

Determinants Of Innovative Behaviour Among It Employees In Thiruvananthapuram District

Devika Prakash¹, Nixon Dhas P²

¹Research Scholar, Reg. No.: 23113231012002, Department of Commerce, St. Jude's College, Thoothoor, Affiliated to Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, India.

²Guide, Assistant Professor, Department of Commerce, St. Jude's College, Thoothoor, Affiliated to Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, India.

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ABSTRACT

The present study investigates the determinants of innovative behaviour among IT employees in Thiruvananthapuram District. In the context of rapid technological advancements and increasing global competition, innovative behaviour has become a crucial factor for organizational success and sustainability, particularly in the Information Technology sector. The study focuses on identifying both individual and organizational factors that influence employees' innovative behaviour. A descriptive research design was adopted for the study. Primary data were collected from 110 IT employees working in various IT companies in Thiruvananthapuram District using a structured questionnaire. The collected data were analyzed using SPSS, and statistical tools such as percentage analysis, mean and standard deviation, Chi-Square test, and One-Way ANOVA were applied to examine relationships and differences among variables. The findings of the study reveal that leadership support, organizational culture, job autonomy, knowledge sharing, and training and development are the most significant organizational determinants of innovative behaviour. Among individual factors, creativity, self-efficacy, intrinsic motivation, risk-taking ability, and learning orientation show a strong association with innovative behaviour. The results further indicate that leadership support and organizational culture play a dominant role in enhancing employee innovation. Significant relationships were also found between demographic variables and innovative behaviour in selected cases. The study concludes that innovative behaviour among IT employees is shaped by a combination of supportive organizational practices and strong individual competencies. It suggests that IT organizations should focus on fostering a supportive work environment, encouraging knowledge sharing, and providing continuous training to enhance innovation. The findings are expected to help managers and policymakers develop strategies to strengthen employee innovation and improve organizational performance in the IT sector.

Keywords: Innovative Behaviour, IT Employees, Leadership Support, Organizational Culture, Knowledge Sharing..

INTRODUCTION

In the contemporary business environment, characterized by rapid technological advancements, digital transformation, and intense global competition, innovation has emerged as a key driver of organizational growth, sustainability, and competitive advantage. Organizations across industries are continuously seeking innovative ways to improve products, services, processes, and business models in order to respond effectively to changing market demands and technological disruptions. Among various sectors, the Information Technology (IT) industry is particularly dependent on innovation due to its dynamic nature, short product life cycles, and continuous evolution of technologies. As a result, organizations increasingly recognize that their employees are valuable sources of innovative ideas and creative solutions that contribute significantly to organizational success.

Innovative behaviour refers to the intentional actions of employees aimed at generating, promoting, and implementing novel ideas, methods, products, or processes that benefit the organization. Unlike creativity, which primarily focuses on idea generation, innovative behaviour encompasses the entire innovation .

process, including the recognition of opportunities, development of creative ideas, securing support from colleagues and management, and transforming ideas into practical applications. Employees who exhibit innovative behaviour actively seek new approaches to solving problems, improve existing work methods, adapt to changing circumstances, and contribute to organizational learning and development..

In knowledge-intensive sectors such as Information Technology, innovative behaviour is considered a strategic asset. IT employees are constantly required to update their technical skills, adapt to emerging technologies, and develop innovative solutions to complex challenges. Their ability to think creatively and implement innovative ideas not only enhances individual performance but also strengthens organizational competitiveness and customer satisfaction. Consequently, understanding the factors that encourage or hinder innovative behaviour has become an important area of research and managerial concern.

The determinants of innovative behaviour can be broadly classified into individual, organizational, and environmental factors. Individual factors relate to personal characteristics and competencies that influence an employee's propensity to innovate. These include creativity, self-efficacy, intrinsic motivation, learning orientation, risk-taking ability, proactive personality, emotional intelligence, and openness to experience. Employees with high levels of self-confidence and intrinsic motivation are more likely to engage in innovative activities because they are willing to experiment with new ideas and persist despite challenges and uncertainties.

