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Abstract

Since the shift to hybrid and remote working models caused by the COVID-19 global pandemic, businesses must remain agile, competitive, and resilient. Those businesses and organizations where creativity and innovation are valued tend to thrive in unpredictable situations. This study explores employee perceptions of factors influencing innovative work behavior. This study provides insights into promoting innovative work behavior among employees in a hybrid workplace by assessing their work behavior and perceptions of innovation and work engagement. This mixed-methods study examines factors influencing innovative work behavior through a survey (n = 48) and individual interviews (n = 9). Quantitative data were analyzed using descriptive statistics, and the results showed generally positive employee perceptions, with innovative work behaviour rated the lowest among the five factors. Qualitative interviews, guided by the Appreciative Inquiry 5D Model, were analyzed through content analysis. Findings show that employees value team dynamics, job completion, and hybrid work arrangements, while also expressing a need for greater leadership trust, stronger work ethics, more autonomy, and clearer career pathways. The juxtaposition of the quantitative and qualitative results substantially contributed to providing strategic recommendations to promote innovative work behaviour.

Introduction

The shift to hybrid and remote working arrangements has increased since the global pandemic - COVID-19 - and all businesses worldwide had to adapt to the new normal (McKinsey Global Institute, 2023). Along with this shift came its strengths and challenges. Innovative Work Behaviour (IWB) has also become increasingly essential in the digital age for businesses to grow, remain competitive, and achieve long-term success (Halawa et al., 2023). This is because organizations that acknowledge and prioritize creativity and innovation in employees are known to thrive in uncertainties (Halawa et al., 2023).

While global reports, such as, McKinsey's, highlights the transformative potential of hybrid work, how these changes present in emerging markets remains sparsely studied. Most IWB literature focuses on developed countries, overlooking the influence of socio-political instability and infrastructure limitations in countries like Myanmar. The recent coup has significantly disrupted organizational structures and employee experiences, thus it is crucial to examine how these realities affect innovation.

This study fills a critical gap by providing context-specific insights into employee perceptions of IWV within hybrid work environments in Myanmar during a period of political uncertainty. It contributes to a growing, but still limited research literature on hybrid work and innovation in fragile, underrepresented settings.

Background of the Study

According to Bloom (2021) from the Stanford Institute for Economic Policy Research, hybrid work arrangements foster collaboration, innovation, and culture-building without the need for people to be present in-person and that most companies follow the pattern of 2 days working from home and 3 days working in-office. The COVID-19 pandemic has caused a worldwide shift to remote jobs and as the pandemic comes to an end, there was a notable appreciation coming from the employees about the lifestyle of working from home, thus many businesses chose to adopt a hybrid working model where employees work partly in-office and partly from home (Gibbs et al., 2024).

Like the rest of the world, working arrangements in Myanmar underwent shifts during and after the COVID-19 pandemic. There are challenges that associated with adopting and maintaining a hybrid working arrangement in Myanmar, however, due to the inconsistent availability of power all over the country, this causes adverse disruptions to those who work hybrid as in hybrid working, internet access is crucial.

ABC Environmental Services first introduced work-from-home arrangements during the COVID-19 pandemic in 2020 and these arrangements continued to evolve into hybrid working arrangements after lockdown restrictions were lifted. The main workforce of the company consists of consultants and engineers within the Operations Department, all of whom continue to work in hybrid arrangements to this day. The HR Director of the company believes the company will continue to adopt a hybrid working arrangement for the foreseeable future. This is due to the cost- and time-efficient benefits of hybrid working arrangements, but mainly for the safety of employees.

Organization Diagnosis

The company has a total of 63 employees plus the Managing Director and 3 Directors. The company is expanding rapidly in terms of capital, material resources, tools and equipment, and human resources, in response to increasing demands in the market. To assess the current situation of ABC Environmental Services, a virtual meeting was carried out with the HR director of the company to identify the strengths, weaknesses, opportunities, and threats the company currently faces. By identifying what the organization does well and where it is vulnerable, SWOT helps align internal capabilities with external realities. The results of a SWOT analysis directly inform strategy, making it easier to design targeted interventions or development plans.

Strengths

ABC Environmental Services adopted a hybrid work model in 2020, offering two days of remote work and three days of in-office work each week. This approach enhances work-life balance, offers greater freedom, and reduces commuting costs and time. Employees use virtual platforms like Microsoft Teams for effective cross-functional collaboration. The proactive MD supports growth through international training, conferences, and comprehensive online courses. ABC Environmental Services also provides backup power for senior staff to address power outages in Myanmar. A strong culture of teamwork and cooperation defines its workplace.

Weaknesses

Despite strong teamwork and learning tools, ABC Environmental Services faces challenges in monitoring productivity during remote work, particularly among junior staff who lack backup power resources, such as batteries and inverters. Thus, their engagement is noticeably lower than senior staff. The company relies solely on project completion as a performance metric, with no KPIs to assess individual contribution. This approach, often coupled with delays from unresponsive clients, limits accurate evaluation and consistent employee engagement.

Opportunities

To improve efficiency and engagement, ABC Environmental Services should provide technical resources like batteries and inverters to all employees, ensuring equality and support for hybrid work. The hybrid model can attract younger talent, bringing fresh perspectives and passion. Personalized training pathways based on existing online resources will enhance employee development. Developing KPIs to measure innovation and engagement, alongside regular team-building exercises and training focused on innovative behavior and a growth mindset, will further enhance company culture and productivity.

Threats

The primary threat to the company is Myanmar's economic instability, which could impact its clientele and hinder investments. Frequent changes in government regulations may lead to policy shifts that disrupt operations, lowering demand and revenue. This, in turn, could make the company less attractive to investors. Additionally, prolonged economic instability combined with a hybrid work model could cause employee isolation, leading to decreased engagement and productivity.

Statement of Research Purpose

This research focuses on the factors that influence innovative work behavior in a hybrid workplace, aiming to enhance employee innovation. In a competitive industry, fostering innovation is crucial for a company's sustained success amid various challenges. The study examines the current level of innovative work behaviors at company ABC and proposes actionable strategies to further promote innovation, thereby unlocking the full potential of its workforce.

Research Objectives

1. To identify and describe patterns in employee responses regarding factors that may contribute to or hinder innovative work behavior at Company ABC.

2. To gain insights on job autonomy, leadership support, effective cross-functional collaboration, work engagement, and innovative work behavior of employees in a hybrid workplace through in-depth interviews.

3. To provide strategic recommendations to promote innovative work behavior in a hybrid workplace.

Research Questions

1. What are the patterns in employee responses regarding factors that may contribute to or hinder innovative work behavior at Company ABC?

2. What insights can be gained about job autonomy, leadership support, effective cross-functional collaboration, work engagement, and innovative work behaviour of employees in a hybrid workplace through in-depth interviews?

