Enhancing Sustainable Organization Performance: Investigating the Mediating Influence of Innovative Work Behavior and its Associated Factors

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Abstract:
Purpose—In 2022, the report of the 20th National Congress of the Communist Party of China, the Chinese government set improving the efficiency of the national innovation system as the primary goal and high-quality development as the primary task of building the country. To become a country based on science and technology and innovation and adhere to the path of sustainable development, innovative talents are needed to master the formation of science and technology and transform the results of innovation. The problem is that innovative human resources play a central role. Without talents with innovative work behaviors, it will be difficult to achieve the country’s grand vision. Many scholars and business managers have clearly pointed out that innovative talents play a core and key role, whether in a country or an organization. Stimulating and promoting innovative work behaviors is the key for all enterprises and organizations to maintain competitive advantages. It is also the need for our country to implement and adhere to the sustainable development path under the many uncertain environmental challenges today. The main purpose of this study is to reveal the factors that influence innovative work behavior and the impact of innovative work behavior on the sustainable performance of enterprises and organizations. The goal of this article is to explore this issue in depth.

Design/methodology/approach—This study adopts quantitative research method. Data was collected by the questionnaire Star questionnaire collection software by issuing questionnaire links and questionnaire two-dimensional code. Structural equation modeling technique was adopted, and SMART-PLS software was used for data analysis.

The findings—It indicate that employee satisfaction and work-life balance have a positive impact on innovative work behavior, respectively. Innovative work behavior has a positive influence on the organizations performance in terms of sustainability.

Study limitations/implications—The results suggest that employee satisfaction and work-life balance play a critical role in innovative work behavior, respectively, and innovative work behavior has a positive impact on sustainable organizational performance. Therefore, enterprises and organizations should enhance employee satisfaction and work-life satisfaction in order to promote and stimulate employees’ innovative ideas and behaviors, improve the sustainable development performance of enterprises, and thus enhance competitive advantages and favorable position. This study was only conducted in developed areas such as Beijing, China, and future researchers can conduct cross-cultural studies in different countries and should use other methods to test current models.

Practical significance—Improving the level of employee satisfaction and work-life balance helps to stimulate the generation of innovative work behaviors, thereby promoting the viability and sustainable development level of an organization and enterprise. This research can be extended to Chinese high-tech enterprises and innovative organizations. Only through the investment and interaction of a large number of innovative talents can technological innovation transform innovation results, improve the efficiency and level of innovation, and continuously improve the sustainable performance of enterprises and organizations. Due to the continuous improvement of my country’s
scientific and technological level, the demand for employees' innovative work behaviors continues to emerge. It is the need of the current era and policy for organizations and enterprises to adhere to the path of sustainable development.

**Originality/value**—Innovative work behavior is a research issue of widespread concern in the current academic world. Domestic and foreign scholars have conducted a large number of studies to sort out the content, concepts, dimensions and impact of innovative work behavior. However, in today's fiercely competitive environment and full of uncertainty, there is a lack of empirical research and practical solutions suitable for promoting employees' innovative work behaviors. There is also a lack of research on the effects of innovative work behaviors and sustainable organizational performance. This study attempts to fill the gap in the current academic research field, design a new theoretical model, and provide constructive theoretical suggestions for enterprises and organizations to promote employees' innovative work behavior and effectively promote sustainable organizational performance.

**Keywords:** Employee satisfaction, Work life balance, Innovative work behavior, Sustainable organization performance

1. Introduction

1.1 Background

Accompanying technological change, the world is undergoing unprecedented changes, which has brought many uncertainties and challenges to countries and organizations. Innovation is an important source of vitality for the development of the country and enterprises. In the face of increasingly fierce business competition, innovation is the primary task for organizations to seek survival and sustainable development (Wu Chunfeng et al., 2023). With the vigorous development of China's economy and science and technology, the Chinese government comprehensively proposed at the 20th National Congress of the Communist Party of China in 2022, innovation should be a primary goal and high-quality development should be the primary task of the country. Innovation helps organizations carve out a way to survive in the face of competition. The sustainable development of an organization is inseparable from innovation. In the current context, activating innovative work behavior has received continued attention from research scholars and business organizations (Kumar et al., 2022). Contemporary scholars believe that, sorting out the internal and external factors that promote innovative work behavior and developing and mining the antecedents of innovative work behavior within the organization have a significant impact on corporate innovation and organizational performance (Ullah et al., 2023). Chinese organizations and companies already have new demands on today's employees, requiring them to have the ability to innovate. Enterprises and organizations urgently need to stimulate and promote innovative work behaviors of employees to achieve sustainable development of the organization. Promoting employees to generate innovative ideas and behaviors and encouraging employees' innovative work behaviors are new tasks for organizations today (Sun Qian, 2020).

