



## Mini Review

# Factors Affecting Innovative Work Behavior of Employees in Local Administrative Organizations in the South of Thailand

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### Abstract

This study aimed to develop a conceptual framework of factors affecting innovative work behavior of employees in local administrative organizations. The study was conducted through a review of literature and document analysis. The results were presented in a form of descriptive analysis. The results show that team climate inventory, learning orientation, organizational supportiveness, and transformational leadership play a direct role in developing innovative work behavior. Meanwhile, organizational supportiveness indirectly affects team climate inventory and transformational leadership indirectly affects learning orientation.

**Keywords:** Innovative Work Behavior; Learning Orientation; Organizational Supportiveness; Team Climate Inventory; Transformation Leadership

### Introduction

In today's society where advancement in science and technology has changed the global economic system to knowledge-based economy, economic competitions of organizations or countries rely heavily on knowledge to survive, thrive, and secure their future. The current economic system does not depend on land, labour, and capital anymore. Instead, it is driven by knowledge and innovation. In the past, survival of organizations depended on capital management. To survive in the modern economic climate, organisations must seek innovation to change processes, create different and more effective processes, or improve existing processes. Organizations may foster different types of innovation such as product innovation, service innovation, or process innovation. However, what is more important than innovation itself is how innovative ideas are kick-started (Chompukum, 2008). Researchers in the field of psychology paid a great deal of attention to the study of organizational innovation and individual innovation. Studies on human behavior conclude that 1) Human beings are motivated to explore and establish a creative environment when necessary and if an opportunity arises, and, as a result, they are able to adapt and innovate in a different and diverse environment. 2) Human beings are motivated to overcome obstacles to be mentally safe.

Therefore, these motives encourage and force human beings to develop innovation (King and West, 2002 mentioned in Boonyam, 2011). A relationship between human behavior and innovation has been widely investigated. The term, Innovative Work Behavior, was later coined by De Jong and Den Hartog (2008), who proposed four components of innovative work behavior comprising opportunity exploration, idea generation, championing, and application. It is noted that innovation is a result of cooperation and team work. It is difficult for innovation to be forged by an individual alone (Carral *et al.*, 2001). As a result, a great deal of attention is paid to the factors affecting innovative work behavior. Several studies in Thailand and internationally find that factors affecting innovative behavior are team climate inventory, learning orientation, transformational leadership, and organizational supportiveness. Most studies related innovative work behavior focused on the manufacturing, service, and industrial sectors in private businesses rather than the public sector. This study realised that a knowledge gap related to innovative work behavior in the public sector needs to be filled, particularly, studies related to innovative work behavior in local administrative organizations, whose duty is to provide basic infrastructure for people in local areas.

Hence, this study aimed to investigate factors affecting innovative work behavior of employees in local administrative organizations. It is hoped that this study is able to provide crucial information regarding innovative work behavior to help local administrative organizations develop organizational innovation to benefit their local areas.

#### **Innovative Work Behavior**

*Innovative Work Behavior* is defined as the intentional behavior of an individual to introduce or apply new ideas to their assigned work role. The components affecting innovative work behavior are 1) Opportunity Exploration, which involves an awareness of opportunities to seek something new from an occurrence of problems; 2) Idea Generation, which involves a process of combining existing ideas with new concepts to find solutions to problems arisen in the organization; 3) Championing, which involves an idea broadcasting process to voice, share, and spread ideas to other people; 4) Application, which allows new ideas to be utilized in the organization as well as seeking ways to further improve existing ideas or procedures (Janssen, 2000; De Jong & Den Hartog, 2008).

#### **Team Climate Inventory**

*Team Climate Inventory* involves team members' perception of organizational climatic dimensions. The components that support group climate for innovation are 1) vision, which refers to valued outcomes and common higher goals that motivate people to work; 2) participative safety, which involves a team that encourages all members to involve in a decision making process and makes the members feel safe to participate; 3) task orientation, which refers to a shared concern for an excellent performance to achieve congruence between the employees goals and organizational vision or objectives; 4) support for innovation, which involves expectations for team support to introduce new ways of doing things (Anderson & West, 1998; Chatzi & Nikolaon, 2007). Previous studies report a relationship between team climate inventory and innovative work behavior. Agrell & Gustafson (1994) point out that participation safety and vision affect innovative work behavior. This finding is supported by a study by Anderson & West (1996), who suggest that vision and clear objectives affect innovative work behavior. In addition, Edmondson (1999) states that participative safety and support from the team affect innovative work behavior.

#### **Learning Orientation**

*Learning Orientation* refers to activities that encourage people to learn over a long period of time and share knowledge with the team to develop innovation to increase competitiveness of an organization. Four components of learning orientation are 1) commitment to learning, which involves an organization's commitment to motivate employees to seek to increase their knowledge and skills; 2)

shared vision, which refers to expectations that employees work together to accomplish the organizational activities; 3) open-mindedness, which refers to receptiveness to new ideas, changes, improved knowledge and practices; 4) intra-organizational knowledge sharing, which involves a lively knowledge sharing environment in the organization and a collection of information from various sources (Calantone, et al., 2002; Nybakk, 2012; Martinez, et al., 2016). Calantone et al (2002) suggest that learning orientation affects organizational innovativeness. A similar result is found in Peng (2008), Rhee et al (2010), and Nybakk (2012).