3. What strategic recommendations can be provided to promote innovative work behavior in a hybrid workplace?

Significance of the Study

The findings from this study will enable the author to gain a deeper understanding of how innovative work behavior can be fostered and promoted in a working model that is continuously gaining popularity. The findings would provide the company with recommendations that are achievable to promote innovative work behavior and foster a strong workforce, comprising employees who consistently generate creative ideas that bring tremendous value to the company. Additionally, multiple studies indicate that hybrid and remote work models are the future of work. There are also multiple studies showing innovative work behaviour in the workplace. This study would help organizations understand how to best support and encourage their employees' innovations with more conducive practices.

Scope and Limitations of the Study

This study focuses on skilled and knowledge workers at ABC Environmental Consultancy Services, including top management, all of whom operate under a hybrid work arrangement. It explores factors influencing innovative work behavior through surveys and in-depth interviews, aiming to provide strategic recommendations to enhance innovation and engagement. However, the research faced limitations due to time constraints, limited

availability of recent literature specific to Myanmar's hybrid work context amid continued political instability, and the inability to conduct in-person interviews, which may have impacted data depth and observational insights.

Literature Review

The Componential Theory of Creativity

The componential theory of creativity by Teresa M. Amabile is a comprehensive model of the social and psychological components that are required for an individual to generate creativity at work (Amabile, 2011). In this theory, creativity is defined as the generation of ideas or outcomes that contribute to achieving a goal. According to this theory, there are four components for creative responses, three components within the individual skills and intrinsic task motivation, and one component which is the social environment. The latest version of the theory includes creativity and innovation in organizations, highlighting how managers shape the work environment.

In an article, Bridges (2024) discusses that the componential theory is significant due to its clear demonstration that creativity is not an isolated skill, but instead it is something that emerges from the interactions of multiple components that can be developed by creating a roadmap for how creativity can flourish within an organization.

Job-Demand Resources Model (JD-R)

The JD-R model determines that at every workplace there are demands that restrain an employee's performance and cause burnout and there are resources that help employees achieve work and personal goals as cited in Dixit and Upadhyay (2021). Companies need to recognize what enhances employee engagement while also reducing burnout and maintaining employee motivation.

Figure 1

JD-R Model Illustrated Diagram
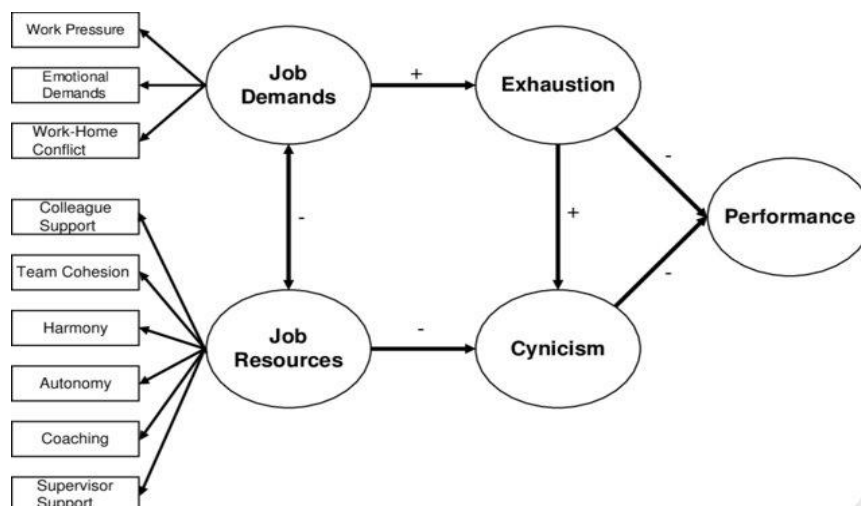
Note: From "How job demands, resources, and burnout predict objective performance: A constructive replication" by Bakker et al. (2008). Copyright 2008 by Bakker et al.

In this research, job resources such as autonomy, leadership support, and effective

cross-functional collaboration are highlighted. These factors are job resources as they contribute positively towards employees to improve work engagement. For example, the more control employees have over whether to work at home or the office and how to complete tasks, the better an employee can deal with a high workload (Bakker et al., 2008; Tummers & Bakker, 2021).

In this research, due to the nature of the company - consultancy - demands such as a high workload and contradicting expectations from managers and clients can occur (Bakker et al., 2008; Tummers & Bakker, 2021).

The author chose this model for this study as the JD-R model contains elements that are utilized in this study and have been found significant by previous studies as well. By examining job resources such as autonomy, leadership support, and effective cross-functional collaboration as according to the JD-R model, the author can help ABC Environmental Services create an engaging environment with recognition, purpose-driven work, and opportunities to apply strengths. By recognizing the interplay between job demands and the availability of resources, the JD-R model allows for a nuanced analysis of how motivation, engagement, and workplace support systems can drive employees to be more innovative. This model is particularly relevant for ABC Environmental Services, where resource disparities and varied engagement levels among employees highlight the importance of aligning organizational support with individual needs to unlock the full innovative potential of the workforce.

Transformational Leadership

Campos (2020) elaborated that Transformational Leadership is a leadership style that firmly links the roles of leaders and employees since these types of leaders utilize the strengths and potential of employees to effectively achieve the collective goals of the team. This means that transformative leaders take action in the interests of all employees to achieve goals (Campos, 2020).

Transformational leadership fosters innovative work behaviour through four key dimensions known as the Four I's (Judkrue, 2012).

Intellectual Stimulation encourages employees to think creatively and challenge conventional processes.

Individualized Consideration ensures leaders support each employee's development through mentoring and tailored guidance (Judkrue, 2012).

Idealized Influence allows leaders to serve as ethical role models who inspire trust and admiration.

Inspirational Motivation involves articulating a compelling vision that motivates employees to pursue shared goals with passion and purpose.

Figure 2

Transformational Leadership Theory

Note: From "Transformational Leadership Style: How to Inspire and Motivate". Copyright 2024 by Simply Psychology.

From existing literature, it is evident that Transformational Leadership Theory is effective in fostering and promoting innovative work behaviour in employees by increasing work engagement, providing job autonomy, and facilitating effective cross-functional collaboration at the workplace, thus making it an appropriate theory for this research.

Appreciative Inquiry (AI)

Appreciative Inquiry (AI) was first developed as a tool for organizational development (OD) interventions (Lewis, 2021). According to AI, when evaluating an organization, its strengths and what works within it should be emphasized and appreciated (Hammond, 2013). According to Kletter (2023), there are 5 phases of AI also known as the 5D model and each phase can be explained as:

Define: Establish the project's purpose by reframing problems into positive possibilities.

Discover: Identify organizational strengths through inquiry and group them into key themes.

Dream: Envision an ideal future using the organization's strengths and inspire creative ideas.

Design: Develop actionable plans and systems to bring the envisioned future to life.

Deliver: Implement the plans while focusing on adaptability, learning, and sustainable change.