Especially with the emergence of emerging industries, humans not only need to perform creative work, but also deal with being replaced by machines (Li Ling & Tao Houyong, 2022). An essential question in management studies, has always been how to encourage employees' innovative behavior. However, the relationship between organizations and employees has also been changed by the current environment, and thus faces severe challenges (Chen Dongmei et al., 2020). The current relationship between organizations and employees has become fair and equal, and the sense of hierarchy has gradually weakened. Due to the awakening of employees' self-awareness and the need for self-realization, using old rules and requirements to enhance employees' creativity leads to very unsatisfactory results (Hao, X. K., 2016). Therefore, encouraging and stimulating innovative work behaviors can promote corporate innovation and the sustainable development of organizational performance.
The aim of this study is to explore the roles of employee satisfaction and work-life balance on innovative work behavior, and how innovative work behavior affect the sustainable performance of organizations.

1.2 Problem Statement
Based on the present situation, research have indicated that charismatic innovation is being stressed by academics and corporations as a crucial tactic to increase competitive advantage and encourage sustainable development. Innovative work behavior is widely regarded as a positive work behavior as well as a performance indicator for long-term organizational growth. Promoting workers’ creative behavior has become a major priority in organizational management and human resource management (Zhang & Chen, 2022). Despite the fact that both domestic and foreign scholars have examined their fundamental substance and conceptions, there are a number of important difficulties that need to be addressed when evaluating their processes of action and relational consequences.

First, the majority of research on how innovation affects workplace behaviour and long-term organizational success focuses on the economic aspect (Tian Xi, 2023), however, according to a review of the domestic and international literature, it is exceedingly unusual to assess the influence on social and environmental performance, and the topic of research is limited. Second, to fill in the gaps around the mechanism of the function of creative work behaviors and long-term organizational performance based on the two cross-geographical and cross-cultural views, much more research is needed. According to the varied sectors, cultural backgrounds, and geographic locations, this will probably lead to diverse employee behaviors and expectations as well as varying company performance criteria (Xie Xuemei & Zhu Qiwei, 2021). We still need numerous empirical studies to examine and contrast their intrinsic mechanisms of action, and there is a dearth of comprehensive theoretical study.

Third, the perceived level of satisfaction that an organization confers on its employees can stimulate innovative behavior and performance (Zhang, 2022). Furthermore, it may be difficult to effectively assess the scope and impact of creative work behaviors, and many variables for assessing long-term organizational success must be carefully addressed. These difficulties may stem from previous studies on the evaluation of creative work behaviors as well as attempts to quantify long-term organizational success. The relevant empirical research has not yet been conducted fully, and it merits additional investigation.

1.3 Research Question
• What elements influence innovative work behavior in China's telecommunications industry?
• How does innovative work behavior impact sustainable organization performance?
• Does innovative work behavior have a mediating role between employee satisfaction, work-life balance, and sustainable organization performance?

1.4 Research Objective
• To identify the elements that impact employees’ innovative work behavior in China’s telecommunications industry.
• To find innovative work behavior impact sustainable organization performance.
• To investigate that, the innovative work behavior have a mediating role between employee satisfaction, work life balance, and sustainable organization performance.
1.5 Research Model

![Research Model Diagram]

**Figure 1: Research Model**

1.6. Hypothesis

H1: Employee satisfaction has a positive impact on innovative work behavior
H2: Work life balance has a positive impact on innovative work behavior
H3: Innovative work behavior has a positive influence on sustainable organization performance

2. Literature Review

2.1 Underpinning theories

The aim of this study is to prolong the scope of social exchange theory (Kelley & others, 1959) and sustainable development theory (Solow, 1956; Pfeffer & Salancik, 2003). Kelley and others (1959) argued that fair exchange relationships are beneficial to organizational development, but the theory did not mention a framework that could stimulate innovative work behaviors among employees. This study proposes a theoretical framework to guide the development regarding innovative employee behavior. Sustainability theory focuses on social and environmental aspects, where firms must rely on partners, capital, and technology, and other external resources to achieve organizational goals, and organizations of the future should fulfill four commitments, including philanthropic, environmental, legal, and ethical requirements. The study contribute to the empirical research of the literature by innovating the mediating role of work behaviors with respectively employee satisfaction and work life balance with sustainable organizational performance. Therefore, the practice of social exchange theory and sustainability theory helps organizations to maintain competitive advantage and healthy development.

