

The Importance of Innovative Work Behavior in Era Industrial Revolution 4.0

Forman Halawa¹

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Abstract. Innovative Work Behavior (IWB) is a concept in Industrial Revolution 4.0 to encourage business growth, competitiveness, and success. Organizations that prioritize innovation and encourage creativity are expected to thrive in the current dynamic and unpredictable business environment. This study aims to provide ideas, suggestions and contributions to researchers who examine IWB variables, making it easier for researchers to determine the antecedent and consequent variables as well as the sectors to be studied. This study uses a literature review method to investigate the antecedents, consequences, and sectors that are involved in IWB by reviewing 44 articles from the Scopus database that have been reviewed. In addition, this study uses a bibliometric technique in order to find IWB's compatibility. Results indicate that IWB has 63 antecedents and can be classified into three factors: individual, organizational, and leadership. As for consequences, it shows 6 consequences which also consist of digital literacy and competitive advantages apart from performance. Sectors that engage in IWB are predominantly telecommunication and manufacturing. It is hoped that IWB could expand to all sectors especially public sectors such as public services.

Keywords: Innovative Work Behavior (IWB); Antecedences; Consequences; Literature review.

Abstrak. Konsep innovative work behavior (IWB) di era revolusi industri 4.0 berguna untuk mendorong pertumbuhan, daya saing, dan kesuksesan bisnis. Organisasi yang memprioritaskan inovasi dan membudayakan budaya kreativitas memiliki posisi lebih baik untuk berkembang dalam lingkungan bisnis yang dinamis dan tidak terduga seperti saat ini. Penelitian ini bertujuan untuk memberikan ide, saran, dan kontribusi pada pengembangan keilmuan terkait variabel IWB, sehingga hal itu akan memudahkan para

akademisi untuk menentukan variabel anteseden dan konsekuen, serta sektor yang ingin ditelitinya. Penelitian ini menggunakan metode tinjauan literatur untuk menyelidiki anteseden, konsekuen, dan sektor yang menerapkan IWB dengan mereview 44 artikel dari database Scopus yang telah ditelaah. Selain itu, teknik bibliometrik digunakan pula dalam penelitian ini untuk mendapatkan gambaran jelas tentang kecocokan IWB. Hasil penelitian ini menunjukkan bahwa IWB memiliki 63 anteseden dan dapat diklasifikasikan menjadi tiga faktor, yaitu individu, organisasi, dan kepemimpinan, sedangkan faktor konsekuen menunjukkan adanya enam konsekuen. Selain kinerja, penelitian ini juga menemukan faktor digital literacy dan competitive advantage, serta sektor yang menerapkan IWB lebih banyak berada pada sektor telekomunikasi dan manufaktur. Namun, IWB cenderung dapat lebih meluas pada semua sektor terutama sektor publik yang memberikan layanan kepada masyarakat di masa-masa mendatang.

Kata kunci: Innovative Work Behavior (IWB); Anteseden; Konsekuen; Telaah literatur.

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BACKGROUND

In today's knowledge-based economy, maximizing the innovative potential of employees has become the highest priority in every organization (Pieterse, Knippenberg, Michaela, & Stam, 2010). New ideas and initiatives from employees offer organizations competitive advantages through product differentiation or enhanced services. More and more organizations realize that no small or large company could achieve sustainable success without employees having the skills to create new ideas in their work. Companies or organizations that sustain their success require employees who have innovative work behavior which is important and related to increasing the sustainability of organizational effectiveness (Pieterse et al., 2010).

Industrial Revolution 4.0 can be seen as a major and radical change in the way humans produce goods or services. This revolution, apart from being followed by the economic sector, is also followed by technological advances and digital ways of working. Starting in 2016, the industrial revolution has progressed and developed to date. The existence of an industrial revolution that demands everything to be digital means that it also demands innovative ways of working from individuals. Innovative work behavior or commonly referred to as IWB is an individual work behavior in an organization with the act of developing, and introducing new ideas, processes, products, or procedures for relevant adoptions in terms of providing significant benefits to other individuals, groups, and organizations (Kumar, Upadhyay, Yadav, & Goyal, 2022). This innovative work behavior is a creative behavior that can add innovation for long-term organizational progress. This is also in line with the statement by (Kaymakçı, Görener, & Toker, 2022), that IWB or innovative work behavior refers to individual activities within an organization to develop, promote, and implement beneficial innovations.