Figure 3

Appreciative Inquiry 5D Model
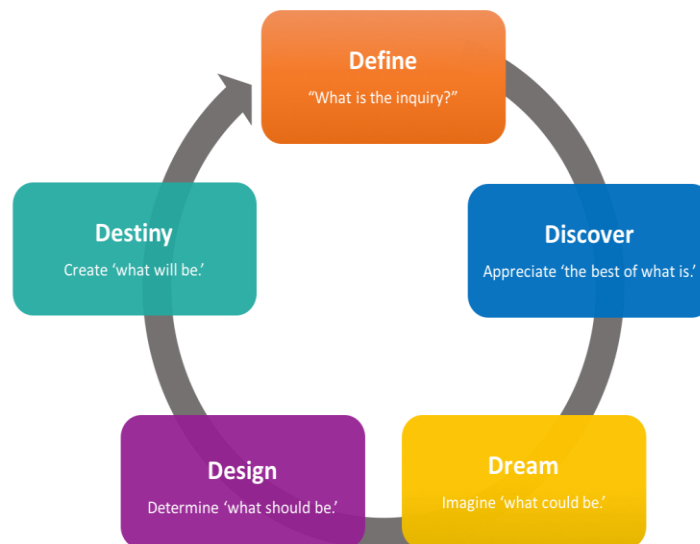
Note: Adapted from *Appreciative Inquiry as a way of life* by A. ODLENS. Copyright by Avinash Dontamsetty.

Innovative Work Behaviour (IWB)

Innovative work behaviour is also often defined not as a simple meaning, but as a progress in multiple phases. Firstly, an individual would recognize a problem to be resolved. Secondly, solutions or ideas to resolve that problem would be generated. Thirdly, promote the developed ideas to others to build followers. Lastly, a full implementation phase would follow (Carmeli & Meitar en De Spiegelaere et al., 2014).

Seng and Fernando (2021) designed a framework to enhance innovative work behaviour in individual employees and the framework proposed that work empowerment - supportive work environment with development opportunities, employee motivation - focus on challenges and career growth opportunities, and Leader-Member Exchange - healthy and supportive relationship between an employee and a leader are the factors that influences Innovative Work Behaviour. This OD framework was developed from findings of the study to attain sustainability and competitive advantage.

Organizational leaders have a responsibility to help employees ignite innovative work behaviour (Tan et al., 2021). For organizational success each employee must exhibit innovative work behaviour. IWB can be measured by four dimensions : exploration, generation, championing, and implementation (De Jong & Den Hartog, 2010).

On the other hand, innovative work behaviour can have adverse effect on employees. While most literature emphasized on the positive outcomes of IWB, some researchers have brought to attention that there are side effects. Janssen (2003) argued that employees who exhibit more innovative work behaviour in the workplace can cause conflicts in relations with co-workers or even supervisors who are unfamiliar with innovative change. This conflict can lead to stress or work overload when there is too much resistance to the change. Furthermore, innovative efforts when met with poor communication can be time-consuming and if they are

not aligned with organizational goals and culture, can become very disruptive.

Work Engagement (WE)

Due to the advancements in technology, change and innovation is inevitable. Based on existing literature and previous studies, work engagement has been found to positively influence creativity, task performance, and organizational citizenship behaviour (Bakker et al., 2008; Karafakioglu & Findikli, 2024). This digital transformation requires organizations to be agile (Karafakioglu & Findikli, 2024). Jindain and Gilitwala (2024) in the study "Factors impacting the intermediating variable of employee engagement toward employee performance in a hybrid working model" found that perceived organizational support and trust and respect in an organization positively impacts the engagement of employees in a hybrid working setting and with increased engagement came along increased performance. Vithayaporn and Ashton (2019) conducted a study to determine how engagement affects innovative behaviour at Thai Airways International, finding that engagement and innovation strengthens each other. Specifically, the more engaged employees become, the more likely they are to think and act innovatively.

Job Autonomy (JA)

In an Organizational Development Intervention (ODI) study, it was also found that post-intervention, Job Autonomy had a significant positive relationship with employee work engagement, with a correlation coefficient of $r = .575$ and $p < 0.05$ (Phakdeesattayaphong & Chungviwatanant, 2014). This study involved six interventions with 27 participants over a six-month period, providing a reliable basis for pursuing organizational development (OD) research in the existing literature.

For an existing literature on the influence of job autonomy on innovative work behavior, Siregar et al. (2021) conducted a study assessing the influence of job autonomy and organizational commitment on innovative work behavior. The results showed that job autonomy and organizational commitment have a significant influence on the innovative work behavior of employees. The authors concluded that enhancing job autonomy would improve employees' innovative work behavior, and this could be achieved by increasing their organizational commitment.

Leadership Support (LS)

Leaders are fundamental people in any organization and the responsibility leaders take on is extremely vital. With an increasing number of companies shifting to hybrid working arrangements, it is with utmost urgency that leaders create a safe environment that motivates and engages employees during the transition (Wiatr, 2022). Wiatr (2022) conducted a study that reviews existing literature on factors influencing employees' reactions to change and the role of leadership support in enabling a successful change. The findings of this study indicate that the greater a leader can establish trust within a workplace, the more likely an organizational change is to be successful. The author recommended that managers foster an environment where employees feel motivated and stay committed to the change for organization success.

There was also an OD Intervention conducted to assess how leadership culture enhances employees' work engagement and organizational affective commitment. The intervention consisted of leadership training, coaching, workshops, and appreciative inquiry activities and the post-intervention results showed us that all the ODIs have improved the leadership style and support that comes from leaders within the organization, hence, employees' work engagement levels and commitment drastically improved (Soe & Villavicensio, 2017).

The ODI findings reveal that supportive and empowering leadership boosts employee engagement and fosters alignment between personal and organizational values, ultimately driving positive outcomes.

Effective Cross-Functional Collaboration (ECC)

Effective Cross-Functional Collaboration is essential for growth. For any firm to grow, teamwork is essential, and teamwork in firms requires multiple functions working together (Ceurvost et al., 2024). The authors of this Harvard Business Review article argue that recent technological innovations and the advent of AI have created new revenue streams, leading to the implementation of new business models, such as hybrid models. Hence, effective cross-functional collaboration is necessary to set into action hastily. Effective cross-functional collaboration is a catalyst for driving innovation in the workplace. When Rashid (2019) collected data from different companies in the automotive, e-commerce, and software industries to investigate the innovations that occur when effective cross-functional collaboration takes place, it became apparent that the workplace becomes more cost-efficient, time-efficient, and has better resource allocation. This author concluded that the collaborative approach in companies nurtures innovation and encourages employees to polish problem-solving skills and develop continuous improvement efforts.

Soe and Fernando (2017) conducted an organizational development (OD) intervention to enhance team cohesion at an organization in Myanmar. The post-intervention results showed a significant improvement in the organization. The coordination and collaboration processes within the organization not only improved the working environment but also enhanced the relationship between leadership and subordinates. Effective collaboration reinforced increased interaction and better communication, ultimately resulting in improved knowledge sharing among employees.