Organizational factors play an equally significant role in fostering innovative behaviour. Leadership style is one of the most influential determinants, as supportive and transformational leaders inspire employees to think creatively, challenge existing practices, and pursue innovative solutions. Organizational culture also influences innovation by creating an environment that encourages experimentation, knowledge sharing, collaboration, and continuous learning. A culture that tolerates failure as part of the learning process often motivates employees to take calculated risks and explore new possibilities.

Furthermore, teamwork and collaborative work environments facilitate the exchange of diverse ideas and expertise, leading to greater innovation. Effective communication channels, employee participation in decision-making, and access to organizational resources contribute to the development and implementation of innovative ideas. Reward and recognition systems that acknowledge innovative efforts can further motivate employees to engage in creative and innovative activities. Conversely, rigid organizational structures, excessive bureaucracy, lack of autonomy, and insufficient managerial support may discourage innovation and limit employees' willingness to propose new ideas.

Knowledge sharing has emerged as another crucial determinant of innovative behaviour, particularly in the IT sector. Since innovation often results from combining existing knowledge with new insights, organizations that promote knowledge exchange and collaborative learning create greater opportunities for innovation. Technological support, training programs, and opportunities for professional development further enhance employees' innovative capabilities by expanding their knowledge base and technical expertise.

Environmental factors, including market competition, technological change, customer expectations, and industry dynamics, also influence innovative behaviour. Organizations operating in highly competitive and rapidly evolving industries often encourage employees to develop innovative solutions to maintain relevance and competitiveness. The IT industry, in particular, experiences continuous technological advancements, requiring employees to remain adaptable, innovative, and responsive to emerging trends.

REVIEW OF LITERATURE

Ramesh and Nair (2023), in their study titled "Determinants of Innovative Work Behaviour among IT Professionals in India," examined the factors influencing innovative behaviour among employees working in the information technology sector. The study found that transformational leadership, employee autonomy, and organizational support significantly enhance innovative work behaviour. Employees who received encouragement from supervisors and were given freedom in decision-making demonstrated higher levels of creativity and innovation. The research highlighted that a supportive organizational climate fosters idea generation and implementation. It concluded that organizations should promote participative leadership and provide adequate resources to strengthen innovative behaviour among IT professionals.

Fernandez and Mathew (2023), in their research "Digital Transformation and Innovative Work Behaviour among Technology Employees," explored the relationship between digital transformation initiatives and employee innovation. The findings revealed that exposure to advanced technologies, digital tools, and continuous learning opportunities enhances innovative behaviour. Employees working in digitally advanced organizations demonstrated greater adaptability and creativity in solving organizational challenges. The study highlighted the importance of digital readiness and technological competence in promoting innovation. It concluded that digital transformation serves as a catalyst for innovative work

behaviour in IT organizations.

George and Abraham (2023), in “Employee Engagement and Innovative Behaviour in Technology Firms,” investigated the relationship between employee engagement and innovation. The study found that highly engaged employees are more committed to organizational goals and more likely to contribute innovative ideas. Factors such as job satisfaction, organizational commitment, and meaningful work were identified as significant contributors to innovative behaviour. The study emphasized the need for organizations to enhance employee engagement through supportive policies and practices. It concluded that engaged employees serve as a valuable source of innovation and organizational growth.

Kumar and Singh (2022), in “The Role of Knowledge Sharing in Promoting Innovative Behaviour among Employees,” investigated the relationship between knowledge-sharing practices and innovative work behaviour. The findings revealed that employees who actively shared knowledge with colleagues were more likely to develop and implement innovative ideas. Team collaboration, open communication, and learning opportunities were identified as important contributors to innovation. The study emphasized that knowledge management systems and collaborative work environments can significantly improve innovative performance. It concluded that organizations should encourage continuous learning and information exchange to foster innovation.

Gupta and Rao (2022), in “Work Environment and Innovative Behaviour: Evidence from the Indian IT Sector,” investigated the influence of workplace conditions on innovation. The study found that a positive work environment characterized by collaboration, trust, and psychological safety significantly promotes innovative behaviour. Employees were more willing to share ideas and experiment with new approaches when they felt supported by their colleagues and management. The research emphasized the need for organizations to create inclusive and innovation-friendly workplaces. It concluded that workplace environment is a key determinant of employee innovation.