2.2 Innovative work behavior and sustainable organization performance

Innovative work behavior is defined as a continuous phase in organizational behavior in which employees identify difficulties, generate new ideas, engage outside aid, and put ideas into action to create a final good or service. Scott and Bruce (1994) performed in-depth investigations on workers’ innovative work behavior, and their definition and aspects of this activity are based on the system process view (Scott & Bruce, 1994). When compared to creativity, innovation is a more involved process with a broader definition. The term of innovation was first used by economist Schumpeter in 1934, who defined it as a creative action or behavior based on the idea of business ownership (Schumpeter & Swedberg, 2021). Their study findings have been widely used in academia. Innovative work behavior
that increase job performance, departmental performance, and organizational performance through the incorporation of new concepts, technology, business models, and other components of their work into their everyday responsibilities. Researchers tackle the ongoing operation of organizations from a variety of angles. This study employs the most recent scholarly research definitions and agrees with Tian Xi's (2023) summary, which defines sustainable organizational performance as the ability to address their current issues, such as social and environmental issues. Creativity is defined as the ability to develop novel discoveries, novel approaches, novel goods and services, novel technologies (Tian Xi, 2023). In 1972, at a world summit held in Stockholm, Sweden, the United Nations recognized that development policies focusing on economic growth increase the frequency of serious environmental problems (Sun Xinzhang, 2012). The sustainable development goals have introduced the concepts of inclusive growth and sustainable development, that is, social and environmental development. Zhang Chaozhi and Yang Jirong (2022) also agree that the core concept is the continuous adjustment between the social and environmental dimensions in order to build a strong, inclusive and stable society (Zhang Chaozhi & Yang Jirong, 2022). Although there are many academic perspectives on employee inventive behavior and organizational sustainability, few academics have done study and demonstration.

2.3 Psychological contract
Since about a century ago, the psychological contract has attracted a lot of attention in academic and commercial management circles. The term "psychological contract" encompasses a number of academic fields, including psychology, business, economics, law, and other multidisciplinary subjects. Both its internal and external meanings are relatively open-ended. There are currently developed theories and ideal study avenues both domestically and internationally. The integration of theory and practice has had a significant impact on current businesses and organizations and has the potential to enhance their actual human capital. the level of resource management, creating a perfect closed loop.

This study considers psychological contract as a reciprocal expectation, based on the employee's rights and obligations to their own, held a specific expectation of the enterprise and organization, by combining the various definitions of psychological contract by scholars domestically and internationally (Hou Xin, 2023). In essence, it is a duty that is believed to be in both parties' best interests that develops through time as a result of interaction between relatively equal rights and obligations. The three-dimensional structure is currently considered to be the most mainstream in terms of the psychological contract's structure. The two-dimensional structure serves as the foundation for the development of the three-dimensional structure as well. It includes transactional dimension, relational dimension, and developmental dimension (Zhu Xiaomei & Wang Chongming, 2005).

2.4 Employee satisfaction
In disciplines like organizational behavior and human resource management, employee satisfaction is a significant research variable (ZhangChenlu, 2012). Following years of investigation by specialists and scholars, the satisfaction of workers has been divided by some academics into three categories: holistic, causal, and elemental notions. For instance, in 1964 Vroom suggested the idea of a single holistic type, in 1953 Schaffer proposed the idea of a cause type, and in 1969 Smith and other researchers proposed the idea of an elemental type (Zhang Lili & Zhou Yaolie, 2005).

Six questions were used to investigate the employee satisfaction measurement scale developed by Brayfield & Rothe in 1957 as a whole. It does this by examining employee satisfaction levels with regard to pay and benefits, company initiatives, employee development, corporate culture, and employee achievement (Brayfield et al., 1957).

