Project Success Through Organizational Climate and Work Behavior: Systematic Literature Review

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ABSTRACT

The study aims to examine how innovative organizational climate and readiness for change effect project success through innovative work behavior. A thorough examination of the literature was conducted to address this problem. The systematic review included 50 papers in total that reported research on readiness for change, innovative organizational climate, innovative work behavior, project success, social cognitive theory (SCT), and social exchange theory (SET). The SLR uncovered the key findings: as employees work in an innovative and supportive organizational climate, their inventive work behaviors are encouraged, which increases organizational performance. Additionally, support for organizational change and employees' readiness for change are the main drivers of project success. It may be inferred that there is a correlation between adequate preparedness for change, creative work behavior, and an innovative organizational atmosphere. The systematic review will enable modern advancements in industries by focusing on providing reliable solutions to enhance the organizational climate and implementation of change within an organization that leads towards innovative behavior of employees. This is the first study of its kind that implied social exchange theory and social cognitive theory, empirically examining how the individual-level variable i.e. readiness for change, and organizational-level variables i.e. innovative organizational climate improves the success of projects. This article discusses how an innovative organizational environment and readiness for change are essential for fostering creative work behavior among workers in the company.

Keywords: Innovative organizational climate, Readiness for change, Project Success, Innovative work behavior.

Introduction

Berberoglu (2018) said that it may be challenging to enhance organization in addition to performance without fostering a supportive IOC. Similarly, research indicates that augmenting an employee's RFC might foster a sense of commitment among them toward the change. Therefore, improving RFC is essential to raising the rate of successful change implementation (Haffar *et al*., 2023). Correspondingly, IWB used by workers serves as a major motivator, inspiring people to make improvements and use innovation (Sengupta *et al*., 2023). Numerous research findings have demonstrated that IWB greatly improves company success (Abun *et al*., 2023). Similarly, there is a knowledge gap since the majority of research has concentrated on examining factors at the personal or organizational levels alone, rather than both (Sengupta *et al*., 2023). Likewise, there are insufficient studies examining the association between innovative organizational climate and innovative work behavior that could ultimately lead to organizational innovation (Ismail & Mohamed, 2022).

Thus, to close the gap, this systematic review looked at how IOC, RFC, and IWB affects the organizational performance. A systematic literature review (SLR) is the method used to write a review (Shaikh *et al*., 2020). SLRs use a reproducible procedure to evaluate literature (Xiao & Watson, 2019). Finding the need or issue that the SLR

aims to address is an essential initial phase in planning the project (Shahbaz *et al.,* 2022). It makes sense to do an SLR since it clarifies for the researcher the relationship of the individual level variable –Readiness for Change organization-level variable – Innovative Organizational Climate with project success, emphasizing how these relationships are mediated by innovative work behavior. Therefore, this systematic review will allow modern advancements in industries by focusing on providing reliable solutions to improving the climate of an organization and change implementation in an organization that leads towards innovative behavior of employees.

Review Questions and Themes

RQ1: How an innovative organizational climate leads towards project success through innovative work behavior.
RQ2: How readiness for change leads toward project success through innovative work behavior.
RQ3: How innovative work behaviour leads towards project success.

The systematic literature review (SLR) focused on issues such as creative organizational environment, readiness for change, project success, creative work behavior, social cognition theory, and social exchange theory. The primary themes discussed in the review are highlighted in **Table 1**.

Table 1. Review questions and themes

Review Questions	Review themes
RQ1: How an innovative organizational climate leads towards project success through innovative work behavior. *RQ2:* How readiness for change leads towards project success with innovation through work behavior. *RQ3:* How an innovative work behavior leads towards project success.	Project Success (PS)
	Innovative Organizational Climate (IOC)
	Readiness for Change (RFC)
	Innovative Work Behavior (IWB)
	Social exchange theory (SET)
	Social cognition theory (SCT)
The author is the source.	

Materials and Methods

Search Strategy

To improve the reliability of the findings, journal publications that have undergone peer review were collected from scientific databases such as Sage, Science Direct, Emerald, Elsevier, and IJPM.