#### **Transformational Leadership**

*Transformational Leadership* refers to a leader's ability to inspire employees to have trust and confidence in making changes in the organization and performing at a higher level and more efficiently in the best interest of the organization. The components of transformational leadership are 1) idealized influence, which involves transformational leaders who are a role model making the employees feel proud to work with them; 2) inspirational motivation, which refers to the leader's ability to inspire the employees to have intrinsic motivation to work with enthusiasm, optimism, and positivity; 3) intellectual stimulation, which refers to the leader's ability to encourage the team to think about problems and draw in different perspectives to identify solutions by using creativity and initiations; 4) individualized consideration, which refers to an ability to pay attention and be concerned of the employee's needs and desires, and to make them feel valued by the organization (Bass, 1985; Bass & Avolio, 1996; Boyett, 2006; Williams, 2014). Mark et al (2008) find that transformational leadership has positive correlation with innovative work behavior. A similar finding is also mentioned in Ghulam (2012). Rabia et al (2009) report that transformational leadership affects organizational innovation. In Ghulam (2015), it is suggested that transformational leadership is positively correlated with innovation and knowledge management. This idea is also supported by Widiartanto & Suhadak (2013) stating that transformational leadership affects learning orientation and organizational innovation.

#### **Organizational Supportiveness**

*Organizational Supportiveness* refers to perceived support for employees to have appropriate work environment, supportive procedures and practices to motivate new ideas and achieve results, and awareness of the importance of innovation. The components of organizational supportiveness are 1) supervisory encouragement, which refers to the manager's ability to allow employees to take initiatives, engage in demanding tasks, and learn from their

mistakes; 2) sufficient resources, which is an ability to access sufficient resources provided by the organization; 3) recognition, which is a process of recognizing, valuing, or awarding achievement of the employees )West & Wallace, 1991; Scott & Bruce, 1994; Amabile, *et al.*, 1996; Boonyam, 2011(. Various studies report an effect of organizational supportiveness on team climate inventory and innovative work behavior. Scott & Bruce )1994( explain that perceived performance and supervisory encouragement affect innovative work behavior while Zhou & George )2001( find that recognition from the organization also encourages innovative work behavior. Crespell & Hansen )2008( suggest that supervisory encouragement and sufficient resources support innovative work behavior. In a study by Boonyam (2011(, it is found that organizational supportiveness does not only affect innovative work environment but also supports team climate inventory.

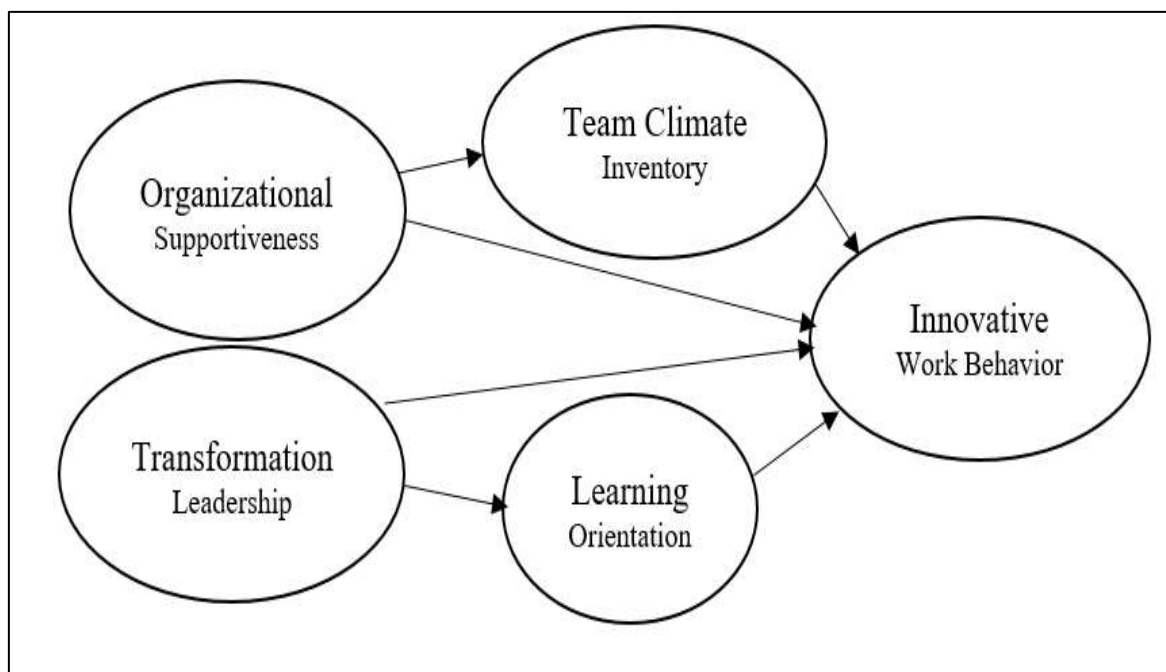
From an extensive review of related literature and research, this study proposes a relationship model of factors affecting innovative work behavior that can be used to support employees in local administrative organizations as shown in Fig. 1.

Fig. 1 shows that team climate inventory, learning orientation, organizational supportiveness, and

transformational leadership directly affect innovative work behavior. Meanwhile, organizational supportiveness indirectly affects team climate inventory to encourage innovative work behavior. Likewise, transformational leadership indirectly affects learning orientation to encourage innovative work behavior.

### Conclusion

This study aimed to develop a conceptual framework to propose a relationship model of factors affecting innovative work behavior that can be used to support employees in local administrative organizations. The model explains a relationship between team climate inventory, learning orientation, organizational supportiveness, and transformational leadership, and their direct and indirect effects on innovative work behavior. The model can be used to assist a future study of factors affecting innovative work behavior of employees in local administrative organizations, where the relationship between those factors will be tested. Knowledge gained from the study will contribute to the body of knowledge regarding innovative work behavior in local administrative organizations in Thailand and can be used as guidelines to support employees in developing innovative work behavior to improve the efficacy of local administrative organizations.



**Fig. 1:** A proposed relationship model of factors affecting innovative work behavior of employees in local administrative organizations

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