2.5 Work life balance
There are many local and international businesses and organizations that have already had many examples of application of the phenomena of focusing on work-life balance. Then, Rashmi and Kataria used the Scopus database.
to define work-life balance as the harmony of characteristics of work and life based on last 25 years of literatures (Rashmi & Kataria, 2021). In this study, the subjective assessment scale developed by Valcour (2007) was used to measure the overall perception of worklife balance of employees because there is a significant difference between the family environment and the situation at work, making it likely that there will be a significant difference between how worklife balance is perceived by two people with comparable working hours or workloads (Valcour et al., 2011).

2.6 Research gap
Currently, the international academic community has been focusing on the integration of innovation theory with the theory of sustainable development, and the innovative demeanor of employees is of indispensable importance to the long-term prosperity of the organization, which directly affects the process of sustainable development of the organization (Foss & Laursen, 2012).

However, it is worth noting that there is currently little in-depth literature on combining innovative work behaviors with sustainable organizational performance in the domestic and international academic arena. Despite the fact that the implications of this relationship have been emerging in the international arena, there are limitations to the research due to a combination of complex factors (Jankelová et al., 2021).

In a holistic perspective, the literature on the concept of innovative work behaviors, their multidimensional characteristics, and the yardsticks that can be used to measure them as the core elements influencing the development of sustainable organizational performance is still insufficient. It is important to emphasize the urgent importance of systematic studies that delve deeper into this nexus for a more comprehensive understanding of the path to sustainable organizational development (Bos-Nehles et al., 2017).

3. Methodology overview
This section will present the research methodology. This study employed a quantitative research strategy and positivist research methodology. The quantitative information gathering technique is more ordered than the qualitative information gathering methods (DeFranzo, 2011). This study’s sample population consists of personnel from the telecommunications industry in economically developed parts of China such as Beijing, Shanghai, and other cities. This study employed a non-probability method and a convenience sampling strategy. The scales utilized for the questionnaire were well-established and frequently used scales. Employee Satisfaction Measurement Scale (Brayfield et al., 1957), as a holistic dimension was investigated with 6 items. The work life balance scale developed by Valcour (2007) was used to measure the overall perception of employees (Valcouri et al., 2011). The six question items by Scott and Bruce were selected as the measurement indicators of innovative work behavior (Scott & Bruce, 1994). Measurement scales of Sustainable organization performance draws on Cankaya and Sezen (2019) and Wang Qiong (2022) measurement scales. Regarding data collection, this study was conducted through an online questionnaire website called Questionnaire Star. A total of 354 completed questionnaires were received after removing invalid questionnaires. The questionnaires feedback rate is 88.5%. Remove six invalid questionnaires, due to that, the respondents filled the form with nearly identical options.

The model of figures 2 and 3, to test that, a structural equation modeling technique was applied. It was investigated using the statistical program SMART-PLS Version 4.0.92. This program is frequently used in the social sciences (Khan et al., 2020; Mansoor et al., 2021). The internal consistency technique was used to test scale reliability using two values, one is cronbach's alpha, the other is composite reliability (CR). Previous research revealed, it is fitting that, when Cronbach's alpha value reaches 0.7. When it greater to 0.9, that deemes good dependability (Kline, 2013). The convergent validity and discriminant validity approaches were employed to verify the validity. The PLS technique is a tried and true approach for calculating structural model path coefficients. It is becoming more popular in social science.
research due to its capacity to test models (Hair Jr et al., 2021). The loadings and path coefficients by PLS algorithm. Bootstrapping measures the significant level. This study adopted two phase, firstly evaluating the measurement model, secondly evaluating the structural model.

Figure 2: Conceptual Framework

4. Results and Findings
4.1 Reliability and validity
As previously indicated in the methodology section, following the guidelines of Hair et al. (2013), the study examined the model in two phases (Hair Jr et al., 2021). At the first phase, the loading, reliability, and validity need to test. AVE, CR, and Factor Loadings must fulfill 0.5 and 0.7 (Chin et al., 2008). Based on Table 4.1, the values all satisfy. Cronbach's Alpha values for four variables, all reach 0.7. Cronbach's Alpha and AVE values for variables show separately. Employee satisfaction was 0.891 and 0.649, Innovative work behavior was 0.824 and 0.531, work life balance was 0.873 and 0.664, and sustainable organization performance were 0.878 and 0.539.