To create a relationship between the terms and the level of analysis, theoretical conceptualizations of project success (PS), social exchange theory (SET), readiness for change (RFC), innovative work behavior (IWB), innovative organizational climate (IOC), and social cognition theory (SCT) were employed to produce search phrases along with the keywords "organizational climate," "innovative work environment," "innovative climate," "readiness," "work behavior," "innovative work behavior," and "project success". To narrow down the findings, specifically used the terms "readiness for change and project success," "innovative work behavior and innovative organizational climate," and "innovative work behavior and project success."

Selection Criteria

To choose high-quality studies that were related to our research issue, the researcher employed the following set of standards:

Scientific Criterion

(1) Publication in peer-reviewed journals ensured that studies had the proper methodological quality. Critically analyzed, research papers presented in dissertations were considered acceptable. (2) Research that incorporated field-based analyses of real organizational units. (3) The researcher restricts their focus to English-language articles to minimize the requirement for translation and streamline the process of collecting data. (4) Furthermore, (8) To

enhance the quantity of the available studies, the research period has been extended from 2019 till the present. (5) Documentation of at least one study variable was necessary in order to conduct an analysis. (6) The PRISMA chart technique is employed in the selection of various research publications.

On the other hand, (7) in order to avoid selecting articles that do not align with the goals of the review paper, a criterion for exclusion was implemented. (8) Except English language, articles published in other languages were not taken into consideration because of the complexity of the translation processes. (9) To expand the relevant literature, journal papers published before 2019 were also omitted. (10) The study's exclusive focus was on research published in the previous five years. The current systematic review's inclusion and exclusion criteria are shown in **Table 2**.

Table 2. Inclusion and exclusion criteria

Review element	Inclusion criteria	Exclusion criteria
Research scope/focus	Innovative organizational climate, Readiness for change, project success, Innovative work behavior, social exchange theory, social cognition theory	Studies unrelated to Innovative organizational climate, Innovative work behavior, Readiness for change, project success, social exchange theory, social cognition theory
Language	English	Any other language.
Period	2019 to present	Studies publications before 2019
Sources	Conference papers, Journal articles (full text), Dissertations	The Grey literature
Total Reviewed	50	200

The author is the source.

Results and Discussion

According to some writers, 50% of organizational change initiatives that fail can be attributed to a lack of adequate readiness (Qureshi *et al*., 2020). The organization needs its members' readiness before making a change (Rehman *et al*., 2021). Therefore, one of the most important success elements when organizations execute changes is readiness for change (Shahbaz *et al*., 2019b). Similarly, Innovation is oriented through an innovative organizational climate (Abun *et al*., 2023). The evaluation and understanding of employees' activities and behavior are given high priority by modern companies, which have increased interest in understanding organizational climate (Hussainy, 2022). IWB used by workers serves as a major motivator, inspiring people to make improvements and use innovation (Sengupta *et al*., 2023). There is no denying that IWB has a big impact on how well an organization functions. Hence these variables will be studied to add new literature in the field. The PRISMA chart that describes the selection process for the different research articles is shown in **Figure 1** below.

Project Success (PS)

The first theme talked about project success in various industries. Seven studies offer further information on PS from the included research articles where all the articles used project success as a dependent variable; **Table 3** summarizes their specifics.