Anand and Pillai (2022), in “Training and Development as Predictors of Innovative Behaviour,” examined the contribution of employee training programs to innovation. The study found that regular training and skill enhancement programs improve employees’ creative thinking, problem-solving abilities, and willingness to adopt new methods. Training opportunities were positively associated with innovative performance. The research suggested that organizations should invest in continuous professional development to encourage innovation. It concluded that training and development initiatives significantly influence innovative behaviour among employees.

Sharma and Verma (2021), in their research “Organizational Culture and Employee Innovation in the Information Technology Industry,” explored how organizational culture affects innovative behaviour among IT employees. The study found that organizations with flexible structures, supportive management, and a culture of experimentation reported higher levels of employee innovation. Employees were more willing to take risks and suggest creative solutions when failures were treated as learning opportunities. The study emphasized the role of trust, openness, and employee empowerment in fostering innovation. It concluded that an innovation-oriented culture is essential for sustaining organizational competitiveness.

Menon and Krishnan (2021), in their study “Employee Self-Efficacy and Innovation in IT Organizations,” examined the impact of self-efficacy on innovative behaviour. The study found that employees with high levels of confidence in their abilities were more likely to take initiative, solve complex problems, and implement innovative solutions. Self-efficacy was identified as a significant predictor of innovation performance. The research suggested that training and skill development programs can enhance employee confidence and innovative capabilities. It concluded that self-efficacy plays a vital role in fostering workplace innovation.

Patel and Desai (2020), in “Impact of Employee Motivation on Innovative Work Behaviour,” examined the influence of intrinsic and extrinsic motivation on innovation among employees. The study revealed that intrinsically motivated employees exhibited greater enthusiasm for generating and implementing new ideas compared to those driven primarily by external rewards. Recognition, career development opportunities, and meaningful work were found to enhance innovative behaviour. The research suggested that organizations should focus on both financial and non-financial motivational strategies. It concluded that motivated employees are more likely to contribute innovative solutions that improve organizational performance.

Joseph and Thomas (2020), in “Leadership Support and Innovative Behaviour among Software Professionals,” analyzed the role of managerial support in encouraging innovation. The findings indicated that employees who received constructive feedback, mentoring, and emotional support from supervisors were more inclined to engage in innovative activities. Leadership support was found to positively influence employees’ confidence and willingness to experiment with new ideas. The study emphasized the importance of transformational leadership practices in technology-driven organizations. It concluded that effective

leadership is a critical determinant of innovative behaviour in the IT sector.

INNOVATIVE BEHAVIOUR

Innovative behaviour refers to the intentional actions of employees aimed at generating, promoting, and implementing new and useful ideas, processes, products, or methods within an organization. It involves identifying opportunities for improvement, developing creative solutions to problems, gaining support for new ideas, and successfully putting those ideas into practice. Innovative behaviour is not limited to invention alone; it encompasses the entire process from idea generation to implementation and evaluation.

In today's highly competitive and technology-driven business environment, innovative behaviour has become a critical factor for organizational success. Organizations rely on employees who can think creatively, adapt to changing circumstances, and contribute innovative solutions to improve productivity, efficiency, and customer satisfaction. Employees exhibiting innovative behaviour often challenge existing practices, explore alternative approaches, and actively participate in organizational development.

According to Janssen (2000), innovative behaviour consists of three major stages: idea generation, idea promotion, and idea realization. Idea generation involves creating new and useful concepts or solutions. Idea promotion refers to gaining support and acceptance from colleagues, supervisors, and stakeholders for the proposed ideas. Idea realization involves implementing the ideas and transforming them into practical outcomes that benefit the organization.

Several factors influence innovative behaviour, including individual characteristics such as creativity, self-efficacy, intrinsic motivation, learning orientation, and risk-taking ability. Organizational factors such as leadership support, organizational culture, teamwork, knowledge sharing, employee empowerment, and reward systems also play a significant role in encouraging innovation. A supportive work environment that values creativity and experimentation enables employees to engage more actively in innovative activities.

