

ORGANIZATIONAL COMMITMENT AND PERCEIVED ORGANIZATIONAL SUPPORT INFLUENCING EMPLOYEES' INNOVATIVE WORK BEHAVIOR IN INDUSTRIAL FACTORIES IN SAMUT PRAKAN PROVINCE

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ABSTRACT

This study aimed to examine organizational commitment and perceived organizational support influencing employees' innovative work behavior in industrial factories in Samut Prakan Province. A questionnaire was used as the data collection instrument, with a sample of 290 respondents. Data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation, as well as multiple regression analysis. The results revealed that: (1) organizational commitment significantly influenced employees' innovative work behavior at the 0.05 level, with the affective dimension having the strongest influence, followed by normative and continuance commitment, explaining 58.9% of the variance; and (2) perceived organizational support also significantly influenced innovative work behavior at the 0.05 level, with supervisor support having the greatest impact, followed by rewards and working conditions, and organizational justice, explaining 39.8% of the variance.

Keywords: Organizational Commitment, Perceived Organizational Support, Innovative Work Behavior, Samut Prakan Province

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INTRODUCTION

At present, organizational operations whether in the public or private sector—are continuously facing changes in business environments, economic conditions, social contexts, political factors, cultural dynamics, as well as advancements in technology and innovation. These factors inevitably affect the direction and nature of organizational operations, particularly in the era of globalization and the digital economy, where competition has become increasingly intense and complex. Therefore, organizations need to adapt their strategies, structures, and operational approaches to be flexible, modern, and aligned with ongoing changes (Phakku, 2021). Such adaptation is not only a response to external pressures but also a crucial mechanism for creating competitive advantage, enabling organizations to sustain and grow in the long term. Organizations that can adapt quickly and effectively are more likely to differentiate themselves from competitors in terms of product and service quality, innovation, operational processes, and internal resource management (Janssen, 2000). In addition, organizational commitment is another important factor influencing employees' innovative work behavior. Organizational commitment reflects the degree to which employees feel a sense of belonging to the organization, their willingness to devote effort, and their intention to remain with the organization in the long term. Employees with a high level of organizational commitment tend to exhibit positive behaviors, such as developing new ideas, improving work processes, and proposing beneficial suggestions for the organization. These behaviors are key components of innovative work behavior. This is because employees who feel a strong sense of belonging are more likely to actively participate in organizational development and strive to drive the organization toward success (Wang & Hou, 2023). At the same time, perceived organizational support is another key factor that plays an important role in promoting employees' innovative work behavior. It refers to employees' perception that the organization values their contributions, recognizes their importance, and provides support in terms of resources, development opportunities, and recognition of their performance. When employees perceive sufficient organizational support, they tend to feel secure and confident in expressing opinions or proposing new ideas, experience less fear of failure, and become more willing to experiment with new approaches. These conditions form a crucial foundation for innovation within organizations (Nopadol Rompho, 2018). Samut Prakan Province is considered one of the key industrial areas of Thailand, with a large number of factories and a substantial workforce in the manufacturing sector. However, amid increasing economic competition and rapid technological changes, industrial organizations are required to rely on employees' innovative capabilities to enhance efficiency and competitiveness. In practice, many factory employees are still confined to routine, task-based roles, with limited motivation to initiate or develop new ideas. As a result, innovation at the operational level has not been fully realized. In addition, issues related to organizational commitment and perceived organizational support remain critical in the industrial sector, particularly in a context where employees have high job mobility. When employees do not perceive fairness, support, or opportunities for development, this may lead to reduced levels of organizational commitment and negatively affect long-term work behavior, including a lack of innovative behavior desired by organizations. Although numerous studies have examined organizational commitment and perceived organizational support, there remains a lack of research that integrates these two factors to explain employees' innovative behavior, particularly within the context of industrial factories in Samut Prakan Province, which has distinct work structures and labor characteristics compared to other sectors. Therefore, this study is essential for understanding the factors that promote innovative behavior among employees, with the aim of developing appropriate and sustainable human resource management approaches in the industrial sector. Therefore, organizational commitment and perceived organizational support are critical factors in encouraging employees in industrial factories to exhibit innovative work behavior, which in turn enhances operational efficiency, strengthens competitive advantage, and supports long-term organizational sustainability.