Through IWB, individuals in the organization would be able to perform difficult and complex tasks that require incentive efforts. There are also internal and external factors that directly and indirectly can affect IWB are demographic characteristics,

organizational conditions, other individual characteristics, or a lack of innovative information (Li & Zheng, 2014). Furthermore, (Jong & Hartog, 2010) provides a definition related to IWB or innovative work behavior, which is the implementation of creative ideas that will produce innovation, and the trigger for this innovative work behavior comes from an opportunity to improve conditions or threats that require an appropriate response.

Therefore, in process of realizing IWB, it is necessary to know the driving factors (antecedents) and factors produced by the IWB (consequences). Apart from that, the sectors where IWB research is carried out is also a concern because IWB tends to be mostly carried out in the telecommunications and manufacturing sectors, this is in line with research conducted by (Bannay, Hadi, & Amanah, 2020), (Nguyen, Tran, Doan, & Van Nguyen, 2020), (Pradhan & Jena, 2019). Apart from the telecommunication and manufacturing sectors, research in the public services sector is also important due to various employee issues such as not being innovative at public services work. Thus, the purpose of this literature review is to provide information related to the antecedents and consequences of IWB and sectors that need to be carried out by IWB research for further studies.

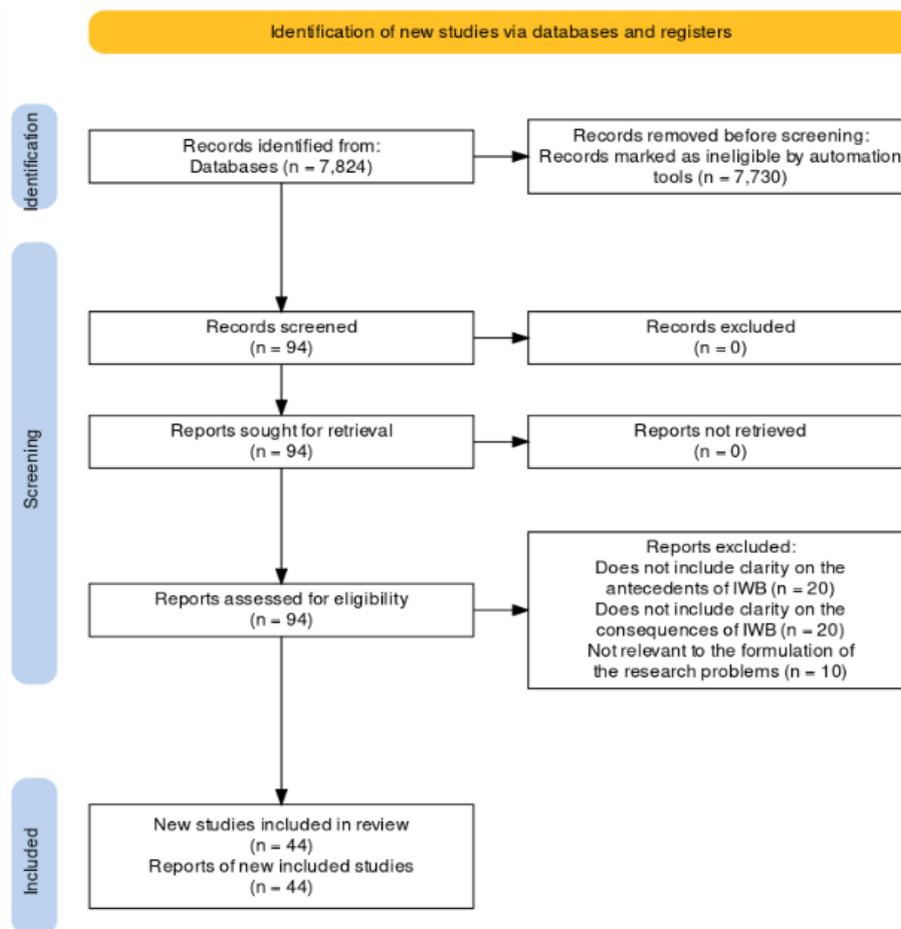
THEORETICAL REVIEW

The dynamic business environment in the era of the Industrial Revolution 4.0 demands organizations to utilize innovative work behavior or commonly referred to as Innovative Work Behavior (IWB). As a result, organizations became highly dependent on employees to produce sustainable innovations in order to deal with rapid market changes and gain a competitive advantage (Andrabi & Rainayee, 2020). Jain, (2023) stated that IWB is the ability of employees to create new ideas that can simplify processes, implement new features, and enhance collaboration. Furthermore, IWB is defined as the intentional creation, introduction, and implementation of new ideas in a job role, group, or organization which consists of three stages, namely idea generation, idea promotion, and idea realization (Janssen, 2000). Those three stages show that IWB is not only creating ideas but also realizing existing ideas. Compared to creativity, the concept of IWB covers a wider scope and includes not only the creation of new ideas but also the process of implementing and promoting new ideas (Liu et al., 2023).