The first research was to determine the impact of modest leadership on project success (Ali *et al*., 2020). The findings demonstrated a positive association between project success and modest leadership and thus favored the hypothesis. The second study, Sarwar *et al*. (2020) aimed to determine how IOC and IWB affect the likelihood of a given project being successful, where work culture and gender have a positive moderating effect. The result of the study demonstrated that IWB mediates the relationship between IOC and PS, hence providing support for the proposed hypothesis. Similarly, the third study revealed knowledge sharing as a strong mediator and a positive correlation between project success and psychological empowerment (Khan *et al*., 2020). The hypothesis of the investigation was accepted as the research found that employees on projects with high levels of creativity are more likely to succeed when they also have higher levels of psychological empowerment.
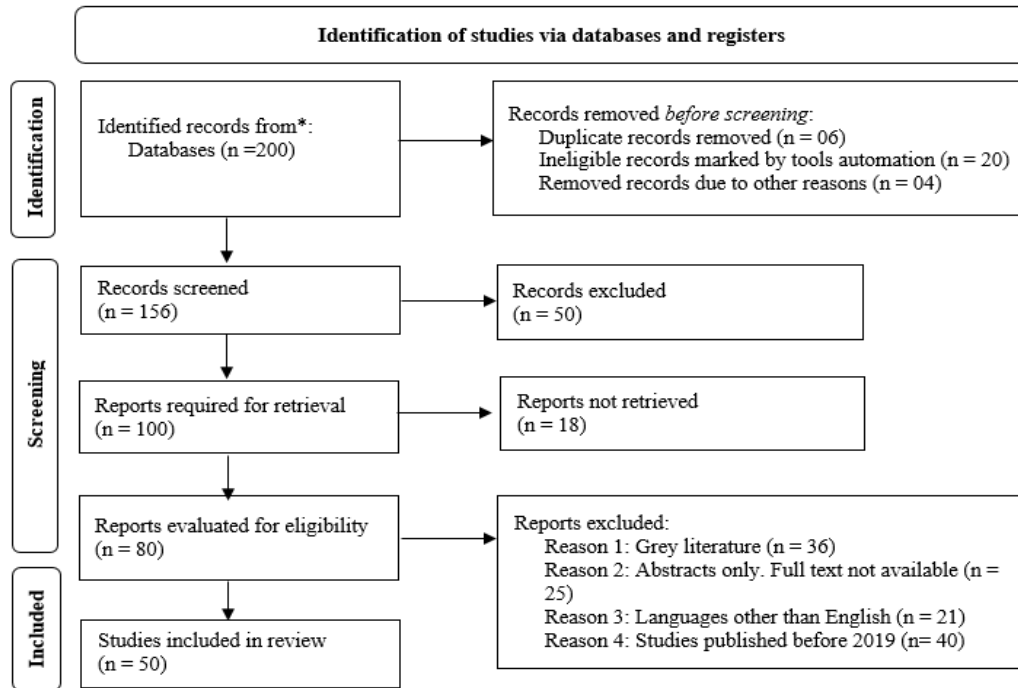
Figure 1. PRISMA chart for selecting research articles
The author is the source.

Correspondingly, Project success was the dependent variable in another investigation with an accepted hypothesis (Khattak *et al.*, 2022). The study's main goal was to offer an alternative viewpoint on the crucial role that authentic managers play in project success. In the next study significance of psychological empowerment as a mediator between transformational leadership (TL) and project success (PS) was hypothesized and evaluated and findings demonstrated a positive correlation between the variables (Fareed *et al.*, 2023). Ellahi *et al.* (2022) revealed new antecedents, the findings indicate that because servant leadership has a significant impact on project success, project managers should practice it. Consequently, the investigation appeared to support the variable. The last study in the review revealed that transformational leadership and top management support had a big influence on project success (Fareed *et al.*, 2023). Concluded that the established hypothesis for project success was supported by every study in the systematic review.

Table 3. Project success; synthesis of findings on project success

S#	Article title	Author/Year	Dimension
1	"Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior"	(Ali *et al.*, 2020)	Project Success
2	"How innovative climate leads to project success: the moderating role of gender and work culture"	(Sarwar *et al.*, 2020)	Project Success
3	"The Impact of Psychological Empowerment of Project-Oriented Employees on Project Success: A Moderated Mediation Model"	(Khan *et al.*, 2020)	Project Success
4	"Unwrapping Software Projects Success in Asia: Assessing the Role of Authentic Leadership, Psychological Empowerment, and Job Engagement in Project Success Using a Serial-Mediation Approach"	(Khattak *et al.*, 2022)	Project Success
5	"Transformational Leadership and Project Success: The Mediating Role of Psychological Empowerment"	(Fareed *et al.*, 2023)	Project Success

6	"Impact of Servant Leadership on Project Success Through Mediating Role of Team Motivation and Effectiveness: A Case of Software Industry"	(Ellahi *et al.*, 2022)	Project Success
7	"Transformational Leadership and Project Success: The Moderating Effect of Top Management Support"	(Fareed *et al.*, 2023)	Project Success
	The author is the source.		

Innovative Organizational Climate (IOC)

In the second theme, an innovative organizational climate was examined. The 10 articles on organizational climate are compiled in **Table 4**.

The first study examined the significance of an organization's climate along with image outcome expectations, and they provided firms with suggestions on how to enhance employee-driven innovation (Battistelli *et al.*, 2021). In the next study, Ekmekcioglu and Öner (2023) indicated a substantial and favorable relationship between servant leadership, IOC, and employees' IWB. Additionally, one more research discovered that workers in innovative environments are more likely to adhere to the incremental implicit person theory (Hendrikx *et al.*, 2022). Based on the findings by Sarwar *et al.* (2020), The study supported the idea that, in comparison to workers in the public sector, private organizations are largely impacted by IOC concerning IWB.

