
3.	Intellectual stimulation	(Afsar & Umrani, 2020; Alshahrani et al., 2024; Alwahhabi et al., 2023; Baafi et al., 2021; Fatmawaty et al., 2023; Grošelj et al., 2020; A. M. Khan et al., 2019; M. A. Khan et al., 2020; Khaola & Musiiwa, 2021; Messmann et al., 2022; Odugbesan et al., 2023; Rafique et al., 2022; Santoso et al., 2019; Sharif et al., 2024)	15	23,08
4.	Individualized consideration	(Afsar & Umrani, 2020; Baafi et al., 2021; Fatmawaty et al., 2023; Grošelj et al., 2020)	5	15,38
5.	Vision	(Alwahhabi et al., 2023)	1	1,54
6.	Staff Development	(Alwahhabi et al., 2023)	1	1,54

Number	Dimension	References	Total	%
7.	Supportive Leadership	(Alwahhabi et al., 2023)	1	1,54
8.	Empowerment	(Alwahhabi et al., 2023)	1	1,54
9.	Innovative or Lateral Thinking	(Alwahhabi et al., 2023)	1	1,54
10.	Lead by Example	(Alwahhabi et al., 2023)	1	1,54
11.	Charismatic Leadership	(Alwahhabi et al., 2023; Li et al., 2019)	2	3,08
	Total		59	100,00

Transformational leadership is commonly described through behaviors that combine individualized support with intellectual stimulation. Leaders using this approach encourage employees to pursue ambitious objectives, develop a professional vision, question established routines, and expand their capabilities (Odugbesan et al., 2023).

Four dimensions recur most often in the reviewed measures. Idealized influence refers to leaders serving as credible role models who emphasize collective interests and display consistency, confidence, and integrity (Li et al., 2019). Inspirational motivation concerns articulating an engaging future, encouraging followers, and sustaining enthusiasm toward shared goals (Rafique et al., 2022). Intellectual stimulation captures efforts to challenge assumptions, invite alternative problem-solving approaches, and encourage creative thinking (Rafique et al., 2022). Individualized consideration reflects tailored attention to employees' development needs and the deliberate use of their strengths for both personal and organizational growth (Rafique et al., 2022). Some studies operationalize these dimensions with the 20-item Multifactor Leadership Questionnaire (MLQ) Form 5X-Short (Grošelj et al., 2020).

Measurement Dimensions of Knowledge Sharing

Table 8
Dimensions used to operationalize knowledge sharing

Number	Dimension	References	Total	%
1.	Explicit Knowledge Sharing	(Abualoush et al., 2022; Almulhim, 2020; Anser et al., 2022; Asurakkody & Kim, 2020; Bahagia et al., 2024; Cui et al., 2023; Sharif et al., 2024; Zahra, 2022)	9	29,03
2.	Implicit Knowledge Sharing	(Zahra, 2022)	1	3,23
3.	Knowledge collecting	(Akram et al., 2020; Alshahrani et al., 2024; Nguyen et al., 2019; Noerchoidah et al., 2020; Phung et al., 2019)	5	16,13
4.	Knowledge donating	(Akram et al., 2020; Alshahrani et al., 2024; Nguyen et al., 2019; Noerchoidah et al., 2020; Phung et al., 2019)	5	16,13
5.	Tacit Knowledge Sharing	(Abualoush et al., 2022; Almulhim, 2020; Anser et al., 2022; Asurakkody & Kim, 2020; Bahagia et al., 2024; Cui et al., 2023; Işık et al., 2021; Malik, 2022; Sharif et al., 2024)	10	35,48
	Total		30	100,00

Knowledge sharing is operationalized in several ways across the reviewed studies. One common distinction separates explicit knowledge, which can be codified and transmitted through documents, procedures, reports, or verbal communication, from tacit knowledge, which is embedded in personal experience, intuition, and know-how and is more difficult to formalize (Cui

et al., 2023). A second approach differentiates knowledge donating from knowledge collecting: donating concerns voluntarily providing one's expertise to colleagues, whereas collecting involves actively eliciting useful knowledge from others through discussion and consultation (Rafique et al., 2022). Some studies also distinguish tacit knowledge socialization, in which experience-based knowledge develops through shared interaction, from tacit knowledge externalization, in which such knowledge is articulated into a form that others can access and build upon (Işık et al., 2021).