In the Information Technology (IT) sector, innovative behaviour is particularly important because technological advancements and changing customer demands require continuous innovation. IT employees who demonstrate innovative behaviour contribute to the development of new software solutions, process improvements, technological advancements, and enhanced organizational performance. Their ability to generate and implement innovative ideas helps organizations maintain competitiveness in a rapidly evolving industry.

Therefore, innovative behaviour can be defined as the proactive and purposeful effort of employees to introduce and apply novel ideas, methods, or solutions that improve individual, team, and organizational effectiveness. It serves as a key driver of organizational growth, adaptability, and long-term success in the modern business environment.

OBJECTIVES OF THE STUDY

To examine the level of innovative behaviour among IT employees in Thiruvananthapuram District.

To identify the individual factors influencing innovative behaviour among IT employees in Thiruvananthapuram District.

To analyze the organizational factors that affect innovative behaviour among IT employees in Thiruvananthapuram District.

RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design to examine the determinants of innovative behaviour among IT employees in Thiruvananthapuram District. The descriptive approach helps in understanding the factors influencing innovative behaviour and analyzing the relationship between demographic and organizational variables.

Area of the Study

The study is conducted among IT employees working in various Information Technology companies located in Thiruvananthapuram District, Kerala.

Source of Data

The study is based on both primary and secondary data.

Primary Data: Primary data were collected directly from IT employees through a structured questionnaire.

Secondary Data: Secondary data were collected from journals, books, research articles, websites, magazines, and published reports related to innovative behaviour and employee innovation.

Sample Size

A total of 110 IT employees were selected as respondents for the study.

Sampling Technique

The respondents were selected using the Convenience Sampling Method, considering the accessibility and availability of IT employees in Thiruvananthapuram District.

Tools for Data Collection

A structured questionnaire was used to collect information regarding demographic characteristics and factors influencing innovative behaviour among IT employees.

Statistical Tools Used

The collected data were analyzed using Statistical Package for Social Sciences (SPSS). The following statistical techniques were employed:

Percentage Analysis

Mean and Standard Deviation

Chi-Square Test

One-Way ANOVA

Limitations of the Study

The study is confined to IT employees working in Thiruvananthapuram District only.

The sample size is limited to 110 respondents.

The findings are based on the responses provided by the respondents and may be subject to personal bias.

Time and resource constraints limited the scope of the study.

ANALYSIS

Table 1: Demographic Profile of the Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	65	59.1
	Female	45	40.9
Age	21–25 years	30	27.3
	26–30 years	40	36.4
	31–35 years	25	22.7
	Above 35 years	15	13.6
Educational Qualification	Undergraduate	20	18.2
	Postgraduate	70	63.6
	Professional (MBA/MCA/Other)	10	9.1
Work Experience	Less than 2 years	35	31.8
	2–5 years	40	36.4
	5–10 years	25	22.7
	Above 10 years	10	9.1

Sources: Primary Data

The above Table 1 presents the demographic profile of the 110 IT employees working in Thiruvananthapuram District. In terms of gender distribution, a majority of the respondents are male (59.1%), while female respondents constitute 40.9%, indicating a relatively balanced representation of both genders in the IT workforce. With regard to age distribution, most of the respondents belong to the 26–30 years age group (36.4%), followed by 21–25 years (27.3%). This shows that the IT workforce in the study area is predominantly young, which is typical of the technology sector where early-career professionals form a significant portion of employees. In terms of educational qualification, the majority of respondents are postgraduates (63.6%), indicating that higher educational attainment is common among IT professionals. A

smaller proportion consists of undergraduates (18.2%) and professionals such as MBA/MCA holders (9.1%). Regarding work experience, a major share of respondents have 2–5 years of experience (36.4%), followed by those with less than 2 years (31.8%). This suggests that most employees in the IT sector in Thiruvananthapuram District are relatively early-stage professionals, with fewer highly experienced employees.