Similarly, the findings of the next paper offer managers valuable insights on how to foster a favorable perceived learning atmosphere, which in turn increases the beneficial inventive consequences of deployed systems (Guo & Wang, 2020). Then, Su *et al.* (2022) revealed that the improvisatory behavior of employees is influenced by the distinctive attributes of the companies in which they work. Another study also resulted in a favorable innovative climate that presented improved communication allowing the organization to function in an environment of stability and react to business difficulties more quickly (Tajpour *et al.*, 2023). Next was a comparative research in which the research's findings reveal that every aspect of organizational climate affects faculty members' ability to feel less emotionally worn out (Dinibutun *et al.*, 2020). By the findings of Baig *et al.* (2022) the results of the additional research demonstrated that job crafting has a significant direct and indirect influence on employees' inventive work behavior in a diverse work environment. The last study included in the systematic review revealed by shedding light on how the outside world affects people, our research advances knowledge of the precise function that regional innovation climate plays in fostering creativity and job happiness (Zhu *et al.*, 2022).

Table 4. Innovative organizational climate; synthesis of findings on IOC

S#	Article title	Author/Year	Dimension
8	"The role of image expectations in linking organizational climate and innovative work behavior"	(Battistelli *et al.*, 2021)	Perceived organizational climate
9	"Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support"	(Ekmekcioglu & Öner, 2023)	Innovative organizational climate
10	"Exploring the role of implicit person theory in the relationship between innovative work climate and proactive behavior at work"	(Hendrikx *et al.*, 2022)	Innovative work climate
11	"How innovative climate leads to project success: the moderating role of gender and work culture"	(Sarwar *et al.*, 2020)	Innovative organizational climate
12	"The Impact Mechanisms of Psychological Learning Climate on Employees' Innovative Use of Information Systems"	(Guo & Wang, 2020)	Psychological learning climate
13	"Organizational Innovative Climate and Employees' Improvisational Behavior: The Mediating Role of Psychological Safety and the Moderating Role of Creative Self-Efficacy"	(Su *et al.*, 2022)	organizational innovative climate
14	"Effects of innovative climate, knowledge sharing, and communication on sustainability of digital start-ups: Does social media matter?"	(Tajpour *et al.*, 2023)	innovative climate

15	"The Effect of Organizational Climate on Faculty Burnout at State and Private Universities: A Comparative Analysis"	(Dinibutun *et al*., 2020)	organizational climate
16	"Cultivating Innovative Work Behavior of Nurses Through Diversity Climate: The Mediating Role of Job Crafting"	(Baig *et al*., 2022)	Diversity climate
17	"Unlock the potential of regional innovation environment: The promotion of innovative behavior from the career perspective"	(Zhu *et al*., 2022)	Regional innovation environment
	The author is the source.		

Readiness for Change (RFC)

Following that, the third theme examined Readiness for change. The four articles on readiness for change are summarized in **Table 4**.

In the first review study, readiness for change was used as a mediator (Sengupta *et al*., 2023). The study represents the first in regard to Indian businesses that have expanded internationally by incorporating crucial elements such as genuine leadership, readiness to change, and inventive work behavior. The results revealed that adequate leadership leads towards suitable readiness in the employees and thus leads to a strongly mediated relationship between variables. The findings have significant relevance for managers or company leaders who want to foster innovative work practices in their personnel by encouraging their readiness to change.

The second study (Yeap *et al*., 2021) again used readiness for change as a mediator. The study reveals how readiness for change has a mediating effect on the correlation among variables in the setting of Malaysian educational institutions. According to the study, managerial management at polytechnics must improve lecturers' readiness to change, which will boost their commitment to the teaching profession. In another study, Katsaros *et al*. (2020) stated that leadership's Impact on the profitability of the company and the moderating effect of employees' readiness to adapt. Mattar (2021) intended to draw attention to emerging organizational factors that are infrequently investigated in the setting of changes in organizations. The research emphasizes the significance of organizational change is underscored by its implementation of a technologically driven innovation.