Measurement Dimensions of Organizational Citizenship Behavior (OCB)

Table 9
Dimensions used to operationalize organizational citizenship behavior

No.	Dimension	References	Total	%
1.	Altruism	(Stoffers et al., 2020)	1	14,29
2.	Civic virtue	(Stoffers et al., 2020)	1	14,29
3.	Conscientiousnes	(Stoffers et al., 2020)	1	14,29
4.	Courtesy	(Stoffers et al., 2020)	1	14,29
5.	Sportmanship	(Stoffers et al., 2020)	1	14,29
6.	OCBI	(Smith, N, 2019)	1	14,29
7.	OCBO	(Smith, N, 2019)	1	14,29
	Total		7	100

OCB is generally defined as discretionary behavior that extends beyond minimum job requirements and may be directed toward coworkers (OCBI) or toward the organization itself (OCBO) (Smith, 2019). The reviewed measures commonly include altruism, referring to voluntary assistance with colleagues' work problems; conscientiousness, referring to responsible behavior that exceeds basic role expectations; sportsmanship, describing tolerance of unavoidable workplace inconvenience without persistent complaint; courtesy, involving considerate actions that help prevent interpersonal problems; and civic virtue, reflecting responsible participation in and concern for organizational life (Stoffers et al., 2020).

Measurement Dimensions of Organizational Commitment

Table 10
Dimensions used to operationalize organizational commitment

No.	Dimension	References	Total	%
1.	Affective commitment	Bak, 2020; Chang et al., 2024; Khaola & Musiiwa, 2021; G. Lee & Kim, 2024; Siregar et al., 2021; Vuong et al., 2022)	7	38,89
2.	Continuance commitment	Bak, 2020; Chang et al., 2024; G. Lee & Kim, 2024; Siregar et al., 2021)	5	27,78
3.	Normative commitment	Bak, 2020; Chang et al., 2024; G. Lee & Kim, 2024; Siregar et al., 2021; Vuong et al., 2022)	6	33,33
4.	Total		18	100,00

Organizational commitment is most often represented by three components. Affective commitment captures emotional attachment, identification, and a sense of belonging to the organization (Vuong et al., 2022). Continuance commitment reflects an employee's assessment of the economic, social, or personal costs that would accompany leaving, making continued membership partly a consequence of perceived loss. Normative commitment, in contrast, concerns a felt obligation to remain because the employee believes continued membership is the appropriate or responsible response to what the organization has provided.

How do the reviewed IWB relationships vary across industry and country contexts?

Table 11

Distribution of coded relationship occurrences across industry and country contexts. Percentages are compositional shares calculated within each context column: (coded occurrences for a given relationship-context cell / total coded relationship occurrences in that context) x 100. Each context column therefore sums to 100%. These figures indicate where particular relationships are represented in the reviewed evidence; they are not effect sizes, average coefficients, or percentages of statistically significant results.

Variables	Industry Context							Country Context	
	Finance and Manufacturing	Telecommunications and Technology	Health care and Social Services	Private Sector	Education and Government	Hospitality	Public sector	Developed country	Developing Countries
KS-IWB	62,55%	78,85%	34,07%	31,03%	14,24%	7,59%	0%	20,45%	38,12%
OCB-IWB	0%	0%	0%	24,11%	0%	0%	0%	40,63%	0%
OC-IWB	22,22%	6,79%	0%	22,43%	7,65%	0%	0%	23,58%	8,05%
TL-IWB	15,23%	14,36%	20%	10,29%	49,63%	22,15%	100%	15,34%	26,2%
TL-KS	0%	0%	25,74%	6,07%	15,59%	23,42%	0%	0%	14,06%
TL-KS-IWB	0%	0%	20,19%	6,07%	12,89%	46,84%	0%	0%	13,57%

Table 11 maps six relationship categories across industry and country groupings: knowledge sharing-IWB (KS-IWB), OCB-IWB, organizational commitment-IWB (OC-IWB), transformational leadership-IWB (TL-IWB), transformational leadership-knowledge sharing (TL-KS), and the indirect TL-KS-IWB pathway. The percentages describe how the coded evidence is distributed within each context and therefore provide a picture of where particular research relationships are concentrated across different economic and sectoral settings.

The sharpest country-level contrast concerns OCB-IWB. This relationship accounts for 40.63% of the coded occurrences within the developed-country column but is not represented in the developing-country column. Because these values are compositional shares rather than standardized effects, the pattern should be interpreted as a difference in the distribution of available evidence, not as proof that OCB is intrinsically more important for innovation in developed economies. The imbalance nevertheless identifies a clear area for additional cross-country research.

KS-IWB and OC-IWB appear in both country groupings, indicating that research on knowledge sharing and organizational commitment is distributed more broadly across national contexts. TL-KS and TL-KS-IWB also appear in both groups but with different shares, reinforcing the possibility that the evidence base is context dependent. Read together, these patterns are most useful for identifying where research has accumulated and where comparative evidence remains sparse, rather than for ranking countries by the strength of a presumed causal relationship.

At the industry level, TL-IWB constitutes the entire coded share in the public-sector column and a substantial portion of the education/government and hospitality columns. KS-IWB is especially prominent in finance/manufacturing and telecommunications/technology and is also represented in healthcare/social services, the private sector, and education/government. These percentages show how the reviewed relationships are distributed across sectoral literatures, not the magnitude of their underlying statistical effects.

OC-IWB appears across several sectors, including manufacturing/service, healthcare/social services, the private sector, and finance/manufacturing, although its share varies by context. OCB-IWB is represented only in the private-sector coding shown in the table.