Regional Context: ASEAN and Myanmar-specific Context

While the global context has highlighted the benefits and challenges in hybrid working, the focus of these dynamics on developing countries is required. In developing countries such as Bangladesh, Indian, Pakistan, Indonesia, Sri Lanka, and Nepal, the perspectives and preferences towards hybrid work of young entrepreneurs were studied in a post-Covid-19 context by Hossain (2024). The study consisted an online survey of entrepreneurs from these six developing countries and the results revealed a strong preference of hybrid work models, with 84.21% of respondents preferring hybrid work models over fully remote working. The results also revealed benefits such as increased productivity, better work-life balance, and enhanced innovation potential. The challenges included communication barriers, performance monitoring, and limited technological infrastructure which aligns closely with the realities faced in Myanmar. This regional study reinforces the urgency of understanding hybrid work through local lens, where infrastructural, culture, sociological, and economic factors prominently shape work experiences. In addition, it also supports the need for context-sensitive strategies which this study seeks to address within Myanmar's hybrid work environment.

Building on this ASEAN regional context, hybrid work in Myanmar is becoming increasingly popular post Covid-19 and has its challenges. Maw (2024) did a study about digital transformation in career life of urban people in Yangon, Myanmar and the findings reported that there has indeed been a shift to hybrid work structures and that remote collaboration tools are extremely essential to support ongoing hybrid work arrangements. The findings showed that there is also a steep increase in the usage of digital technology while professionals also experienced notable changes in its usage as focus shifted to digital tool integration to

accommodate remote working and online collaboration demands. In Maw's study 40.93% of the respondents (N=518), reported that the main challenge is the inadequate internet connectivity which echoes the infrastructural limitations discussed earlier, particularly the reliance on stable internet access in hybrid work arrangements.

ASEAN nations have increasingly recognized the importance of fostering innovation among companies and firms. Ambashi (2020) in his policy brief regarding development and innovation strategy, highlights that to remain competitive in the digital industrialization era, ASEAN members must adopt beyond basic process innovation and actively development unique innovations. Ambashi continued to state that this would require investments in human capital, science, technology, engineering and mathematics (STEM), and technology entrepreneurs who can drive innovation at an organizational level. Furthermore, there is a need for collaboration between firms, academia, and the government to enhance innovation. The recommendations in Ambashi's research emphasize on the growing importance of contextualized innovation strategies which this study seeks to explore at the organizational level within Myanmar.

As for IWB in Myanmar, Kyaw and Soe (2024) conducted a study to explore the perceptions of innovation of Myanmar employees and found that the employees already view their innovative work behaviour favorably and are eager to participate in more innovative ways of working when complemented by a supportive atmosphere and necessary tools and resources. Additionally, when combining the exploration of new opportunities with the utilization of existing capabilities of employees, innovation can be enhanced and guarantees the industry's competitiveness and adaptability. Overall, Kyaw and Soe's research is a great example of how innovation can thrive within a workplace in Myanmar with the right kind of support from the right kind of leadership.

Conceptual Framework

The conceptual framework for this study was developed by the author based on the findings from existing literature. The conceptual framework of this study comprises the following variables: job autonomy, leadership support, effective cross-functional collaboration, work engagement, and innovative work behavior. It is guided by three theories: the Componential Theory of Creativity, the Job Demands-Resources (JD-R) Model, and the Transformational Leadership Theory. These theories explain how individual, organizational, and leadership factors influence work engagement and innovation.

Figure 4

Conceptual Framework of the Study
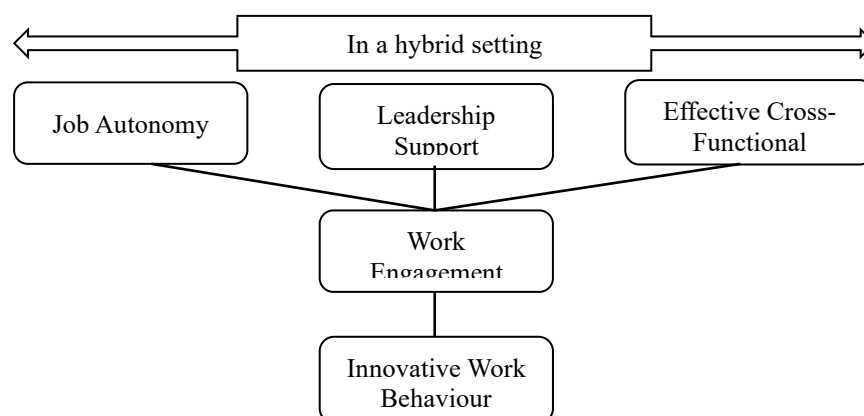
Note: Developed for this study by the researcher, 2025.

Research Methodology

Research Design

This study is a mixed method research case study on the skilled/knowledge workers who currently work hybrid at ABC Environmental Services Company. Both quantitative and qualitative data were used to analyze the data collected from the target population.

Research Instrument

The author used Google Forms to create an online survey for collecting quantitative data. Appreciative Inquiry (AI) was used to design the interview questions for qualitative data. In the Google Form, questions were carefully formulated for each variable of the study and the respondents were asked to rate each statement on a 6-point Likert Scale : 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Slightly Agree, 5 - Agree, 6 - Strongly Agree. There were four items for each variable, totaling of twenty statements plus six demographic questions at the beginning of the online survey. Regarding the interview questions, there is one question for each phase of AI designed to collect insights from the employees at ABC Environmental Services.

Research Sampling

The company is a small-sized organization with only 63 employees, plus Board of Director members. The skilled / knowledge workers who work hybrid are 48 employees in total excluding top management, thus purposive sampling. Quantitative data were collected from all 48 employees, resulting in a 100% response rate. For qualitative data, insights, and information, nine key informants from the company were selected through purposive sampling, yielding valuable insights. This number of informants was guided by recommendations for qualitative interview studies, where a small, but focused sample size could provide rich insights to explore the topic. The sample size ensured manageability while still offering valuable, detailed insights relevant to the study's objectives.

Data Collection

After creating the Google Forms for the quantitative data, the survey link was sent to the 48 employees at the company, who then responded to the survey. In the form, thorough instructions for the survey were provided, and participants were assured of anonymity. For qualitative data, online interviews were conducted with individual informants using the Google Meet platform as an online meeting link. A new meeting link was provided for each informant to ensure anonymity and maintain confidentiality.

The interview questions using the 5D model of Appreciative Inquiry are as follows :

Define: In your opinion, what does success look like to you, particularly in a hybrid setting and the context of your work?

Discover: Share an experience where you felt fully engaged and able to contribute creatively to a project. What made that experience stand out?

Dream: If you could envision an ideal future for your hybrid work environment that supports both work engagement and innovation, what would it look like?

Design: What are some practical ideas or initiatives you believe could help the company achieve innovative work behaviour, especially in a hybrid work setting in this company?

Destiny: What specific actions or steps do you think need to be taken to bring these

visions to life and ensure they're sustained over the next 5 years, especially in a hybrid work setting?

Data Analysis

The methods used to analyze the collected data are stated below.

Pilot testing of online survey

1. Cronbach's Alpha Reliability Test to test the reliability of the items in the survey by doing a pilot test after ensuring validity of the questions after an IOC (Index of Item-Objective Congruence) by 3 experts.