Table 5. Readiness for change; synthesis of findings on RFC

S#	Article title	Author/Year	Dimension
18	"Innovative work behavior driving Indian startups go global – the role of authentic leadership and readiness for change"	(Sengupta *et al*., 2023)	Readiness for change
19	"Lecturers' commitment to teaching entrepreneurship: do transformational leadership, mindfulness and readiness for change matter?"	(Yeap *et al*., 2021)	Readiness for change
20	"The impact of leadership on firm financial performance: the mediating role of employees' readiness to change"	(Katsaros *et al*., 2020)	Readiness to change
21	"An Organizational Change With Quarantined Members"	(Mattar, 2021)	Readiness for change
	The author is the source.		

Innovative Work Behavior (IWB)

The fourth theme, which involved the review of 17 studies, was innovative work behavior. **Table 6** presents a summary of 17 out of the 50 studies that shed light on the matter.

The first review paper was a bibliometric study that mapped countries, keywords and authors to analyze the "innovative behavior" research that was indexed in the Scopus database and results demonstrated the importance of innovative behavior for global firms (Salam & Senin, 2022). Another paper advanced our understanding of how innovative work practices are enhanced by an organization's climate along with image outcome expectation (Battistelli *et al*., 2021). The results emphasize the significance of an organization's climate, and they provide firms with suggestions on how to enhance employee-driven invention. One more study used innovative work behavior as a dependent variable (Bogilović *et al*., 2021). The findings of the study revealed that visible dissimilarity had a negative mediated influence on innovative work behavior, although this moderation effect lessened it. The study recommended

that while encouraging IWB, employers focus on fostering an environment that lessens the adverse impacts of perceived differences in the workplace. Similarly, the next investigation revealed that employee innovative work behavior is strongly and favorably correlated with innovative organizational climate and servant leadership (Ekmekcioglu & Öner, 2023). Venketsamy and Lew (2022) stated that the association among creative work behavior and intrinsic motivation was positively modulated by organizational support. The study offers fresh evidence of how inventive work behavior is influenced by the relationship between the synergy of external incentives and internal motivation. Additionally, another study supported in favor of variable innovative work behavior that revealed innovative work behavior was significantly influenced by authentic leadership (Sengupta *et al*., 2023).

One study by Wynen *et al*. (2020) focus was to examine the cascading impact of organizational reforms on support from management for IWB and demonstrated support for innovative work behavior. One more research showed the benefits of happiness at the workplace encouraged Malaysian institutions to support staff members' IWB and encourage these qualities in them (Al-shami *et al*., 2023). Another research by Cangialosi *et al*. (2020) investigated the correlation between innovative work behavior, the workplace's learning potential, and the learning climate where the findings supported the hypothesis. The investigation provides recommendations for companies seeking to enhance innovative work behavior, emphasizing the importance of a positive learning environment. One more study offered a unique perspective on the formation of teams in the IT industry that aimed to close the evaluation gap by examining every aspect of IWB (Shahid *et al*., 2022). This investigation can serve as a foundation for enhancing employees' competencies, ranging from concept generation to execution. Furthermore, the findings of additional research showed that innovative work behavior among employees is positively impacted by transformational leadership (Afsar & Umrani, 2019).

Khan *et al*. (2020) highlighted in an article leadership styles effect on inventive work practices. The study's conclusions suggest that academic leaders in academic environments, especially universities, could inspire their staff members to look for workable answers to problems and to be more imaginative and creative. Whereas, the next research conducted the association between individual innovative behavior at work and a developing human resource arrangement, as well as the part that an empowered work environment plays in the interaction. Results showed that the association was strengthened (Chang *et al*., 2021). The next study experienced how organizational goals are achieved by encouraging knowledge workers at Chinese high-tech companies to engage in creative work practices. The results confirmed the connection between IWB and SL (Khattak *et al*., 2023). Baig *et al*. (2022) focused on the behavior of nurses and stated that the results of the investigation offer proof of the noteworthy positive correlation between variables and offer empirical backing for them. Also suggested that healthcare administrators can incorporate job crafting approaches and managing diversity policies into their efforts to encourage inventive work behavior among nurses. The additional review revealed that innovative work behaviors among employees are favorably correlated with transformational leadership (Tan *et al*., 2021). Lastly, Bos-Nehles and Veenendaal (2019) investigated the influence of the employees' perceptions of HR practices on their innovative work behavior and contend that HRM implementers are crucial for IWB.