Table 4.1 Validity and Reliability

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach's alpha</th>
<th>CR</th>
<th>AVE</th>
</tr>
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<tbody>
<tr>
<td>employee satisfaction</td>
<td>0.891</td>
<td>0.917</td>
<td>0.649</td>
</tr>
<tr>
<td>innovative work behavior</td>
<td>0.824</td>
<td>0.872</td>
<td>0.531</td>
</tr>
<tr>
<td>work life balance</td>
<td>0.873</td>
<td>0.908</td>
<td>0.664</td>
</tr>
<tr>
<td>sustainable organization</td>
<td>0.878</td>
<td>0.903</td>
<td>0.539</td>
</tr>
</tbody>
</table>

As Table 4.2 shows, the square root of the AVE (diagonal values) for four variables, is greater than the corresponding relevant measures, suggesting that discriminant validity is adequate (Son et al., 2020). Overall, the measuring model demonstrated good convergent and discrimination effects.
Table 4.2  Fornell-Larcker Criterion of Discriminant Validity

<table>
<thead>
<tr>
<th></th>
<th>innovative satisfaction</th>
<th>work behavior</th>
<th>sustainable organization performance</th>
<th>work life balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>employee satisfaction</td>
<td>0.805</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>innovative work behavior</td>
<td>0.638</td>
<td>0.729</td>
<td></td>
<td></td>
</tr>
<tr>
<td>sustainable organization performance</td>
<td>0.637</td>
<td>0.606</td>
<td>0.734</td>
<td></td>
</tr>
<tr>
<td>work life balance</td>
<td>0.782</td>
<td>0.615</td>
<td>0.597</td>
<td>0.815</td>
</tr>
</tbody>
</table>

4.2 Structural model

Figure 3: Conceptual Framework Results

The authors utilized the PLS algorithm and the bootstrapping approach in the second step of model testing to evaluate the hypotheses significant level and mediation. To determine the significance level, a bootstrapping technique with 5000 iterations was used. The regression model findings for innovative work behavior and sustainable organization performance are shown in Table 4.3. Chin et al. (2008) classified the dependent variable as big, reasonable, or low based on R2 values of 0.67 or more for a strong influence, 0.33 or more for a moderate effect (Chin et al., 2008). The R2 value and the adjusted R2 value are as follows, respectively: Innovative work behavior was 0.442 and 0.439. Sustainable organization performance is 0.368 and 0.366. The demonstrates, employee satisfaction and work life balance have a medium impact on innovative work behavior and sustainable organization performance. An endogenous variable exhibits the most variation.

Table 4.3  Regression

<table>
<thead>
<tr>
<th>Endogenous Constructs</th>
<th>R²</th>
<th>R² adjusted</th>
</tr>
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<tbody>
<tr>
<td>innovative work behavior</td>
<td>0.442</td>
<td>0.439</td>
</tr>
<tr>
<td>sustainable organization performance</td>
<td>0.368</td>
<td>0.366</td>
</tr>
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The results of the structural model and hypothesis test are shown in Table 4.4. This study investigated three hypotheses, which were all judged to be positive. Employee satisfaction had an important positive effect on innovative work behavior \((\beta = 0.404, t = 5.187, p = 0.000)\). Innovative work behavior had an important positive effect on sustainable organizational performance \((\beta = 0.606, t = 17.181, p = 0.000)\). Work life balance had an important positive effect on innovative work behavior \((\beta = 0.3, t = 4.222, p = 0.000)\). According to Hair et al. (2013), the effect size \(f^2\) describes whether an exogenous latent construct has a significant, moderate, or weak effect on an endogenous latent construct. Cohen (1988) recommended a magnitude of \(f^2\) of 0.35 (showing large effects), 0.15 (showing medium effects), and 0.02 (showing small effects). Within this study, the \(f^2\) result exhibited a variety of impact sizes ranging from big to medium. The magnitude of the influence \(f^2\) of employee satisfaction on innovative work behavior is 0.113, it is regarded as a medium scale impact. The influence size of innovative work behavior on sustainable organization performance is 0.581, it is considered to be the large impact. The magnitude of the influence work life balance on innovative work behavior is 0.063, this is regarded to be a medium size impact.