Table 2: Determinants of Innovative Behaviour among IT Employees

S. No	Determinants	Mean	Std. Deviation	Rank
1	Leadership Support	4.32	0.71	I
2	Organizational Culture	4.21	0.68	II
3	Job Autonomy	4.15	0.74	III
4	Knowledge Sharing	4.10	0.69	IV
5	Training & Development	4.05	0.72	V
6	Reward & Recognition	3.98	0.77	VI
7	Work Environment	3.92	0.80	VII
8	Employee Motivation	3.88	0.76	VIII
9	Peer Support	3.80	0.79	IX
10	Stress Level (Reverse)	3.45	0.85	X

Sources: Computed Data

The above Table 2 presents the SPSS-based mean score analysis of determinants influencing innovative behaviour among IT employees in Thiruvananthapuram District. The analysis shows that Leadership Support ranks first with the highest mean score of 4.32, indicating that supportive leadership plays a major role in encouraging employees to generate and implement innovative ideas. Organizational Culture ranks second (Mean = 4.21), suggesting that a positive and innovation-friendly work culture significantly enhances employees' creativity and idea-sharing behaviour. Job Autonomy ranks third (Mean = 4.15), indicating that freedom in decision-making strongly contributes to innovative behaviour among IT employees. Further, Knowledge Sharing and Training & Development also show high mean values, indicating that learning opportunities and collaboration among employees are important determinants of innovation. This reflects the importance of continuous learning in the IT sector. On the other hand, Reward & Recognition, Work Environment, and Employee Motivation show moderate influence on innovative behaviour, indicating that although they are important, their impact is comparatively lower than leadership and culture-related factors.

Peer Support ranks lower, suggesting that informal group influence has a moderate effect on innovation. Interestingly, Stress Level (reverse coded) has the lowest mean score, indicating that higher stress negatively affects innovative behaviour among employees.

Table 3: Individual Factors vs Innovative Behaviour

Variables	Chi-Square Value (χ^2)	d f	p-value	Result
Creativity vs Innovative Behaviour	18.45	4	0.001	Significant
Self-Efficacy vs Innovative Behaviour	15.32	4	0.004	Significant
Intrinsic Motivation vs Innovative Behaviour	12.88	4	0.012	Significant
Risk Taking Ability vs Innovative Behaviour	10.76	4	0.029	Significant
Learning Orientation vs Innovative Behaviour	9.54	4	0.049	Significant

Sources: Computed Data

The Chi-Square test results show that all individual factors have a significant association with innovative behaviour among IT employees in Thiruvananthapuram District, as all p-values are less than 0.05. Among the variables, Creativity ($\chi^2 = 18.45$, $p = 0.001$) shows the strongest association with innovative behaviour, indicating that employees with higher creativity are more likely to exhibit innovative work behaviour. Similarly, Self-Efficacy ($p = 0.004$) and Intrinsic Motivation ($p = 0.012$) also show strong relationships, proving that confidence and internal motivation significantly influence innovation. The Chi-Square analysis confirms that all individual factors significantly influence innovative behaviour, meaning that personal attributes play an important role in shaping employee innovation.

Table 4: Organizational Factors and Innovative Behaviour Based on Work Experience

Organizational Factors	F Value	Sig. (p-value)	Result
Leadership Support	4.286	0.007	Significant
Organizational Culture	3.954	0.010	Significant
Job Autonomy	3.421	0.020	Significant
Knowledge Sharing	2.876	0.040	Significant
Reward & Recognition	2.145	0.096	Not Significant
Training & Development	3.112	0.029	Significant

Sources: Computed Data

The above table presents the results of the One-Way ANOVA conducted to determine whether significant differences exist in organizational factors influencing innovative behaviour among IT employees based on their work experience. The results reveal that Leadership Support ($F = 4.286$, $p = 0.007$), Organizational Culture ($F = 3.954$, $p = 0.010$), Job Autonomy ($F = 3.421$, $p = 0.020$), Knowledge Sharing ($F = 2.876$, $p = 0.040$), and Training & Development ($F = 3.112$, $p = 0.029$) have p-values less than 0.05. Hence, there is a significant difference in the perception of these organizational factors among employees with different levels of work experience. However, Reward & Recognition ($F = 2.145$, $p = 0.096$) has a p-value greater than 0.05, indicating that there is no significant difference in employees' perception of reward and recognition across different work experience groups. Since the p-values for Leadership Support, Organizational Culture, Job Autonomy, Knowledge Sharing, and Training & Development are less than 0.05, the null hypothesis is rejected for these variables. Therefore, work experience significantly influences employees' perception of these organizational factors. The null hypothesis is accepted only for Reward & Recognition, as its p-value is greater than 0.05.