Table 6. Innovative work behavior; synthesis of findings on IWB

S#	Article title	Author/Year	Dimension
22	"A Bibliometric Study on Innovative Behavior Literature (1961–2019)"	(Salam & Senin, 2022)	Innovative behavior
23	"The role of image expectations in linking organizational climate and innovative work behavior"	(Battistelli *et al*., 2021)	Innovative work behavior
24	"Diversity, climate, and innovative work behavior"	(Bogilović *et al*., 2020)	Innovative work behavior
25	"Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support"	(Ekmekcioglu & Öner, 2023)	Innovative work behavior
26	"Intrinsic and extrinsic reward synergies for innovative work behavior among South African knowledge workers"	(Venketsamy & Lew, 2022)	Innovative work behavior

27	"Innovative work behavior driving Indian startups go global – the role of authentic leadership and readiness for change"	(Sengupta *et al*., 2023)	Innovative work behavior
28	"How Multiple Organizational Changes Shape Managerial Support for Innovative Work Behavior: Evidence From the Australian Public Service"	(Wynen *et al*., 2020)	Innovative work behavior
29	"Happiness at workplace on innovative work behavior and organisation citizenship behavior through moderating effect of innovative behavior"	(Al-Shami *et al*., 2023)	Innovative work behavior
30	"Learning Climate and Innovative Work Behavior, the Mediating Role of the Learning Potential of the Workplace"	(Cangialosi *et al*., 2020)	Innovative work behavior
31	"The Link Between Team Identification, Entrepreneurial Orientation, and Innovative Work Behavior and Its Dimensions in the Context of Pakistan"	(Shahid *et al*., 2022)	Innovative work behavior
32	"Transformational leadership and innovative work behavior The role of motivation to learn, task complexity and innovation climate"	(Afsar & Umrani, 2019)	Innovative Work Behavior
33	"The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior"	(Khan *et al*., 2020)	Innovative Work Behavior
34	"Developmental Human Resource Configuration, Unique Human Capital, and Employee Innovative Work Behavior: A Multilevel Moderated Mediation Model"	(Chang *et al*., 2021)	Innovative Work Behavior
35	"Relationship Between Servant Leadership, Leader-Member-Exchange, Organization Learning and Innovative Work Behavior: Evidence From High-Tech Firms"	(Khattak *et al*., 2023)	Innovative Work Behavior
36	"Cultivating Innovative Work Behavior of Nurses Through Diversity Climate: The Mediating Role of Job Crafting"	(Baig *et al*., 2022)	Innovative Work Behavior
37	"Innovative work behavior in Singapore evoked by transformational leaders through innovation support and readiness"	(Tan *et al*., 2021)	Innovative Work Behavior
38	"Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate"	(Bos-Nehles & Veenendaal, 2019)	Innovative Work Behavior
	The author is the source.		

Social Exchange Theory (SET)

The fifth theme included social exchange theory (SET). **Table 7** provides a summary of 9 studies that employed social exchange theory. The phenomenon of how to strengthen interpersonal relationships, group dynamics, and employee commitment, gratitude, and trust is explained by social exchange theory. Most of the review articles in SLR integrate social exchange theory with variable innovative work behavior that enriches the current investigation's theoretical foundation.

The first study revealed that SET offers a solid and practical theoretical framework for the study's hypotheses (Sengupta *et al*., 2023). Similarly, the second study used the theory of social exchange as a theoretical foundation, the article explained how psychological responsibility brought about by feeling supported by the company can improve creativity and work engagement (Inam *et al*., 2021). Third, Al-shami *et al*. (2023) demonstrated substantial evidence of the happiness at the workplace influence on organizational citizenship behavior, hence expanding the social exchange theory. Nevertheless, the next study supported the social exchange theory that served the framework, the study investigated how innovative work behavior and the psychological empowerment of employees (Al Dabouba *et al*., 2023).

Aboramadan *et al*. (2022) analyzed how green leadership influences workers' green behavior in a hotel organization, using the idea of social exchange. Social exchange theory was identified as the primary theoretical framework in a different investigation. The SET is applied in the study to explain workplace behavior and shed light on the social dynamics between department heads and lecturers (Yeap *et al*., 2021). Khattak *et al*. (2022) stated that the study added to the literature body by identifying novel causes and consequences related to job engagement through the lens

of SET. Conversely, the next study used social exchange theory, which hasn't been put to the test in Pakistani society to look into inventive work behavior (Khan *et al.*, 2020). And lastly, Chang *et al.* (2021) stated that the study, which is based on SET, aims to determine how DHRC affects employees' IWB and how an empowering climate affects these relationships.