Various IWB-related research has been studied from various dimensions, including organizational or individual-level factors. Several dimensions of IWB have been proposed by (Janssen, 2000), namely idea generation, idea promotion, and idea implementation. Idea generation focuses on creating new ideas that lead to innovation (Jain, 2023; Janssen, 2000). Idea promotion focuses on the ability of individuals to promote their ideas and convince others to support and adopt these ideas (Janssen, 2000; Liu et al., 2023). Idea implementation involves the individual's ability to transform these ideas into real action (Janssen, 2000; Liu et al., 2023). Moreover, Yasir et al., (2023) indirectly showed in their research that learning orientation is one of IWB's dimensions in which individuals have the desire to learn new experiences, share knowledge, and improve their abilities. IWB also refers to an individual's ability to take the initiative in acting proactively to identify, solve problems, and persist in efforts to improve conditions (Ahmad et al., 2021; Kuril et al., 2023; Wolsink et al., 2019) and the ability to take calculated risks (Ahmad et al., 2021; Tu et al., 2019). More proactive and

innovative behaviors will be needed to achieve excellent organizational performance in the Industrial Revolution 4.0 (Ali et al., 2021). Last but not least, IWB is closely related to an individual's abilities to work collaboratively with others, share ideas, and build trust & credibility to achieve common goals (Jain, 2023).

Some organizations rely upon the innovative behavior of their workforce due to fluctuating circumstances (Yasir & Majid, 2020). Several studies also address the benefits of IWB at both the individual and organizational levels, and several others prove that implementing innovative work behavior boosts individual performance, which, in turn, may improve organizational performance (Adekanmbi & Ukpere, 2022; Al Wali, Muthuveloo, & Teoh, 2022; Al Wali, Muthuveloo, Teoh, et al., 2022). Such competencies and behaviors as collaboration, innovation, skills, and learning influence organizational performance, and good encouragement and adaptation of innovative work behavior cause an organization to achieve excellence. The innovative work behavior of organizational fellows plays an essential role in the organization's competitive advantage and long-term survival (Negassi et al., 2019). Such behavior refers to the creation of new products and the shifts in practical administrative procedures or processes to improve performance efficiency and effectiveness (Janssen, 2000).



Source: PRISMA Flow Diagram (2023).

Figure 1. Diagrams of the Study Selection Process

RESEARCH METHODS

This study applies to the literature review in studying the IWB concept. Literature review is a research methodology which aims to gather and extract the essence of previous research and analyze several written expert overviews within the text (Snyder, 2019). A literature review is also fundamental for various research since it results in understanding the development of knowledge and the sources of stimulus for policy making, triggers the invention of new ideas and guides research in particular fields. Firstly, the scope of the research, namely the IWB concept, must be determined. The learned IWB concept includes the sectors in which the IWB is studied, its antecedents and consequences.