Quantitative Analysis

1. Descriptive Analysis:
   a. Frequency and Percentage for demographic data
   b. Number, Mean, and Standard Deviation for each item in the survey

Qualitative Analysis

1. Content Analysis: The data collected from the interviews are analyzed to produce final themes for each question which are then used to develop strategic recommendations for the company. Commonalities among the nine different answers to each interview question and any relevant key information was highlighted by 3 different coders. After intercoding the final themes were produced for each question. Based on the final themes, related key theories were matched to them which would also serve as a robust foundation for developing strategic recommendations based on these theories.

To strengthen the validity of the items in the online survey and the interview questions, an IOC form was sent to three experts in the OD field who scored each item or question with the scale: +1 = Congruent, 0 = Questionable, -1 = Incongruent. Once the scores are obtained from all three experts, an average of score for each item was calculated and only those equal to or above 0.66 were accepted. In this study, all the items and questions of the quantitative online survey and the qualitative interview scored equal to or above 0.66, thus no revision was required and none were omitted.

To ensure the quantitative survey items are reliable, a pilot test was conducted for testing the internal consistency of the data. A sample of 30 consultants were decided to be included in this pilot test and the obtained data of each item from these 30 respondents were used to find the Cronbach's Alpha value. Table 1 shows the scale interpretation of Cronbach's Alpha. All the Cronbach's Alpha from the pilot test value demonstrated acceptable internal consistency, with values ranging from 0.70 to above 0.90. Hence, no revisions were required and the online survey was sent to the respondents at Company ABC.

Table 1

Cronbach's Alpha scale interpretation

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Note: Adapted from Sustainable Performance Measures for Malaysian Automotive Industry by Habidin et al., 2015, Copyright by Nurul Fadly Habidin.

Demographic Information of Respondents

Regarding the demographic information of the respondents, the age group, gender, current roles or position, highest education level, years of service, and years of working hybrid were collected. The respondents consisted predominantly of employees aged 31 to 35 years. Most of the respondents were females. The majority held at least a Bachelor's degree and primarily works in Operations. Most respondents have worked at ABC Environmental Services between one to three years with a large number of them having worked in hybrid working arrangements for over two years.

Results and Discussion

Table 2

Scale and Interpretation

Scale	Interpretation
0-0.83	Very Strongly Disagree
0.84-1.67	Strongly Disagree
1.68-2.51	Disagree
2.52-3.35	Slightly Disagree
3.36-4.19	Slightly Agree
4.20-5.03	Agree
5.04-5.87	Strongly Agree
5.87-6	Very Strongly Agree

Table 2 represents the scale used to interpret the descriptive analysis of the quantitative data from the online survey.

Table 3

Descriptive Statistics for Innovative Work Behaviour

Items	N	Mean	Standard Deviation	Interpretation
I actively look for new ways to solve problems in my work	48	4.75	0.887	Agree
I often suggest new ideas to improve processes (e.g. workflow communication or project management processes).	48	4.29	1.2	Agree
I am willing to take risks to implement innovative solutions.	48	4.31	1.15	Agree
I actively seek feedback from colleagues to improve my innovative ideas before implementing them.	48	4.5	1.03	Agree
Average Mean		**4.46**		**Agree**

Table 3 shows the number, mean, standard deviation, and interpretation of each item of Innovative Work Behaviour (IWB). It shows that the statement, "I actively look for new ways to solve problems in my work" has the highest mean score of 4.75 indicating the employees at

this company seek out new ideas to sharpen their problem-solving skills and improve their work. The statement, "I often suggest new ideas to improve processes (e.g., workflow, communication, or project management processes)", however, has the lowest mean score of 4.29 which implies that there are certain barriers prevent employees from suggesting new ideas frequently. These two scores collectively produce a very interesting result. Employees at this company always look for new ways of doing things and handling problems instead of conforming to the traditional ways, however, no suggestions are made to improve communication or the workflow or the processes at the workplace as frequently or as effectively and the obstacles to this can be identified for employees to speak up more about their new ideas that can help benefit the company as a whole.

Table 4

Descriptive Statistics for Work Engagement (WE)

Items	N	Mean	Standard	Interpretation	Items
I feel energized when I start my workday.	48	4.44	1.13	Agree	I feel energized when I start my workday.
I am deeply involved in my work	48	4.75	0.978	Agree	I am deeply involved in my work
I find my work stimulating and engaging.	48	4.54	1.03	Agree	I find my work stimulating and engaging.
I am motivated to go above and beyond my job requirements because I am fully engaged in my work.	48	4.54	0.988	Agree	I am motivated to go above and beyond my job requirements because I am fully engaged in my work.
Average Mean		**4.57**		**Agree**	**Average Mean**

Table 4 presents the number, mean, standard deviation, and interpretation of each item of Work Engagement (WE). The statement, "I am deeply involved in my work", has the highest mean score of 4.75 which is a great sign for work engagement levels of employees at this company. Meanwhile, the statement, "I feel energized when I start my workday", has the lowest mean score of 4.44, indicating that the employees' typical workday may not be as exciting to them. Overall, when it comes to work engagement, while employees do immerse themselves in their work, they do not come to work excited or invigorated about the tasks they have to complete.

Table 5

Descriptive Statistics for Job Autonomy (JA)

Items	N	Mean	Standard Deviation	Interpretation
I have control over how I organize my work tasks (e.g. setting priorities deciding the order of tasks and choosing methods to complete them).	48	4.69	1.06	Agree
I can decide when and how to complete my work (e.g. tasks projects or responsibilities).	48	4.67	1.28	Agree
I am free to choose my approach to completing tasks (e.g. setting priorities deciding the order of tasks and choosing methods to complete them).	48	4.71	1.13	Agree

Items	N	Mean	Standard Deviation	Interpretation
I have the freedom to choose how I manage my work-life balance in a hybrid setting (hybrid setting means a work arrangement where I spend 3 days in the office and 2 days working from home as implemented by this company).	48	4.48	1.27	Agree
Average Mean		4.64		Agree

Table 5 shows the number, mean, standard deviation, and interpretation results for the 'Job Autonomy' variable of this research. This table reflects the employees' perceptions about the autonomy they get at work. According to the table, the statement, "I am free to choose my approach to completing tasks (e.g., setting priorities, deciding the order of tasks, and choosing methods to complete them)" has the highest mean of 4.71. This indicates that employees feel that they have strong control over what tasks they choose to prioritize and how to approach them. However, the statement, "I have the freedom to choose how I manage my work-life balance in a hybrid setting (*hybrid setting* means a work arrangement where I spend 2 days in the office and 2 days working from home, as implemented by this company)" has the lowest mean score of 4.48 meaning that although employees can decide how to perform their tasks, they feel that their work-life balance is subpar. Although the employees work 2 days of the week from home, when it comes to work-life balance, there are areas for improvement to be identified.