Table 7. Social exchange theory; synthesis of findings on SET

S#	Article title	Author/Year	Dimension (theory)
39	"Innovative work behavior driving Indian startups go global – the role of authentic leadership and readiness for change"	(Sengupta *et al.*, 2023)	Social exchange theory (SET)
40	"Fostering Creativity and Work Engagement Through Perceived Organizational Support: The Interactive Role of Stressors"	(Inam *et al.*, 2021)	Social exchange theory (SET)
41	"Happiness at workplace on innovative work behavior and organisation citizenship behavior through moderating effect of innovative behavior"	(Al-shami *et al.*, 2023)	Social exchange theory (SET)
42	"Fostering Firm Innovativeness: Understanding the Sequential Relationships between Human Resource Practices, Psychological Empowerment, Innovative Work Behavior, and Firm Innovative Capability"	(Al Dabouba *et al.*, 2023)	Social exchange theory (SET)
43	"Green inclusive leadership and employee green behaviors in the hotel industry: Does perceived green organizational support matter?"	(Aboramadan *et al.*, 2022)	social exchange theory
44	"Lecturers' commitment to teaching entrepreneurship: do transformational leadership, mindfulness and readiness for change matter?"	(Yeap *et al.*, 2021)	Social exchange theory (SET)
45	"Unwrapping Software Projects Success in Asia: Assessing the Role Of Authentic Leadership, Psychological Empowerment, and Job Engagement in Project Success Using a Serial-Mediation Approach"	(Khattak *et al.*, 2022)	Social exchange theory (SET)
46	"The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior"	(Khan *et al.*, 2020)	Social exchange theory
47	"Developmental Human Resource Configuration, Unique Human Capital, and Employee Innovative Work Behavior: A Multilevel Moderated Mediation Model"	(Chang *et al.*, 2021)	Social exchange theory (SET)

The author is the source.

Social Cognitive Theory (SCT)

Social cognition theory is included in the final review theme. **Table 8** provides a summary of 2 articles that employed SCT. Only three studies focused on social cognitive theory in a systematic literature review of fifty articles. The first study utilized the framework of social cognitive theory, developed theories, and investigated the insight relationship between variables (Fareed *et al.*, 2023). In the lens of SCT, Behavior among humans results from a combination of surrounding resources and limitations (environment), motivation inside, and self-determination. The second research expanded the use of social cognitive theory by highlighting how information sharing plays a mediating function in promoting particular aspects of creative behavior (Rehmani *et al.*, 2023). The third study involved social cognition theory to describe how lecturers' commitment to change is engendered by potential impacts of external components, which include transformational leadership as well as their readiness for changes (Yeap *et al.*, 2021).

Table 8. Social cognition theory; synthesis of findings on SCT

S#	Article title	Author/Year	Dimension (theory)
48	"Transformational Leadership and Project Success: The Mediating Role of Psychological Empowerment"	(Fareed *et al.*, 2023)	Social cognitive theory (SCT)

| 49 | "How Does Transformational Leadership Stimulate Employee Innovative Behavior? A Moderated Mediation Analysis" | (Rehmani *et al.*, 2023) | Social cognition theory (SCT) |
| 50 | "Lecturers' commitment to teaching entrepreneurship: do transformational leadership, mindfulness and readiness for change matter?" | (Yeap *et al.*, 2021) | Social cognitive theory (SCT) |

The author is the source.

Contribution

From a theoretical viewpoint, our findings support the postulations regarding IOC, IWB, and RFC under social cognitive and social exchange theories. First, our study reinforces the theory of social exchange (SET) with variable organizational climate and inventive work behavior in most of the review studies that enrich the current investigation's theoretical foundation. The theory integrates the depth of how employees behave, empowering organizations and creating special social exchange interactions, and the area of management research that has been studied under social exchange theory most extensively is workplace relationships (Shahbaz *et al.*, 2019a). As a result, drawing on SET, our results encourage the premise that organizational atmosphere is key in transforming innovative work behavior.