Furthermore, this research finds several previous studies as a reference through online databases. This study uses a bibliometric technique assisted by VosViewer 1.6.18 software to facilitate the search. Bibliometric analysis refers to a method of global research trend understanding within a field in accordance with the details from the literature databases, which provide a broad overview of a particular research field (Guiling, Panatik, Sukor, Rusbadrol, & Cunlin, 2022). The bibliometrics maps the topics related to IWB and evaluates sectors which study IWB to be a later recommendation; thus, it can conduct the essential but rarely researched sectors of IWB research. The following PRISMA diagram illustrates the research data selection process:

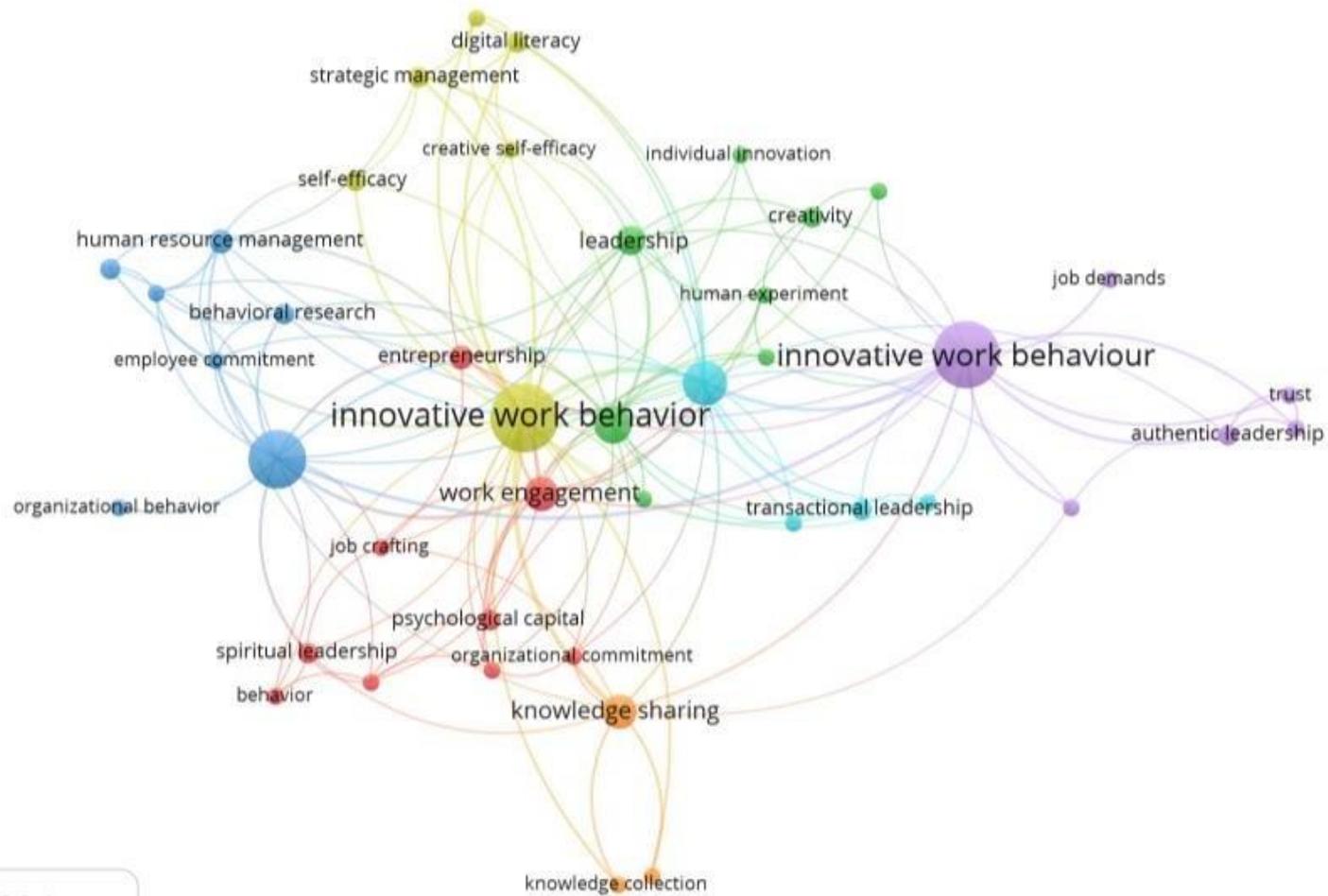
Figure 1 shows that the Scopus database is chosen as the data source for this study as it is the largest abstract and citation database and comprises primary journals (Mongeon & Paul-Hus, 2016). Using literature identification, a literature search using the “Innovative Work Behavior” keyword on the Scopus database results in 7,824 articles. Since the results of the IWB are huge and challenging to analyze, several indicators within the Scopus database, such as the publication year of 2016-2022, specific keywords innovative work behavior, innovation, and innovative behavior and the subject areas Business, Management, and Accounting have been limited. Meanwhile, the second limitation conducted results in 94 articles; the abstract of each article is read, and 44 of 94 articles are picked as the data once the articles from the Scopus database are found. However, of 94 available articles, 50 are less relevant since they do not include clarity of antecedents and consequences of IWB and do not correspond to the research problems.