LITERATURE REVIEWS

Concept of Organizational Commitment

Sheldon (1971) defined organizational commitment as an employee's attitude toward the organization, developed through consideration of what they have invested in their work, such as time and opportunities forgone by remaining in the current organization instead of pursuing other employment. These investments are expected to yield worthwhile returns in various forms. Steers (1977) described organizational commitment as the feeling of employees identifying themselves as part of the organization, sharing common values with other members, and being willing to devote effort and energy to the organization. Suharto and Suprpto (2023) stated that organizational commitment refers to the level of belief in and acceptance of organizational goals, along with the desire to continue working within the organization. Organizational commitment and job satisfaction are interrelated, as employees who are satisfied with their jobs tend to develop stronger commitment, which is reflected in reduced absenteeism, leave, and turnover. Alghamdi (2024) explained that organizational commitment reflects a two-way interaction between employees and the organization. Organizations expect committed employees to be aware of and aligned with business goals, while also providing support to strengthen employees' commitment. This represents a mutually beneficial exchange relationship. Yeh and Huang (2025) defined organizational commitment as the norms and values of loyalty that individuals hold toward their organization. Rungcharoenkijkul (2020) stated that organizational commitment refers to the extent to which individuals bind themselves to certain actions or behaviors as a result of various forms of investment, such as time, effort, or other resources, known as "side-bets," which may include education, age, or work experience. Piras (2020) explained that organizational commitment is the feeling of employees being part of the organization, having pride in and adherence to its goals and ideology. This leads employees to willingly work for the organization's progress and benefit, as well as to maintain a long-term desire to remain members of the organization. In conclusion, organizational commitment can be defined as the level of employees' attachment to their organization, reflected through feelings of pride, affection, and willingness to remain and work with the organization in the long term. It also includes the intention to stay, driven by perceived stability and benefits gained from being a member of the organization, as well as a sense of moral obligation or responsibility to remain with the organization due to the opportunities, support, and care provided. Such commitment influences employees' attitudes, behaviors, and overall loyalty to the organization. Wang and Hou (2023) proposed that organizational commitment reflects a strong relationship between members and the organization, expressed through behaviors such as shared values with others, a sense of belonging, and a willingness to devote effort and energy to organizational activities. This can be observed through the following:

A: A strong belief in and acceptance of organizational goals and values

B: A willingness to exert considerable effort on behalf of the organization

C: A strong desire to maintain membership in the organization

The researcher concludes that organizational commitment results from psychological factors, cost-benefit evaluations, and a sense of obligation toward the organization. These three dimensions of commitment influence employees' work behaviors, such as demonstrating dedication, reducing turnover, and improving job performance. When employees have a high level of commitment, it contributes to organizational stability and long-term success. Therefore, the components of organizational commitment are applied in this study.

Concept of Perceived Organizational Support

Lakkhana-adisorn (2018) explained that this concept is grounded in Social Exchange Theory, which views relationships between individuals or groups as based on mutual exchanges of benefits. When one party receives benefits from another, a sense of obligation and reciprocity is developed. Rompho (2018) described perceived organizational support as employees' belief regarding the extent to which the organization values their contributions and cares about their well-being.

Phetkrajang et al. (2020) defined perceived organizational support as employees' feelings and beliefs that the organization values their work efforts and is concerned about their welfare and well-being. Naksawat (2020) emphasized the importance of perceived organizational support in the context of remote work, suggesting that organizations need to develop new ways to demonstrate support and care, such as using communication technologies, providing resources for working from home, and developing online counseling systems. Khemthong (2020) defined perceived organizational support as employees' feelings that the organization is willing to reward their work efforts, provide assistance when needed, and consider their well-being. From the literature, the researcher concludes that perceived organizational support refers to employees' perceptions of organizational practices and support in various aspects, including fairness in work allocation, compensation, and career advancement opportunities, as well as appropriate and fair treatment by management and supervisors. It also includes perceived support, care, and assistance from direct supervisors when facing work-related problems, recognition of performance, rewards aligned with effort, and satisfaction with a work environment conducive to efficiency. Rompho (2018) further stated that perceived organizational support develops through accumulated experiences, such as receiving resources, recognition, and development opportunities. Employees evaluate whether such support is voluntarily provided by the organization or merely a response to external requirements. The key components of perceived organizational support include:

A: Organizational justice: the perception of fairness in resource allocation, decision-making, and interpersonal treatment.

B: Supervisor support: the role of supervisors as organizational representatives in providing guidance, evaluation, and development opportunities.

C: Rewards and job conditions: including compensation, promotion, job security, autonomy, and opportunities for self-development.

In conclusion, this concept reflects a "give-and-take" relationship between employees and the organization. When organizations take good care of their employees, employees are likely to reciprocate with greater dedication and effort. Therefore, the components of perceived organizational support are applied in this study.