Table 6

Descriptive Statistics for Leadership Support (LS)

Items	N	Mean	Standard Deviation	Interpretation
My supervisor / team leader provides regular feedback on my performance.	48	4.42	1.15	Agree
I feel supported by my supervisor / team leader in my professional development.	48	4.73	1.2	Agree
My supervisor / team leader actively helps me overcome work challenges.	48	4.56	1.27	Agree
My supervisor / team leader encourages me to take initiative and try new approaches to my work.	48	4.6	1.22	Agree
Average Mean		4.58		Agree

Table 6 presents the descriptive statistics for the 'Leadership Support' (LS) variable. It shows the statement, "I feel supported by my supervisor / team leader in my professional development" has the highest mean score of 4.73. The statement, "My supervisor / team leader provides regular feedback on my performance", has the lowest mean score. This portrays that while the employees at this company feel that they do have support from their leaders like supervisors or team leads for enhancing their skills and knowledge for further career development, they do not receive enough feedback from the leaders regarding their performance. If an employee is not aware of how they are performing at work, in the long run this could affect the professional development of employees adversely as well.

Table 7

Descriptive Statistics for Effective Cross-Functional Collaboration (ECC)

Items	N	Mean	Standard Deviation	Interpretation
I frequently collaborate with colleagues from other departments.	48	4.94	1.02	Agree
I regularly share information and ideas with teams outside my own department.	48	4.73	0.984	Agree
Cross-functional teamwork is encouraged and supported in my organization.	48	5	0.899	Agree
The collaboration across different departments keeps me motivated and focused on achieving my work goals.	48	4.42	0.986	Agree
Average Mean		**4.77**		**Agree**

Table 7 shows the number, mean, standard deviation, and interpretation of each item of Effective Cross-Functional Collaboration (ECC). The statement, "Cross-functional teamwork is encouraged and supported in my organization", has the highest mean score of 5.0, whereas, the statement, "The collaboration across different departments keeps me motivated and focused on achieving my work goals" has the lowest mean score of 4.42. These results indicate that the company has successfully built a strong collaboration culture between different departments and effective cross-cultural collaboration is treated as an essential. However, the employees do not see this as an effective tool to encourage them to perform better and achieve their targets at work.

Research Objective 1: To identify and describe patterns in employee responses regarding factors that may contribute to or hinder innovative work behavior at Company ABC.

Table 8

Descriptive Analysis of the Variables of This Research

Variables	N	Mean	Standard Deviation	Interpretation
Job Autonomy	48	4.64	0.931	Agree
Leadership Support	48	4.58	0.994	Agree
Effective Cross-Functional Collaboration	48	4.77	0.772	Agree
Work Engagement	48	4.57	0.876	Agree
Innovative Work Behaviour	**48**	**4.46**	**0.901**	**Agree**

Table 8 presents the number, mean, standard deviation, and interpretation of all variables included in the online survey. Effective Cross-Functional Collaboration has the highest mean score of 4.77 and Innovative Work Behaviour has the lowest mean score of 4.46. This indicates that the employees feel very positive about the teamwork and the collaboration climate at the company between departments. However, the innovative work behaviour in employees needs improvement which indicates that employees may lack seeking for new ways of problem-solving, improving current work processes, willingness to take risks, and feedback seeking initiatives. Referring back to the scale and interpretation in table 1 the employees 'Agree' with statements. The descriptive statistics provided a brief overview of how employees

at the company are doing in terms of job autonomy, leadership support, effective cross-functional collaboration, work engagement, and innovative work behaviour.

Research Objective 2: To gain insights on job autonomy, leadership support, effective cross-functional collaboration, work engagement, and innovative work behavior of employees in a hybrid workplace through in-depth interviews.

From what is gathered from the interviews, the employees are mainly driven by job completion while maintaining a good work-life balance and happiness and being able to work with a certain degree of freedom and decision-making power ,i.e., job autonomy, having casual brainstorming sessions while ensuring good teamwork and collaboration, and achieving client satisfaction.

Table 9

Thematic Analysis of Qualitative Interviews

Interview Questions	Final Themes and Example Statements from Interviews
In your opinion, what does success look like to you, particularly in a hybrid setting and the context of your work?	1. Successfully completing the reports, getting approval and gaining satisfaction and confidence on completion *"Success to me is happiness and completion and being able to work light-heartedly."* - Interviewee B 2. Good Teamwork and Collaboration & Brainstorming Sessions *"We must have good teamwork for this. And following this, if I can do discussions, brainstorming and collaborate properly with others and also write a report on time, I see this as a success."* -Interviewee E 3. Maintaining a good work-life balance *"Success to me is project completion within the timeline and being able to maintain a good work-life balance."* - Interviewee H 4. Job Autonomy and Flexibility *"Having the freedom to do when to work and what to work on. These are strengths and success to me."* -Interviewee C 5. Client Satisfaction *"If we can satisfy our clients while employees remain convenient and are happy to finish their work in time and have work-life balance, this is success to me."* - Interviewee I
Share an experience where you felt fully engaged and able to contribute creatively to a project? What made that experience stand out?	1. Career Development Opportunities *"Last year, we did an EIA on a shrimp farm. This is my career development opportunity as I had a lot of input. It got me into an international conference where I was one of the speakers."* -Interviewee E 2. Job Autonomy : Decision-making and problem solving *"In one of the projects, I had a good amount of decision-making power and authority. And the clients were actively participating and what I wanted for this project and what the client wanted were also aligned so that was very nice."* -Interviewee H 3. Training and Development to become better qualified *"We give training as much as possible. Rather than creativity, we focus on making staff qualified to be in this field. We give online training and*

Interview Questions	Final Themes and Example Statements from Interviews
	exposure.” -Interviewee B 4. Leadership opportunities with multi-functional collaboration *“During COVID-19, the MD went back to his hometown so I had to deal with (a project) continuously. I was the one who went to senior meetings and I also led other teams and it was a very challenging time.”* -Interviewee C 5.Employee safety protocols *“Back in 2023, there was an incident … I made sure to give all the employees emergency numbers and also my number so that they can contact me 24/7 … One of the provided numbers was the neighbor's number who helped called the ambulance. I was able to help with employee safety protocols like this one. I'm satisfied and proud of this work.”* -Interviewee D 6. Crisis management - compliance with clients and dealing *“Sometimes the locals are accepting and understanding, but sometimes, they are against. When they are against, the way we deal (with the situation) depend entirely on who's doing the talking and asking questions. I asked some questions that the company doesn't really want us to ask, but because I did that, when the locals start to say things that are against and accuse us of not giving all the information, we had proof that we did give them and even more. So, when these acts happen, we can manage them.”* -Interviewee F
If you could envision an ideal future for your hybrid work environment that supports both engagement and innovation (e.g., introducing sustainable practices, improving collaboration tools, or adopting new environmental technologies), what would it look like?	1. Fundamental attitude, work ethics and interest and accountability *“Fundamental attitude is important (whether it's education or experience based). Because if that is not good, there is no interest. Rather than salary, do it because you like it. Your interest is important. If everyone understands this and fits into the work we do, it would be better. Interest will bring innovation along as well.”* -Interviewee A 2. Tool support for remote working *“Currently, we have battery and inverter support, but if we continue, we would need laptops provided as well.”* -Interviewee E 3. Trust building, confidence, and recognition *“In the future, when I work, I want my supervisors to have faith in me so that I can continue to feel more and more confident about my abilities.”* -Interviewee H 4. Fully remote work from hybrid *“I only want to WFH. Even if I'm travelling and not home, I can be at work by 9.00 am. These days we can work from home. That is what I want in the future. To be fully remote.”* -Interviewee G 5. Mutual understanding *“If we can all do the work step-by-step and follow the rules, it would be good. Sometimes, when (employees) choose a different way, everything that follows behind becomes deteriorated. So, to have mutual understanding and knowing how to take orders would create a happy working space.”* -Interviewee D 6. Better employee experience through : work environment, collaboration, work resources (internet), opportunities, remuneration, addressing challenges and benefits of hybrid *“My personal opinion also is for young adults working here, currently sure*