Figure 2 reveals numerous topics related to Innovative Work Behavior or IWB, for instance, digital literacy, self-efficacy, individual innovation, creativity, leadership, work engagement, psychological capital, knowledge sharing, organizational behavior, job demands, trust, and employee commitment. These topics are to be discussed in this article afterward.

RESULTS AND DISCUSSIONS

Antecedents of Innovative Work Behavior (IWB)

Referring to the previous studies and assisted by topic searches using the Vos Viewer, various factors are proven as the drivers or antecedents of IWB. Within this literature review, sixty IWB antecedents are presented in the Table 1.



Source: VOS Viewer (2023).

Figure 2. Topic Search Results with Bibliometrics

Table 1. Innovative Work Behavior Antecedents

No	Antecedents	Sources
1	Job Stress	(Rafique et al., 2022)
2	Transformational Leadership	(Rafique et al., 2022; Arsawan et al., 2022; Kurniawan et al., 2021; Santoso et al., 2019a; Pradhan & Jena, 2019; Amankwaa et al., 2022) (Messmann et al., 2022; Grošelj et al., 2020)
3	Knowledge Sharing	(Rafique et al., 2022; Arsawan et al., 2022; Supriyanto et al., 2020; Nguyen et al., 2020; Nguyen et al., 2019)
4	Organizational Commitment	(Arsawan et al., 2022)
5	Transglobal Leadership	(Fiermaningsih et al., 2022)
6	Work Engagement	(Fiermaningsih et al., 2022; Kurniawan et al., 2021; Mansoor et al., 2021; Bannay et al., 2020; Eva et al., 2019)
7	Self-Efficacy	(Siregar et al., 2022; Santoso et al. 2019b; Buenaventura-Vera, 2017; Clarke & Higgs, 2020; Arain et al., 2020; Nwanzu & Babalola, 2019; Nguyen et al., 2019; Newman et al., 2018a)
8	Exploratory Learning	(Indrawati & Muljaningsih, 2022)
9	Exploitative Learning	(Indrawati & Muljaningsih, 2022)
10	Spiritual Leadership	(Alfarajat & Emeagwali, 2021; Supriyanto et al., 2020)
11	Workplace Spirituality	(Alfarajat & Emeagwali, 2021)
12	Organizational Justice	(Kurniawan et al., 2021)
13	Inclusive Leadership	(Mansoor et al., 2021; Bannay et al., 2020)
14	Job Autonomy	(Dixit & Upadhyay, 2021; Dediu et al., 2018)
15	Psychological Ownership	(Atatsi et al., 2021)
16	Innovative organizational Climate	(Sarwar et al., 2020; Bos-Nehles & Veenendaal, 2019)
17	Work Culture	(Sarwar et al., 2020)
18	Job Crafting	(Supriyanto et al., 2020)
19	Empowering Leadership	(Tri et al., 2019)
20	Challenge Work Environment	(Tri et al., 2019)
21	Employee Creativity	(Tri et al., 2019)
22	Spiritual Climate	(Pandey et al., 2019)
23	Meaningful Work	(Pradhan & Jena, 2019)
24	Work Experience	(Nguy, 2019)
25	Perceived Organizational Support	(Sulistiawan et al., 2017; Clarke & Higgs, 2020; Chen et al., 2019; Riaz et al., 2018)
26	Self-Monitoring	(Sulistiawan et al., 2017)
27	Organizational Learning Capability	(Buenaventura-Vera, 2017)
28	Team Member Exchange	(Buenaventura-Vera, 2017)
29	Job Embeddedness	(Amankwaa et al., 2022)
30	Social Leader Member Exchange	(van Assen & Caniëls, 2022)
31	Economic Leader Member Exchange	(van Assen & Caniëls, 2022)
32	Paradox Mindset	(van Assen & Caniëls, 2022)
33	Advice Network Centrality	(Cangialosi et al., 2021)
34	Voice Behavior	(Cangialosi et al., 2021)
35	Organizational Tenure	(Cangialosi et al., 2021)
36	Political Skill	(Clarke & Higgs, 2020)
37	Organizational Change	(Wynen et al., 2020)
38	Openness to Experience	(Zhou & Verburg, 2020)