Table 5: Suggestions for Enhancing Innovative Behaviour among IT Employees

Suggestions	Mean	SD	Rank
Strengthening Leadership Support	4.45	0.68	I
Promoting Knowledge Sharing Practices	4.38	0.72	II
Providing Regular Training Programs	4.30	0.75	III
Encouraging Employee Participation in Decision Making	4.22	0.77	IV
Implementing Effective Reward Systems	4.15	0.81	V
Improving Work-Life Balance	4.08	0.84	VI

Sources: Computed Data

The above table reveals that Strengthening Leadership Support ranks first with a mean score of 4.45, indicating that respondents consider leadership support as the most effective measure for enhancing innovative behaviour. Knowledge Sharing Practices ranks second (Mean = 4.38), followed by Regular Training Programs (Mean = 4.30). The findings suggest that organizations should focus on supportive leadership, continuous learning, and collaborative work environments to improve innovative behaviour among IT employees.

Table 6: Test between Gender and Preferred Measures for Enhancing Innovative Behaviour

Variable	χ^2 Value	df	p-value	Result
Gender and Preferred Suggestions	11.254	5	0.047	Significant

Sources: Computed Data

The Chi-Square test indicates that the p-value (0.047) is less than 0.05. Therefore, there is a significant association between gender and the preferred measures for enhancing innovative behaviour. Male and female employees differ slightly in their preferences regarding organizational initiatives that promote innovation.

Table 7: Suggested Measures Based on Work Experience

Suggested Measure	F Value	Sig. (p-value)	Result
Leadership Support	4.125	0.008	Significant
Knowledge Sharing	3.842	0.012	Significant
Training Programs	3.256	0.025	Significant
Employee Participation	2.945	0.036	Significant
Reward Systems	2.106	0.102	Not Significant
Work-Life Balance	2.754	0.046	Significant

Sources: Computed Data

The ANOVA results show significant differences in employee perceptions regarding most suggested measures based on work experience. Leadership support, knowledge sharing, training programs, employee participation, and work-life balance have p-values less than 0.05, indicating significant differences among experience groups. However, reward systems do not show a significant difference ($p > 0.05$).

FINDINGS OF THE STUDY

The study found that the majority of the respondents (59.1%) are male, while 40.9% are female.

Most of the respondents (36.4%) belong to the age group of 26–30 years, indicating that the IT workforce is predominantly young.

A majority of the respondents (63.6%) possess postgraduate qualifications, reflecting a highly educated workforce in the IT sector.

Most of the respondents (36.4%) have 2–5 years of work experience, followed by 31.8% with less than 2 years of experience.

Among the determinants of innovative behaviour, Leadership Support secured the highest mean score (4.32) and ranked first, indicating its strong influence on employee innovation.

Organizational Culture (Mean = 4.21) and Job Autonomy (Mean = 4.15) emerged as the second and third most influential determinants of innovative behaviour respectively.

Knowledge Sharing and Training & Development were also identified as important determinants contributing positively to innovative behaviour among IT employees.

Stress Level recorded the lowest mean score (3.45), indicating that higher levels of stress negatively affect innovative behaviour.

The Chi-Square analysis revealed a significant association between Creativity and Innovative Behaviour ($\chi^2 = 18.45$, $p = 0.001$), making creativity the strongest individual factor influencing innovation.

Self-Efficacy ($p = 0.004$), Intrinsic Motivation ($p = 0.012$), Risk-Taking Ability ($p = 0.029$), and Learning Orientation ($p = 0.049$) were also found to have significant relationships with innovative behaviour.

The study confirmed that all selected individual factors significantly influence innovative behaviour among IT employees.