Concept of Innovative Work Behavior

Naksawat (2020) explained that innovative work behavior is a multi-stage process consisting of interconnected steps, beginning with problem identification and understanding, followed by generating new solutions, presenting ideas, and developing and supporting those ideas into practical prototypes. This indicates that innovative work behavior is not limited to idea generation but also includes implementation. Phantsen (2022) defined innovative work behavior as voluntary actions by individuals to seek new ideas, methods, or initiatives to improve work processes or solve organizational problems. This includes generating ideas, promoting and supporting them, and applying them in practice to create value for the organization. Based on these definitions, the researcher concludes that employees' innovative work behavior refers to actions demonstrating initiative and commitment in proposing new approaches to improve processes, products, and work practices. It includes expressing ideas, collaborating with colleagues, learning new technologies, and adapting to changing conditions to enhance efficiency and value within the organization.

Janssen (2000) proposed three dimensions of innovative work behavior:

A: Idea Generation – creating useful new ideas for products, services, or processes, emphasizing problem recognition and opportunity exploration

B: Idea Promotion – a social process involving persuasion and building support from stakeholders with sufficient power and resources

C: Idea Realization – developing prototypes and implementing ideas into practical use, ensuring acceptance and systematic application within the organization

From the review of the literature on organizational commitment, it is evident that most scholars share a common view that organizational commitment is an attitudinal construct reflecting the

relationship between employees and the organization, encompassing affective, continuance, and normative dimensions. Sheldon and Steers emphasized the perspectives of investment and a sense of belonging to the organization, whereas more recent studies, such as those by Suharto and Alghamdi, have extended the concept to include dimensions of social exchange relationships and behavioral outcomes. However, a gap remains in linking organizational commitment with innovative behavior, particularly within the context of industrial factories in Thailand. Regarding perceived organizational support, most conceptualizations are grounded in Social Exchange Theory, which explains the reciprocal “give-and-take” relationship between employees and organizations. Scholars such as Nopadol Rompho and Suthida Khemthong emphasize that perceived organizational support is reflected through fairness, care, and organizational rewards. More recent studies have also highlighted the role of supervisors as key agents in shaping such perceptions. Nevertheless, existing research has largely focused on outcomes such as job satisfaction and organizational commitment, rather than systematically linking these factors to innovative behavior. For the concept of innovative behavior, there is general agreement on its process-oriented nature. Janssen proposed three key dimensions: idea generation, idea promotion, and idea realization, which have been widely accepted in organizational behavior research. However, most studies have been conducted in modern organizational or service-sector contexts, while the industrial factory context—characterized by its unique work structures—remains underexplored. Therefore, based on the synthesis of the literature, it can be concluded that although organizational commitment and perceived organizational support have been extensively studied, there remains a research gap in integrating these variables to explain innovative behavior, particularly among industrial factory employees in Thailand. This study aims to address this gap by examining the relationships among organizational commitment, perceived organizational support, and innovative behavior, thereby contributing to the development of knowledge that aligns with the industrial context and can be practically applied. Based on the literature review, the researcher has adopted these components as the framework for this study.

From the literature review, the conceptual framework can be drawn as shown in Figure 1.