39	Creative Environment	(Zhou & Verburg, 2020)
40	Knowledge Hiding	(Arain et al., 2020)
41	Authentic Leadership	(Grošelj et al., 2020)
42	Psychological Empowerment	(Grošelj et al., 2020)
43	Cognitive Diversity	(Chen et al., 2019)
44	Task Reflexivity	(Chen et al., 2019)
45	Supervisor Feedback	(Eva et al., 2019)
46	Co-worker Feedback	(Eva et al., 2019)
47	Employee Ambidexterity	(Caniëls & Veld, 2019)
48	High Performance Work System	(Caniëls & Veld, 2019)
49	Employee Silence	(Maqbool et al., 2019)
50	Psychological Capital	(Nwanzu & Babalola, 2019)
51	Task Autonomy	(Nwanzu & Babalola, 2019)
52	Resilience	(Nwanzu & Babalola, 2019)
53	Trust	(Nguyen et al., 2019)
54	Perceived HR Practices	(Bos-Nehles & Veenendaal, 2019)
55	Entrepreneurial Leadership	(Newman et al., 2018a; Newman et al., 2018b)
56	Servant Leadership	(Newman et al., 2018a)
57	Empowering Leadership	(Günzel-Jensen et al., 2018)
58	Thriving at Work	(Riaz et al., 2018)
59	External Work Contacts	(Riaz et al., 2018)
60	Job Demands	(Dediu et al., 2018)
61	Task Complexity	(Dediu et al., 2018)
62	Job Resources	(Dediu et al., 2018)
63	Job Tenure	(Woods et al., 2018)

Source: Researcher analysis (2023).

Table 1 shows that IWB is influenced by individuals, organizations, and leadership factors. Several factors are used as IWB driving factors from these antecedents, including transformational leadership, knowledge sharing, work engagement, self-efficacy, and perceived organizational support. All these five factors are commonly used as IWB drivers; thus, they develop and present such new essential factors in realizing IWB as job demand, job tenure, job resources, job embeddedness, task autonomy, task complexity, etc. Factors which are not widely used can be referenced for further research to include these driving factors to know innovative work behavior.

Table 2. Innovative Work Behavior Consequences

No	Consequences	Sources
1	Employee Performance	(Fiernaningsih et al., 2022; Santoso et al., 2019a)
2	Competitive Advantage	(Indrawati & Muljaningsih, 2022)
3	Task Performance	(Atatsi et al., 2021)
4	Digital Literacy	(Santoso et al., 2019a)
5	Entrepreneurial Performance	(Zhou & Verburg, 2020)
6	Flow at Work	(Maqbool et al., 2019)

Source: Researcher analysis (2023).

Consequences of Innovative Work Behavior (IWB)

Based on the previous studies, IWB influences several subjects, and the followings are six factors influenced by IWB. Table 2 shows that several factors

influence IWB, three of which relate to performance, and the performance affected are employee performance, task performance, and entrepreneurial performance. Furthermore, IWB also controls competitive advantage, digital literacy, and flow at work. It indicates that IWB affects performance within an organization. If an organization is able to create innovative performance behaviors for its employees, the performance within the organization will show good improvements.