The TL-KS and TL-KS-IWB categories are most visible in hospitality and telecommunications/technology, with smaller shares in education/government and healthcare/social services. This distribution highlights substantial differences in where particular relationship pathways have been studied.

The contextual mapping therefore points to an uneven research landscape. For organizations, the table offers a basis for identifying evidence that is most closely aligned with their sector, while for researchers it identifies combinations of variables and settings that remain underrepresented and merit targeted investigation.

Discussion

The review addressed three issues simultaneously: the reported links between transformational leadership, OCB, knowledge sharing, organizational commitment, and IWB; the dimensions and explicitly named theories used to study those constructs; and variation in the evidence across industry and country contexts. The most consistent pattern across the retained studies concerns positive associations of IWB with transformational leadership, knowledge sharing, and organizational commitment. By comparison, direct OCB-IWB evidence is based on fewer studies and appears more dependent on context, so it should not be treated as equally established.

Transformational leadership is the most recurrent leadership-related correlate of IWB in the reviewed corpus. Studies report both direct associations and indirect pathways involving knowledge sharing or organizational commitment (Sharif et al., 2024). Because the underlying studies differ in design, setting, and measurement and the present review neither pools effect sizes nor formally rates risk of bias, the appropriate conclusion is that the relationship recurs across the literature, not that a universal causal effect has been established.

Knowledge sharing shows a similarly recurrent association with IWB. It appears both as a direct correlate and as a mechanism through which transformational leadership is connected with employee innovation (Abualoush et al., 2022; Almulhim, 2020; Bahagia et al., 2024; Malik, 2022; Rafique et al., 2022; Sharif et al., 2024). This consistency supports the view that knowledge exchange is an important organizational process in the IWB literature, while the magnitude and generalizability of the relationship remain contingent on the methods and contexts of the primary studies.

OCB presents the least conclusive pattern among the four antecedents. Some evidence suggests indirect support for IWB through employability (Stoffers et al. (2020) or through conditions involving affective commitment Smith (2019), but relatively few studies isolate the direct OCB-IWB relationship. Findings from sports-based organizations also caution against transferring conclusions automatically across contexts (Smith, 2019). Although OCB and IWB are conceptually compatible because both involve discretionary behavior beyond formal role prescriptions, the comparatively small body of direct evidence makes OCB an important target for further empirical work.

Organizational commitment, especially affective commitment, is another repeatedly reported correlate of IWB (Vuong et al., 2022). Employees who feel psychologically attached to their organization may be more willing to invest discretionary effort in generating, advocating, and implementing new ideas. Commitment also appears as a mediator in models linking transformational leadership with IWB, suggesting that leadership may support innovation partly by strengthening employees' identification with organizational goals.

The contextual analysis adds a second layer to these substantive relationships. Table 11 records the share of coded relationship occurrences within each industry or country category rather than comparable effect sizes. TL-IWB is heavily represented in the public-sector and education/government evidence, whereas KS-IWB is especially visible in finance/manufacturing and telecommunications/technology. OCB-IWB appears in a much narrower set of contexts. These distributions therefore identify where the literature is dense or sparse and should not be used to rank the causal strength of the antecedents across sectors or countries.

Taken as a whole, the evidence portrays transformational leadership, knowledge sharing, and organizational commitment as mutually connected and comparatively well-developed strands of the IWB literature. The direct OCB-IWB pathway and empirical models that test all four antecedents together remain less mature. Future research can address this imbalance by

estimating integrated models, using transparent theory and measurement choices, and extending tests to sectors and national settings that are currently weakly represented.

CONCLUSION

The evidence published between 2019 and 2024 generally links transformational leadership, knowledge sharing, and organizational commitment with higher innovative work behavior, whereas the direct OCB-IWB relationship is supported by a smaller and more context-sensitive body of research. The review further shows considerable variation in construct measurement and uneven reporting of explicit theoretical frameworks. Industry and country mapping also reveals that the reviewed relationship categories are not distributed uniformly across contexts; these frequency shares describe the location of evidence rather than the size of an effect. The main contribution of the review is therefore the integrated and context-sensitive mapping of four selected antecedents, not a claim that each has an equally established influence on IWB. Subsequent research should examine the four constructs jointly, state theoretical assumptions clearly, apply more comparable operationalizations, and broaden evidence in underrepresented sectors and national settings.

The reference list contains the 43 empirical studies retained by the 2019-2024 eligibility procedure together with additional foundational and contextual works used to explain concepts and measurement approaches. Earlier sources, including established IWB measurement studies, were used only for conceptual support and were not counted as members of the 43-study review sample.

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AUTHOR CONTRIBUTION STATEMENT

Ni Nyoman Suliati was solely responsible for all aspects of this research, including conceptualization, formulation of research questions, methodology development, literature search and screening, data extraction, analysis and synthesis of findings, manuscript preparation, critical revision, and final approval of the submitted version. The author has read and approved the final manuscript and is fully accountable for the integrity and accuracy of the work.

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