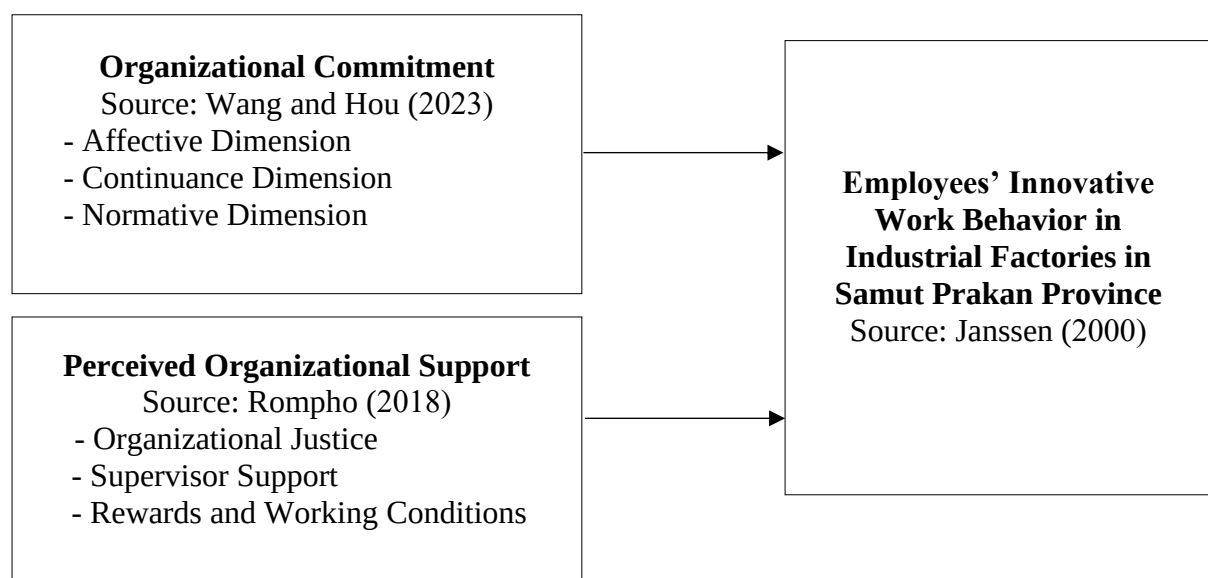


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

This research titled Organizational Commitment and Perceived Organizational Support Influencing Employees' Innovative Work Behavior in Industrial Factories in Samut Prakan

Province is a quantitative study. The population consists of 1,050 employees working in industrial factories in Samut Prakan Province (Industrial Factories, Samut Prakan Province, 2025). The sample size was determined using Yamane's (1967) formula, resulting in 290 respondents. Subsequently, a simple random sampling method was employed using a computer program to randomly select names from the customer database of employees in Factory A, Bang Phli District, Samut Prakan Province, in 2025, totaling 290 participants.

The research instrument was a questionnaire consisting of five parts:

Part 1 demographic information

Part 2 organizational commitment

Part 3 perceived organizational support

Part 4 innovative behavior

Part 5 recommendations

Validity and Reliability of the Instrument

The assessment of instrument quality is a crucial step prior to its actual application. The researcher conducted the procedures as follows:

1) Validity

Content validity of the questionnaire was examined using the Index of Item Objective Congruence (IOC), based on the evaluation of three experts. The scoring criteria were defined as follows: 1 = congruent, 0 = uncertain, and -1 = incongruent. Items with IOC values of 0.60 or higher were considered acceptable. In this study, all items achieved an IOC value of 1.00.

2) Reliability

The validated questionnaire was pilot-tested with a group of 30 respondents who had characteristics similar to the target sample. Reliability was analyzed using Cronbach's alpha coefficient, with a minimum acceptable threshold of 0.70. The results of the reliability analysis were as follows:

-Overall organizational commitment = 0.94

-Affective commitment = 0.82

-Continuance commitment = 0.89

-Normative commitment = 0.85

-Overall perceived organizational support = 0.96

-Organizational justice = 0.88

-Supervisor support = 0.87

-Rewards and working conditions = 0.92

-Employees' innovative behavior in Factory A, Bang Phli District, Samut Prakan Province = 0.74

These results indicate that the instrument demonstrates an acceptable level of reliability and is appropriate for use in this research.

The statistical methods used for data analysis included frequency distribution and percentage, as well as the calculation of mean and standard deviation. In addition, multiple regression analysis was employed.

RESEARCH RESULTS

Demographic Information

The results of the descriptive analysis indicate that the majority of respondents were female, aged between 41–45 years, held a bachelor's degree or its equivalent, and had 2–5 years of work experience. These findings reflect the labor structure in the industrial sector of Samut Prakan Province, particularly among factory employees in their mid-working age, who possess professional-level knowledge and skills, as well as early to mid-level work experience. The characteristics of the sample group are significant to the study of organizational commitment and perceived organizational support, as they consist of employees who are in a stage of career development and striving to establish stability in their professional paths. The support received

from the organization—such as the provision of resources, recognition of performance, and a work environment conducive to job performance—may directly influence the level of organizational commitment. At the same time, organizational commitment and perceived organizational support are important factors that promote employees' innovative behavior in the context of industrial factories. Such behavior requires experience, an understanding of work processes, and intrinsic motivation to develop new ideas or methods to enhance production efficiency. Therefore, the structure of the sample group serves as a crucial foundation for explaining the relationships among the study variables and enables the interpretation of inferential analysis results to be more consistent with the industrial context of Samut Prakan Province.