Similarly, three investigations explored social cognitive theory (SCT) in the systematic review. Our study, based on social cognitive theory, shows a significant favorable impact on project success, innovative work behavior, and change readiness. SCT views human behavior as the outcome of a combination of external resources and constraints (surroundings), internal motivation, and self-determination. The study emphasizes the significance of individuals' opinions and views, such as self-efficacy and locus of control for an organization's readiness. Therefore, SCT implies a focus on the behaviors of the people and their acceptance of change in the current review.

From the literature perspective, our study's findings contribute to the expanding discussions about the association between readiness for change, project success, innovative organizational climate, and innovative work behavior which has been overblown in previous research. The conclusions of the first theme, project success, which is an organization's ultimate goal, provide solid evidence in terms of IOC, IWB, and leadership styles. The findings say that an innovative climate provides the likelihood of a given project being successful. As well as the innovative behavior of employees equally contributes to enhancing the overall performance of the organization. Hence, most of the studies in a systematic review regarding project success contribute new insights to the literature by demonstrating how the employees on projects with high levels of creativity are more likely to succeed and how project performance improves through an organization's supportive and inventive environment.

Further, the next theme of SLR, innovative organizational climate, contributes to the research by presenting significant evidence linking the work behaviors of employees in any firm. According to the findings of the organizational climate research, a favorable perceived learning and innovative atmosphere allows the organization to function in a stable setting and respond to business challenges more swiftly. Likewise, an organizational climate has emerged as a crucial metaphor for leading and motivating employees and plays a vital role in increasing worker trust, dedication, and improvisatory behavior, which leads to innovative work behavior. As described, in light of the evidence found in the systematic review, an organizational climate is as important for IWB as achieving the company's goals.

Correspondingly, readiness for change has also been identified as a crucial variable in coping with technological advancements that lead to innovation. It has been shown that adequate readiness fosters the innovative behavior of employees. The findings offered managerial information that RFC needs to be strengthened to boost the commitment level of employees. Given the above, readiness for change raises a noteworthy contribution to literature as it is one of the most important success elements when organizations demand changes. Finally, the literature includes the theme of innovative work behavior, which is one of the growing discussions supporting the idea that IWB helps firms achieve a feasible advantage. The findings are supported by substantial evidence that an encouraging, inventive, and supportive organizational climate promotes innovative work behavior. This results in a positive correlation between innovative work behavior and organizational atmosphere. In addition, it is well recognized that employees have an immense effect on the organization's performance. It can be concluded that by examining all of these variables together, the review adds new evidence to the literature.

Conclusion

The comprehensive literature study revealed that IOC, RFC, and IWB significantly influence the success of the project. In addition, the results show project success is the ultimate goal of any organization. Whereas, it is also revealed that a suitable and innovative organizational climate plays a vital role in fostering creativity and innovativeness in the behavior of employees. Therefore, the results implied that adequate support by the organization develops innovative work behavior. Similarly, the readiness for change should also encouraged in order to attain productive outcomes. Consequently, the results displayed a strong association among IWB, IOC, and RFC. The systematic review revealed that most of the studies used the theoretical foundation of SET supporting innovative work behavior and organizational climate whereas social cognition theory focused on change readiness.

The findings of the systematic review study revealed that an innovative climate of organization and change readiness are essential to stay viable in the era of innovation and have a substantial impact on the inventive behavior of the people that ultimately leads to successful projects. Therefore, adopting an innovative organizational atmosphere, being prepared for change, and exhibiting creative work behavior are essential for maximizing project success rates. The study's results may assist in understanding the development of interventions that can train change readiness among employees and an inventive climate of the organization to exhibit innovative behavior adequately, hence increasing the project's success ratio.

The present systematic literature review included 50 studies. Additional research can be reproduced with a larger number of studies. The systematic review examined how an innovative organizational atmosphere and readiness for change impact project performance by influencing creative work behavior in cross-sectional research. Future investigators should use longitudinal study to examine the association between factors, as integrating additional variables can improve generalizability. The current study combined social exchange and social cognition theories. Future research can identify the relationship between the variables utilizing other theories in the theoretical framework. Finally, the systematic review did not address leadership style because it was outside of its scope. Future research can incorporate various leadership styles in the scope, which might be fruitful in bringing fresh insights into the literature.

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