

INNOVATIVE WORK BEHAVIOR MODEL OF EMPLOYEES IN THE ELECTRONICS INDUSTRY IN THE INDUSTRIAL ESTATE AUTHORITY OF THAILAND NORTHERN REGION (A CONCEPTUAL FRAMEWORK)

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ABSTRACT

The electronics industry is one of the key sectors contributing significantly to national economic development, particularly in the knowledge-based economy where organizations must continuously adapt to rapid technological changes and intense global competition. Innovative work behavior (IWB) of employees has therefore become a critical factor that enables organizations to generate new ideas, improve work processes, and enhance their competitive capabilities. This study aims to develop a conceptual framework of innovative work behavior among employees in the electronics industry within the Industrial Estate Authority of Thailand (IEAT), Northern Region. The study synthesizes relevant theories, concepts, and prior research to identify key factors influencing innovative work behavior. The main variables examined include transformational leadership, work motivation, and organizational commitment, which are considered essential factors in promoting innovative behavior among employees. The findings from the conceptual synthesis contribute to the development of a theoretical framework that explains the relationships among these variables. This framework can serve as a foundation for future empirical research and provide practical implications for human resource management strategies aimed at fostering innovative work behavior in the electronics industry.

Keywords: Transformational Leadership, Work Motivation, Organizational Commitment, Innovative Work Behavior

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INTRODUCTION

The electronics industry plays a crucial role in driving national economic growth, particularly in the digital economy where organizations must respond rapidly to technological advancements and increasing global competition. Under such circumstances, organizations need to emphasize the development of human resources, especially in fostering employees' innovative work behavior (IWB), which serves as a key mechanism for generating new ideas, improving work processes, and developing products or services that align with continuously changing business environments (De Jong & Den Hartog, 2010; Anderson, Potočník, & Zhou, 2014). In the context of the Industrial Estate Authority of Thailand (IEAT), Northern Region, which serves as an important production base for the electronics industry, organizations require employees who possess the ability to think creatively, develop new ideas, and effectively adapt to technological changes. Promoting innovative work behavior among employees therefore becomes an essential factor in enhancing organizational competitiveness and achieving sustainable business performance. Previous studies in organizational behavior suggest that innovative work behavior is influenced by several organizational factors. Among these, transformational leadership plays a significant role in inspiring employees, encouraging creativity, and supporting the development of new ideas within organizations (Bass, 1985; Wang et al., 2021). In addition, work motivation is considered a crucial factor influencing employees' effort, persistence, and enthusiasm in developing new ways of performing tasks (Vroom, 1964; Thant & Chang, 2021). Organizational commitment also reflects employees' psychological attachment to their organization, which encourages them to actively participate in organizational development and contribute to innovation (Meyer & Allen, 1991; Meyer et al., 2002). Although previous studies have investigated factors influencing innovative work behavior in various contexts, research focusing on the electronics industry in Thai industrial estates, particularly in the Northern region, remains limited. Therefore, developing a model of innovative work behavior that integrates transformational leadership, work motivation, and organizational commitment is essential to explain the mechanisms underlying innovative behavior among employees in this industrial context. This study aims to develop a conceptual framework of innovative work behavior among employees in the electronics industry within the Industrial Estate Authority of Thailand, Northern Region, by integrating relevant theories and empirical studies. The proposed framework explains the structural relationships among transformational leadership, work motivation, and organizational commitment as determinants of employees' innovative work behavior. The findings are expected to provide insights for human resource management practices aimed at promoting employee innovation and enhancing organizational competitiveness in the electronics industry.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a key concept in organizational behavior that emphasizes the ability of leaders to influence followers' values, attitudes, and behaviors in order to achieve positive change and improved organizational outcomes. Burns (1978) described transformational leadership as a process in which leaders and followers raise one another to higher levels of motivation and morality. Later, Bass (1985) expanded this concept by suggesting that transformational leaders inspire followers to perform beyond expectations and encourage creativity and innovation within organizations. Transformational leadership consists of four major components: Idealized Influence leaders act as role models who demonstrate strong values, ethics, and vision, gaining respect and trust from followers. Inspirational Motivation leaders motivate and inspire employees by communicating a clear vision and meaningful goals. Intellectual Stimulation leaders encourage employees to think creatively and challenge existing assumptions in order to develop new solutions. Individualized Consideration leaders provide support,

coaching, and recognition based on individual employees' needs and abilities. Furthermore, transformational leadership has been widely recognized as an important factor in promoting employees' innovative behavior within organizations. Leaders who encourage open communication, support new ideas, and create a supportive work environment can enhance employees' confidence to experiment with new approaches and propose creative solutions. Such leadership practices help employees feel valued and motivated to contribute to organizational improvement and innovation initiatives. As a result, transformational leadership is often associated with higher levels of creativity, innovation, and overall organizational performance.