Table 3. Innovative Work Behavior Research Sector

No	Organization	Type of Organization	Sources
1	Telecommunication	Private	(Bannay et al., 2020; Nguyen et al., 2020; Santoso et al., 2019a; Nguy, 2019; Santoso et al., 2019b; Nguyen et al., 2019)
2	Manufacture	Private	(Sarwar et al., 2020; Pradhan & Jena, 2019; Chen et al., 2019; Maqbool et al., 2019; Bos-Nehles & Veenendaal, 2019; Newman et al., 2018b)
3	Multi-Organization	Public and Private	(Pandey et al., 2019; Sulistiawan et al., 2017; Arain et al., 2020; Riaz et al., 2018; Dedi et al., 2018)
4	Health Service/Hospital	Public	(Atatsi et al., 2021; Clarke & Higgs, 2020; Nwanzu & Babalola, 2019; Günzel-Jensen et al., 2018)
5	Banking/Financial Institution	Private	(Tri et al., 2019; van Assen & Caniëls, 2022; Woods et al., 2018)
6	Educational Institution	Private	(Arsawan et al., 2022; Dixit & Upadhyay, 2021; Buenaventura-Vera, 2017)
7	Educational Institution	Public	(Fiernaningsih et al., 2022; Supriyanto et al., 2020; Messmann et al., 2022)
8	IT Companies	Private	(Mansoor et al., 2021; Grošelj et al., 2020)
9	Small Medium Enterprises (SMEs)	-	(Arsawan et al., 2022; Siregar et al., 2022)
10	Hotel	Private	(Alfarajat & Emeagwali, 2021; Amankwaa et al., 2022)
11	Government Public Sector	Public	(Kurniawan et al., 2021; Wynen et al., 2020)
12	Social Institution	Public and Private	(Newman, et al., 2018a)

Source: Researcher analysis (2023).

Research Sector of Innovative Work Behavior (IWB)

In accordance to the previous studies, IWB is usually carried out or studied in several sectors, as in the following table. Table 3 shows the sectors usually or often carried out by research on IWB. The table above shows that IWB is most often examined in the telecommunications, manufacturing, and multi-organizational sectors with the type of organization, namely private. At the same time, in other sectors besides

telecommunications and manufacturing, research on IWB can also be carried out by the health service sector, banking, educational institutions, IT companies, MSMEs, social institutions, and government agencies that provide public services. From the table above, government agencies that provide services to the community are still few in conducting research related to IWB, even though innovative work behavior of government employees is needed to provide excellent and maximum benefit to the community. Furthermore, the facts in the field related to employee work behavior, the government still needs to improve in providing services but may be constrained by bureaucracy. It is because government agencies or public sector organizations are criticized for being bureaucratic, too stable, stagnant, and conservative (Parker and Bradley, 2000). Therefore, innovation activity in these organizations is slow, more cohesive, and asynchronous (Fagerberg, 2005).

This certainly can give an understanding that the sectors often carried out by IWB research is indeed included in sectors that follow technological developments that require intense innovations. However, the table above also shows that researchers must explore other sectors besides telecommunications and manufacturing related to IWB. Since, in this era, everything is entirely digital with easy access and innovation that continues to advance and develop. As a result, this makes all sectors, including public and private, demand the individual has innovative work behavior to keep abreast of existing developments and provide good output generated from each industry.

Results

After reviewing several relevant articles in the context of IWB research, it can be found that new variables can be factored into influencing IWB and will be divided into three categories: individual, organizational, and leadership factors. Of the three categories, individual factors have more influence on the occurrence of IWB. This is in line with the IWB's understanding that innovative work behavior refers to the activities of individuals within an organization to develop, promote and implement practical innovations (Kaymakçı et al., 2022). In addition (Jong & Hartog, 2010) provides a definition related to IWB or innovative work behavior, which is the realization of creative ideas that will produce innovation, and triggers for this innovative work behavior can come from opportunities to improve conditions or threats that require a response. Thus, the antecedent findings of IWB show that behavioral variables tend to have more influence on IWB because the output of IWB is individual innovative work behavior in organizations.