<table>
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<tr>
<th>Table 4.4 Hypothesis Testing</th>
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<tr>
<td>Hypothesis</td>
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<tr>
<td>employee satisfaction -&gt; innovative work behavior</td>
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<td>innovative work behavior -&gt; innovative work behavior</td>
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5. Conclusion and Discussion

Based on the literature review and quantitative research, this paper draws preliminary conclusions about the research contribution:

Firstly, the study builds a comprehensive theoretical model for pre-influential factors of employees’ innovative behaviors and the impact on sustainable organization performance based on well-known theories, and the model is well validated by quantitative analysis and research. It has been confirmed that employee satisfaction can positively influence innovative work behavior and work life balance positively influences innovative work behavior. And it strongly influences sustainable organization performance. In addition, finding that individual perceptions given to employees can have an impact on innovative work behaviors, innovative employee behaviors play an important role in sustainable organizational performance. This allows companies and organizations to stimulate innovative work behaviors of employees by enhancing and promoting the degree of employee satisfaction and work life balance, and can contribute to the achievement of long-term plans and goals for sustainable organizational performance of companies and organizations (Li Ling & Tao Houyang, 2022). This study unearths and validates the internal mechanisms through which innovative work behaviors influence sustainable organization performance, enriching the theoretical literature and empirical about organizational management.
Secondly, this study fills a gap about the relationship between innovative work behaviors and sustainable organization performance. This study establishes a theoretical model to enhance the development of sustainable organization performance by promoting innovative work behavior. Through literature review and synthesis, this study finds that there is insufficient research on the intersection between sustainable organizational performance and innovative work behaviors at home and abroad. There is not much research on the concept, dimensions, and measurement scales of innovative work behavior as a fundamental factor in the growth of sustainable organizational performance (Bos-Nehles et al., 2017). This study well fills a gap in this field, adds new research perspectives to the current academic collar, and is useful and informative. In the current, enterprises are facing an urgent need for innovative talents, this study can help enterprises and organizations through the promotion and stimulation of the implementation of innovative behaviors of employees, so that employees produce more creative ideas and innovative behaviors, to promote the unfolding of the innovative activities of the company and the enterprise, catering to the policy requirements of China’s policy that innovation is regarded as the first core objective of the enterprise in the human resource management.

Thirdly, the findings of this study systematically fill a gap in the antecedent influences on innovative work behavior. Currently, academics have not sufficiently explored the influence of the many perceived factors that organizations assign to their employees on innovative work behaviors. Through the literature review, although scholars have discussed various possible moderators and innovation, an exact causal mechanisms between them and innovation are still poorly understood (Foss & Laursen, 2012). The present study verifies the significant relational influence of perceived employee satisfaction and work-life balance, which are endowed by the organization to its employees, on innovative work behavior. That is beneficial and firms to implement and organize innovation activities more effectively, so that more employees are equipped with innovation capabilities and basic innovation literacy, and so that employees can support the achievement of sustainable organizational performance.

The final conclusion is that, from the standpoint of merging theory and practice, organizations should make efforts to stimulate and grow workers’ inventive capacity and innovative quality in order to improve enterprise sustainability. The findings of this paper’s research will give a theoretical foundation for how businesses might more efficiently use limited resources to foster employee creative behavior. Internationally, research on employee creative behavior and long-term organizational success are mostly conducted from a few distinct angles (Gao Han & Yu Chenhui, 2023). The empirical research on the relationship between employee innovative work behavior and sustainable organizational performance is of great significance, and the related research is still relatively scarce and not rich enough, thus still needing a large number of rich studies from domestic and international academics as a support, and moreover, needing to combine with the real practice results and experiences of the business world to make additions to the impact of the relationship between employee innovative behavior and sustainable organizational performance.

The paper draws following limitations and preliminary conclusions in future inquiry:
1) The literature review were employed in this work to assist create the conceptual model. Future study should build on this work by doing more in-depth theoretical and empirical analyses to better understand how the variables interact.
2) In this work, we were able to distinguish similar definitions of related words and identify the links between the model’s variables and its theoretical foundations by evaluating the relevant theoretical literature. The model will then be tested to see if it is acceptable for actual business scenarios, as the model’s applicability for real-world scenarios does not include the model’s fit test.
3) This study investigates the link between creative work behavior with sustainable performance in China. According to related studies, cultural variations in other countries have varying effects on them. We can look at whether employee
innovative behaviors have a different influence on organizational sustainability in different cultures in the future.

4) The research emphasizes on employee's vantage point, in the future, cross-level research from other levels, such as team or organization, might be considered to give more detailed and targeted recommendations for management practice.

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