Work Motivation

Work motivation is an essential factor influencing employees' behavior and job performance because it represents the internal force that drives individuals to exert effort and persist in achieving organizational goals. Motivation determines the direction, intensity, and persistence of work-related behavior (Luthans, 2011; Kreitner & Kinicki, 2014). Several classical and contemporary motivation theories explain the factors influencing employees' work motivation. Herzberg, Mausner, and Snyderman (1959) proposed the two-factor theory, which identifies motivators such as achievement, recognition, and advancement as key drivers of job satisfaction and performance. McClelland (1961) emphasized three fundamental needs influencing work behavior: the need for achievement, the need for power, and the need for affiliation. Furthermore, Gibson et al. (2012) suggested that motivation acts as a mechanism linking individual needs with workplace behavior, where highly motivated employees tend to actively seek new methods to improve their work performance. Moreover, work motivation plays a crucial role in encouraging employees to demonstrate proactive and creative behaviors in the workplace. Employees who possess strong motivation tend to show greater initiative, persistence, and enthusiasm in performing their tasks and exploring new approaches to improve work processes. Previous studies have indicated that motivated employees are more likely to engage in innovative activities, such as generating new ideas and implementing creative solutions to organizational problems (Amabile, 1996; Ryan & Deci, 2000). Therefore, work motivation is considered an important factor that supports the development of innovative work behavior among employees in organizations.

Organizational commitment.

Organizational commitment reflects the psychological attachment between employees and their organization and influences employees' attitudes, loyalty, and willingness to contribute to organizational development. Becker (1960) suggested that commitment arises when individuals evaluate the costs and benefits associated with remaining in an organization. Reichers (1985) later explained that commitment can develop through relationships with various organizational elements such as supervisors, colleagues, and work tasks. Meyer and Allen (1991) proposed the Three-Component Model of Organizational Commitment, which includes affective commitment, continuance commitment, and normative commitment. This model explains that employees who feel emotionally attached to their organization and perceive a sense of obligation or benefit in remaining with the organization are more likely to demonstrate positive work attitudes and behaviors. Furthermore, organizational commitment has been widely recognized as an important factor influencing employees' work behavior and performance. Employees who demonstrate a high level of commitment are more likely to exhibit greater dedication, responsibility, and willingness to contribute to organizational goals (Mowday, Porter, & Steers, 1982). In addition, committed employees tend to actively participate in organizational improvement activities and are more willing to support new ideas and innovations within the workplace. In the context of innovation-driven industries, organizational commitment can therefore play a significant role in encouraging employees to engage in innovative work behavior and contribute to organizational competitiveness.

Innovative work behavior.

Innovative work behavior refers to employees' actions in generating, promoting, and implementing new ideas in the workplace in order to improve work processes, products, or services. According to Scott and Bruce (1994) and Janssen (2000), innovative work behavior consists of three key stages: idea generation, idea promotion, and idea implementation. West and Farr (1989) further explained that innovative behavior enables organizations to adapt to environmental changes and maintain competitive advantages. In technology-intensive industries such as electronics manufacturing, employees play an important role in continuously developing new solutions and improving work processes to support organizational innovation and productivity. Despite numerous studies examining the determinants of innovative work behavior, most research investigates these factors separately or focuses on general organizational contexts. There remains a lack of studies integrating transformational leadership, work motivation, and organizational commitment within a structural model, particularly in the context of the electronics industry in Thai industrial estates. Furthermore, innovative work behavior has been widely recognized as a key driver of organizational innovation and long-term competitiveness. Employees who actively engage in innovative work behavior contribute not only to incremental improvements in work processes but also to the development of new products, services, and organizational practices (De Jong & Den Hartog, 2010). In dynamic and technology-driven industries, such as the electronics sector, organizations increasingly rely on employees' creativity and initiative to sustain innovation and respond effectively to rapidly changing market conditions. Therefore, understanding the factors that encourage innovative work behavior among employees has become an important focus of organizational research.

Conceptual Framework Development

Based on the review of relevant theories and empirical studies, this study proposes a conceptual framework explaining the factors influencing innovative work behavior among employees in the electronics industry. Previous studies suggest that innovative work behavior is shaped by several organizational and psychological factors, particularly leadership style, employee motivation, and organizational commitment. Transformational leadership plays a crucial role in encouraging employees to think creatively, challenge existing work practices, and develop innovative ideas within organizations. Leaders who demonstrate inspirational motivation and intellectual stimulation can enhance employees' willingness to engage in innovative activities. Work motivation is also considered a key factor that drives employees to exert effort and explore new approaches to improve work performance. Highly motivated employees tend to demonstrate greater creativity and are more likely to initiate innovative behaviors in their work tasks. Furthermore, organizational commitment reflects employees' psychological attachment to the organization. Employees with high levels of commitment are more likely to contribute to organizational development and actively support innovation initiatives. Therefore, this study proposes a conceptual framework that explains how transformational leadership, work motivation, and organizational commitment jointly influence employees' innovative work behavior in the electronics industry.

CONCLUSION

The review of relevant theories and prior studies indicates that innovative work behavior plays a critical role in enhancing organizational competitiveness, especially in the electronics industry where technological changes occur rapidly. Encouraging employees to generate ideas, support innovation initiatives, and implement new working methods is essential for fostering innovation within organizations. The conceptual synthesis of organizational behavior theories suggests that transformational leadership, work motivation, and organizational commitment are key determinants that influence employees' innovative work behavior. These variables are interconnected and collectively shape employees' willingness and ability to engage in innovative

activities within the organization. Therefore, Structural Equation Modeling (SEM) is considered an appropriate analytical method for examining the causal relationships among these latent variables simultaneously. The conceptual framework developed in this study provides a theoretical model explaining innovative work behavior among employees in the electronics industry within the Industrial Estate Authority of Thailand, Northern Region. The model can serve as a foundation for future empirical research and as a guideline for human resource management policies aimed at promoting innovation and strengthening organizational competitiveness in the long term, fostering these organizational factors may enhance employees' capacity for continuous innovation and strengthen the competitiveness and adaptability of organizations in rapidly changing technological environments.

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