Interview Questions	Final Themes and Example Statements from Interviews
	salary or remuneration is one thing, but prospect is more important. We should give these young adults hope so that they can be happier in the workplace." -Interviewee I
What are some practical ideas or initiatives you believe could help the company achieve a more innovative culture, especially in a hybrid work setting?	1. More freedom, flexibility and autonomy (decision-making) *"They should give us autonomy. ... First we learn, then we should be able to do what we learnt practically."* -Interviewee F 2. Good unity and teamwork *"And decision-making is not just done by seniors, even the most juniors and young employees have a say. We think and discuss their ideas and discuss with the managers and see what we can do. The teamwork and work environment here is really good."* -Interviewee C 3. More practical work opportunities from online trainings *"Training alone cannot support innovative behaviour in employees. You need to have interest ... we need to make sure that we are trained, that's one thing, but also to make sure that what we are training for, we can actually apply back into our jobs, that should be considered."* -Interviewee G 4. Suitable environment for growth opportunities *"A plant will only survive if it's in a suitable environment. It must be bounded into its compartments but still have freedom for it to grow. Team leads must give a hand to their seeds to grow."* -Interviewee A 5. Continuous learning culture *"We have continuous learning culture through online learning platforms so we should apply this into our work. And to not look down on each other, but to give friendly suggestions. Knowledge is the basis. Information-sharing is also important. Before Covid, we had overseas trainings as well as local training centers and departmental training as needed. We stand out that way. Even during Covid, the BOD wanted to keep us engaged so there were so many online training we had to do to a point where it was overwhelming."* -Interviewee E 6. Employee personal interest in work *"Training alone cannot support innovative behaviour in employees. You need to have interest. Some of the training (online/in-person), I have to take part in them, but I'm not interested. I'm only interested in the ones that is related to my current role."* -Interviewee G 7. Good legal compliance *"The first thing is : the businesses within the country's ability to provide opportunities, and secondly, we do environmental services, so legal compliance is essential."* -Interviewee I
What specific actions or steps do you think the company needs to take to bring these changes to life and ensure they're sustained over the next 5 years, particularly for employees in a hybrid work setting (e.g., in terms of work processes, engagement, or innovation)?	1. Policies to foster continuous development and empowerment *"Policies should be strong and policies also should foster development. Empowerment should be a part of policies."* -Interviewee A 2. Tools for effective communication and collaboration 3. Establish trust and respect and less micromanaging *"There is definitely micromanagement at our work - the MD himself go from top to bottom. I have been working here since [year redacted for confidentiality purposes], I have been working here for so long, there should*

Interview Questions	Final Themes and Example Statements from Interviews
	be more trust… In some projects, we keep precise records about who did what when, but do they even review this?" -Interviewee C 4. Work ethics and accountability *"So, what's most important is whether you WFH or not, to have work ethics. Please manage just right and another thing is we have 3 BODs and they need to communicate better within themselves because there have been instances where we have a company dinner and some of the BOD didn't even know."* -Interviewee C 5. Fundamental attitude for self-learning and innovative minds 6. Continuous learning and development opportunities for growth and self-development 7. Mutual understanding 8. Health and accident insurance policy *"We should also have insurance for accidents and health. Since the majority of the employees need to travel, I think having insurance would be a good decision."* -Interviewee G 9. Performance-based pay *"Professional development is okay, leadership is okay, management is also okay, but political issues are not quite okay and influence our work. So maybe for financial-wise, we can do something like performance-based pay and also give quarterly or yearly bonus that reflects our performance well."* -Interviewee H *"We need sustainability. And there will always be change. And every new challenge is different from the one we have had before so we also need to remain flexible, mainly."* -Interviewee D

Employees expressed that their engagement increases when given career development opportunities, greater job autonomy, resources for upskilling, and leadership roles in collaborative projects. They envision a future workplace grounded in strong work ethics, mutual trust, accountability, and emotional understanding amidst political instability. As shown in table 9, key desires include improved remote work tools, a shift to fully remote work, and a stronger alignment between personal and organizational values. Practical ideas shared include fostering autonomy, team spirit, continuous learning, and equitable growth opportunities for all staff—not just leadership. Over the next five years, employees hope for a culture of empowerment, better communication tools, reduced micromanagement, and greater awareness around ethics and self-development. They also recommend performance-based pay and safety policies, including health and accident insurance, especially for those who travel for work.

Table 10

Juxtaposition of Quantitative and Qualitative Findings

Variable Pair	Statement of Highest Scoring Mean		Supporting Statement (From Qualitative Interviews)
Job Autonomy - Work Engagement	JA	I am free to choose my approach to completing tasks (e.g., setting priorities, deciding the order of tasks,	*"In one of the projects - I don't want to say the name, I had a good amount of decision-making power and authority (job autonomy). And the clients were*

Variable Pair		Statement of Highest Scoring Mean	Supporting Statement (From Qualitative Interviews)
		and choosing methods to complete them). Mean Score = 4.71	*actively participating and what I wanted for this project and what the client wants also aligned so that was very nice. The client was respectful of the rules and regulations and it was a very good experience as I was able to work on that until I felt satisfied."* -Interviewee H
	WE	I am deeply involved in my work. Mean Score = 4.75	
Leadership Support - Work Engagement	LS	I feel supported by my supervisor / team leader in my professional development. Mean Score = 4.73	*"The MD is a very active person and I report directly to him. So, it's a good thing because he's always updated on a lot of things and he delegates properly when necessary but works very hard himself."* -Interviewee G
	WE	I am deeply involved in my work. Mean Score = 4.75	
Effective Cross-Functional Collaboration - Work Engagement	ECC	Cross-functional teamwork is encouraged and supported in my organization. Mean Score = 5.00	*"I think each of us have management skills so use those and do good teamwork ... We work well among each other. Unity is a word often used by supervisors as well. We ... complement each other rather than seeing each other as competition and our communication is okay."* -Interviewee H
	WE	I am deeply involved in my work. Mean Score = 4.75	
Work Engagement - Innovative Work Behaviour	WE	I am deeply involved in my work. Mean Score = 4.75	*"I was more of a middle manager when this happened and it was not going very well in the beginning, but I had to come up with a way and make a decision. It was not usually the way we do things so I had some backlash from management, but in the end we got very good results."* -Interviewee F
	IWB	I actively look for new ways to solve problems in my work. Mean Score = 4.75	

The juxtaposition of quantitative and qualitative findings displayed in table 10 revealed both alignment and contrast across themes. For Job Autonomy and Work Engagement, most survey respondents felt they had autonomy, which was echoed by Interviewee H, while Interviewee F expressed a lack of it—suggesting differences based on role or department. For Leadership Support and Work Engagement, survey data showed strong support from supervisors, aligning with Interviewee G's positive view of leadership; however, concerns about micromanagement also surfaced, which could hinder engagement. In terms of Cross-Functional Collaboration, survey responses indicated strong teamwork, supported by Interviewee H's comments on unity and mutual support, though Interviewee D highlighted

communication gaps that can disrupt collaboration. Lastly, while most agreed they seek innovative solutions at work, supported by Interviewee F's creative problem-solving example, others expressed a focus on teamwork over innovation, pointing to a need for more encouragement of innovative behaviour across the board.