The One-Way ANOVA results indicated significant differences in perceptions of Leadership Support ($p = 0.007$), Organizational Culture ($p = 0.010$), Job Autonomy ($p = 0.020$), Knowledge Sharing ($p = 0.040$), and

Training & Development ($p = 0.029$) across different work experience groups.

Reward and Recognition ($p = 0.096$) did not show a significant difference among respondents with varying work experience.

Among the suggestions for enhancing innovative behaviour, Strengthening Leadership Support obtained the highest mean score (4.45) and ranked first.

Promoting Knowledge Sharing Practices (Mean = 4.38) and Providing Regular Training Programs (Mean = 4.30) were identified as the next most preferred measures.

The Chi-Square test showed a significant association between Gender and Preferred Measures for Enhancing Innovative Behaviour ($\chi^2 = 11.254$, $p = 0.047$).

The One-Way ANOVA results revealed significant differences in employees' opinions regarding Leadership Support, Knowledge Sharing, Training Programs, Employee Participation, and Work-Life Balance based on work experience.

Reward Systems ($p = 0.102$) did not exhibit significant differences across work experience groups.

SUGGESTIONS

Organizations should provide strong leadership support by encouraging managers to guide, motivate, and assist employees in developing and implementing innovative ideas.

A positive organizational culture that values creativity, experimentation, and continuous improvement should be promoted to encourage innovative behaviour among employees.

Employees should be given greater autonomy and flexibility in their work so that they can explore new approaches and develop innovative solutions independently.

Effective knowledge-sharing practices should be encouraged through team meetings, collaborative projects, and digital platforms to facilitate the exchange of ideas and experiences.

Regular training and development programs should be conducted to enhance employees' technical skills, creativity, and problem-solving abilities.

Organizations should establish attractive reward and recognition systems to appreciate employees who contribute innovative ideas and improvements.

Efforts should be made to improve employee motivation through career advancement opportunities, performance incentives, and meaningful work assignments.

Workplace stress should be minimized through employee wellness programs, flexible work arrangements, and supportive management practices.

Employees should be encouraged to take calculated risks and experiment with new ideas without fear of failure or criticism.

Greater employee participation in organizational decision-making should be promoted to increase their involvement and commitment toward innovation.

Organizations should implement policies that support work-life balance, enabling employees to maintain high levels of creativity and productivity.

Innovation forums, suggestion schemes, and idea-sharing platforms should be introduced to provide employees with opportunities to present and discuss innovative concepts.

Teamwork and cross-functional collaboration should be encouraged to facilitate the sharing of diverse knowledge and perspectives.

Investment in advanced technologies and modern digital tools should be increased to support innovative work practices and technological development.

Periodic assessments of innovation-related practices should be conducted to identify areas for improvement and strengthen innovative behaviour among employees.

CONCLUSION

The present study examined the determinants of innovative behaviour among IT employees in Thiruvananthapuram District. The findings revealed that innovative behaviour is significantly influenced by both individual and organizational factors. Among the various determinants, leadership support, organizational culture, job autonomy, knowledge sharing, and training and development emerged as the most influential organizational factors. Similarly, individual factors such as creativity, self-efficacy, intrinsic motivation, risk-taking ability, and learning orientation were found to have a significant association with innovative behaviour.

The study further revealed that supportive leadership and an innovation-friendly organizational culture play a crucial role in encouraging employees to generate and implement new ideas. The statistical analyses confirmed that employees' innovative behaviour varies according to their perceptions of organizational support and personal capabilities. In addition, the respondents emphasized the importance of leadership support, knowledge-sharing practices, and continuous training programs as effective measures for enhancing innovation in the workplace.

Overall, the study concludes that fostering innovative behaviour requires a combination of supportive organizational practices and the development of employees' individual competencies. IT organizations in Thiruvananthapuram District should focus on creating an environment that encourages creativity, collaboration, learning, and employee participation. Such initiatives will not only enhance innovative behaviour among employees but also contribute to organizational effectiveness, competitiveness, and long-term sustainability in the rapidly evolving information technology sector.

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