Additionally, related to the consequences of IWB findings which are performance that encourages the greater presence of IWB, other factors are also essential to be a driving force for IWB, namely, first, competitive advantage (Indrawati & Muljaningsih, 2022). The existence of this competitive advantage will trigger how individuals in the organization try to show innovative behavior, which will bring out its advantages. The second is digital literacy (Santoso et al., 2019a). The existence of digital literacy is the output of IWB because individuals or employees who have innovative performance traits will produce both innovations and digital literacy, which will be helpful for seeing the innovations developments in the future. The third is flow at work (Maqbool et al., 2019); when IWB can be appropriately implemented in an organization, individuals or employees who work will ready to face changes and developments that continue to

exist. Thus, it will have a significant impact on the work being done. They will easily flow, enjoy working, and be motivated at work.

Table 4. Research Findings

No	Individuals	Organization	Leadership
1	Job stress	Workplace spirituality	Transformational leadership
2	Knowledge sharing	Organizational Commitment	Transglobal leadership
3	Work engagement	Organizational justice	Spiritual leadership
4	Self-efficacy	Innovative organizational Climate	Inclusive leadership
5	Exploratory learning	Work culture	Empowering leadership
6	Exploitative learning	Challenge work Environment	Social leader member exchange
7	Job autonomy	Perceived organizational Support	Economic Leader Member Exchange
8	Psychological ownership	Organizational learning Capability	Authentic leadership
9	Work culture	Organizational tenure	Enterpreneurial leadership
10	Job crafting	Organizational change	Servant leadership
11	Employee creativity	Creative environment	Empowering leadership
12	Spiritual climate	Cognitive diversity	
13	Meaningful work		
14	Self-monitoring		
15	Team member exchange		
16	Job embeddedness		
17	Paradox mindset		
18	Voice behavior		
19	Political skill		
20	Openess to experience		
21	Knowledge hiding		
22	Psychological empowerment		
23	Task reflexivity		
24	Employee ambidexterity		
25	High performance work		
26	Employee silence		
27	Psychological capital		
28	Task autonomy		
30	Resilience		
31	Trust		
32	Perceived HR practices		
33	Thriving at work		
34	Job demands		
35	Task complexity		
36	Job resources		
37	Job tenure		

Source: Researcher analysis (2023).

The final finding related to where IWB is being examined is that the private sector has been mainly chosen for research on IWB recently. Meanwhile, in the public sector, it is primarily done in healthcare institutions, and only some people are considering working in the public sector in government agencies that provide public service. Therefore, this can suggest that further research related to IWB can be carried out in government or public organizations that focus on public services. It is due to the current phenomenon that there are several state civil apparatuses or ASNs (Aparatur Sipil Negara) who are also public services do not show innovative attitudes in providing services to the public—even though their main task is to provide public services adequately. Hence, it is indispensable for employees in the government sphere, especially those who provide public services, to increase their innovative behavior since in this current era, everything deals with digital along with its easy access. So, not only improving digital products, but it is also necessary to improve the innovative work behavior of its employees.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to conduct a literature review on Innovative Work Behavior. Forty-four relevant articles have become a reference, starting from 2018-2022. The literature review explores the antecedents, consequences, and sectors that IWB mostly does. As a result, several elements, including individual, organization, and leadership, became the antecedents of IWB. The consequences consist of performance, digital literacy, and competitive advantage.

Recommendations for further research are that IWB needs to be developed in a type of public organization because apart from private organizations, the public also needs to be researched regarding the orientation of the public sector considered service to the community. Thus, it should demonstrate more innovative work behavior in dealing with developments in the current digitalization era.

DECLARATION OF INTEREST

The author declares that there is no conflict of interest regarding the publication of this article. But only to build and contribute to subsequent readers and researchers as reading material and additional knowledge related to the topic.

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AUTHOR CONTRIBUTIONS

In writing this article, all authors contributed well and actively. There are several details of the contributions provided by the authors, which are as follows:

Idea deviser and article concept	Authors 1,2,3,4,5,6
Mentor and director	Authors 1,2
Conceptual theory deviser	Authors 1,3
Methodology	Authors 1,2,3,4
Data analysis and reference	Authors 1,4

Data validation and reference
Translation and plagiarism check
Writing layout

Authors 1,5
Authors 5,6
Authors 1,2,3,4,5,6

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