Conclusions and Recommendations

This research conducted a descriptive analysis to explore the variables. The descriptive analysis revealed meaningful insights into the current perceptions of employees at company ABC regarding the factors influencing innovative work behaviour. Among the five variables examined—job autonomy, leadership support, cross-functional collaboration, work engagement, and innovative work behaviour—all received generally positive ratings, with mean scores falling within the "agree" range. However, innovative work behaviour received the lowest average score, suggesting room for improvement. Employees expressed strong appreciation for leadership support and collaboration, while also highlighting specific gaps, such as limited autonomy in balancing work and life and lower energy levels at the start of the workday. The low mean score of innovative work behaviour and the higher mean score for leadership support, yet contradicting statements from the interviews regarding leadership reveals a trust or implementation gap where in theory, leadership at company ABC maybe perceived as positive, however, in practice does not fully interpret into empowering or enabling innovation. Additionally, despite the high scores in effective cross-functional collaboration, qualitative data suggested that employees still face limitations in autonomy, energy, and engagement, particularly in work-life balance. For example, respondents felt deeply involved in their work, yet experience burnout when implementing new approaches. This suggests psychological barriers for innovation.

These insights imply that even when organizations have adequate leadership support and a thriving collaborative climate, innovation may not naturally emerge unless employees feel empowered and trusted to take risks and experiment with new approaches. Organizations beyond this company ABC, particularly those who have adopted hybrid work models can apply these findings to design more holistic strategies that activate innovation on top of supporting it.

Recommendations were provided to promote innovative work behaviours at a hybrid workplace.

Recommendations

Research Objective 3: To provide strategic recommendations to promote innovative work behavior in a hybrid workplace.

1. Promote Innovation through Collective Action

1.1 From the finding: Employees lack structured opportunities to innovate.

Recommendation: Create quarterly, themed innovation challenges (e.g., "Go paperless") where teams propose and test a simple improvement idea. Winners get recognition and a small team treat (e.g., lunch voucher).

Success Measures:

i. Employee participation rate (%)
ii. Number of ideas submitted
iii. Number of implemented ideas from this challenge
iv. Employee satisfaction feedback after the challenge

1.2 From the finding: Cross-departmental collaboration is appreciated but needs stronger purpose and clearer contribution to motivation.

Recommendation: Create monthly "collaboration clusters" where 3-5 staff from different departments spend one hour brainstorming solutions to a small shared problem (e.g., project delay, internal workflow).

Expected Results: Foster healthy competition, spark creative thinking, and align innovation with business goals, build mutual understanding and give functional purpose to collaboration.

Success Measures :

   i. Attendance rate at sessions

   ii. Number of actionable solutions generated

   iii. Follow-up on implementation status of solutions

   iv. Feedback on perceived usefulness from employees

2. Create a Safe Space for Innovation and Experimentation

From the finding: Employees hesitate to try new ideas without assurance or support as innovation is viewed as risky.

Recommendation: Introduce a "Try-It Ticket" system. This is a lightweight internal process where employees can propose small changes or process tweaks without needing formal approval. A short online form (1-2 questions) can be reviewed weekly by team leads.

Success Measures:

   i. Number of proposals submitted through the system

   ii. Approval and implementation rate of proposals

   iii. Time taken from proposal to implementation

   iv. Employees perception of psychological safety of submitting proposals this way

2.1 From the finding: Employees want to reflect and learn but lack a formal feedback loop.

Recommendation: After every project, introduce a 5-question debrief form that, for example, includes:

- What did we try that was new?
- What would we do differently next time?

Expected Results: Reduce fear of failure, normalize experimentation, make innovation feel safe and accessible, commit to reflection, highlight innovation attempts, and transfer learnings.

Success Measures :

   i. Completion rate of debrief forms after projects

   ii. Number of actionable insights identified and applied

   iii. Increase in implemented changes based on debrief feedback

   iv. Positive changes in project efficiency or quality (e.g., fewer delays or errors)

3. Reinforce Autonomy and Outcome Accountability

3.1 From the finding: Employees value autonomy but desire clearer recognition of outcomes, not just effort.

Recommendation : Introduce a simple shared spreadsheet or internal dashboard where employees track completed tasks and outcomes weekly. This way the employees are not micromanaged, but self-reported.

Expected Results: Reinforce autonomy while allowing transparency for team leads to assess contributions meaningfully.

Success Measures :

 i. Percentage of employees regularly updating the dashboard

 ii. Number of completed tasks linked to business outcomes

 iii. Satisfaction of team leads with the transparency and accountability

 iv. Correlation between dashboard use and employee engagement scores

4. Strengthen Hybrid Work Structure

4.1 From the finding: Lack of equipment (e.g., laptops, inverters) and support tools was a key barrier mentioned.

Recommendation : Provide a rotating pool of shared company-issued laptops, tablets, chargers, and essential hybrid tools (e.g., one portable inverter per team).

Expected Results: Allow all employees to work effectively from home when needed.

Success Measures :

 i. Utilization rate of shared equipment (how often devices are checked out)

 ii. Employee feedback on adequacy of tools or equipment provided.

 iii. Reduction in concerns or reported technical barriers for hybrid work

 iv. Improvement in task completion time on work from home days

Together, these recommendations provide a multi-layered strategy to promote innovative work behaviour at company ABC by addressing both psychological and structural barriers. By ensuring that being innovative feels safe and embedding it into daily work routines the company can boost employee creativity, tremendously increase engagement, and drive continuous improvement. Furthermore, reinforcing autonomy and access by resource packs would empower employees to work efficiently regardless of location, reduce operational friction, and demonstrate organizational support for flexible, innovation-driven work.

Suggestions for Further Studies

This research is focused on promoting innovative work behaviours of employees at ABC Environmental Services Company in Myanmar. The researcher used factors such as job autonomy, leadership support, effective cross-functional collaboration, and work engagement to determine how innovative work behaviour can be promoted at a hybrid workplace. There are other factors that may influence how likely employees would exhibit innovative work behaviour at their workplace and these should be explored further. The main focus of this study was to provide strategic recommendations for employees working in a hybrid working arrangement to foster innovative minds. Therefore, further studies with bigger sample sizes can be explored. How companies and organizations can promote innovative work behaviours in fully remote work settings can also be investigated.

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