Organizational Commitment

The analysis of overall organizational commitment revealed that it was at the highest level. When considering each dimension and ranking them by mean scores, the affective dimension had the highest mean, followed by continuance and normative dimensions, respectively. All dimensions were rated at the highest level. The findings indicate that employees in industrial factories in Samut Prakan Province primarily exhibit organizational commitment in terms of affective attachment, reflecting a strong sense of belonging, pride, and willingness to dedicate themselves to the organization. Meanwhile, the high level of continuance commitment suggests that employees recognize the value of remaining with the organization, particularly in terms of job security and benefits received. In addition, the highest level of normative commitment reflects a sense of obligation, responsibility, and appropriateness in continuing to stay with the organization. Therefore, the high level of organizational commitment across all dimensions is likely to serve as a key supporting factor that facilitates employees' innovative behavior in the industrial factory context. Such behavior requires intrinsic motivation, a sense of organizational ownership, and a strong intention to continuously develop and improve work processes.

Perceived Organizational Support

The analysis of perceived organizational support overall revealed that it was at the highest level. When considering each dimension and ranking them by mean scores, organizational justice had the highest mean, followed by supervisor support and rewards and working conditions, respectively. All dimensions were rated at the highest level. The findings indicate that employees in industrial factories in Samut Prakan Province place the greatest importance on organizational justice, including procedural fairness, equitable treatment, and transparency in management. These factors serve as a fundamental basis influencing trust and positive attitudes toward the organization. At the same time, the high level of supervisor support highlights the critical role of frontline leaders who work closely with employees in providing guidance, assisting in problem-solving, and promoting effective job performance. The dimension of rewards and working conditions, which was also rated at the highest level, reflects that the organization provides appropriate compensation and a conducive work environment. Although it may not be the most prominent factor, it still plays an important role in enhancing motivation and job satisfaction. Therefore, the high level of perceived organizational support across all dimensions is likely to promote employees' organizational commitment and facilitate their innovative behavior in the industrial factory context. Such behavior requires trust in the organization, support from supervisors, and a work environment that fosters initiative and continuous improvement.

Hypothesis Testing

Hypothesis 1: Organizational commitment has an influence on employees' innovative work behavior in industrial factories in Samut Prakan Province.

Table 1 Results of the Model Fit Analysis of Organizational Commitment Influencing Employees' Innovative Work Behavior in Industrial Factories in Samut Prakan Province

Model	Unstandardized Coefficients		β	t	p-value
	B	S.E.			
Constant	0.685	0.206		3.326	0.00*
Affective dimension (x3.1)	0.636	0.038	0.677	16.733	0.00*
Continuance dimension (x3.2)	0.072	0.037	0.081	1.942	0.05*
Normative dimension (x3.3)	0.134	0.038	0.150	3.483	0.00*

Note: R = 0.770, R² = 0.593, Adjusted R² = 0.589, Std. Error of the Estimate = 0.185

*Statistically significant at the 0.05 level

The results of the model testing revealed that organizational commitment significantly influences employees' innovative work behavior in industrial factories in Samut Prakan Province. The affective dimension (x3.1) had the strongest influence (Beta = 0.677, Sig = 0.00), followed by the normative dimension (x3.3) (Beta = 0.150, Sig = 0.00), and the continuance dimension (x3.2) (Beta = 0.081, Sig = 0.05). Overall, organizational commitment explained 58.9% of the variance in employees' innovative work behavior. The regression equation can be expressed as follows:

$$\hat{Y} = 0.677 (x_{3.1}) + 0.150 (x_{3.3}) + 0.081 (x_{3.2})$$

Hypothesis 2: Perceived organizational support has an influence on employees' innovative work behavior in industrial factories in Samut Prakan Province

Table 2 Results of the Model Fit Analysis of Perceived Organizational Support Influencing Employees' Innovative Work Behavior in Industrial Factories in Samut Prakan Province

Model	Unstandardized Coefficients		β	t	p-value
	B	S.E.			
Constant	1.355	0.223		6.084	0.00*
Organizational justice (x4.1)	0.178	0.047	0.204	3.785	0.00*
Supervisor support (x4.2)	0.271	0.048	0.313	5.628	0.00*
Rewards and working conditions (x4.3)	0.247	0.049	0.270	4.982	0.00*

Note: R = 0.636, R² = 0.404, Adjusted R² = 0.398, Std. Error of the Estimate = 0.224

*Statistically significant at the 0.05 level

The results of the model testing revealed that perceived organizational support significantly influences employees' innovative work behavior in industrial factories in Samut Prakan Province. Supervisor support (x4.2) had the strongest influence (Beta = 0.313, Sig = 0.00), followed by rewards and working conditions (x4.3) (Beta = 0.270, Sig = 0.00), and organizational justice (x4.1) (Beta = 0.204, Sig = 0.00). Overall, perceived organizational support explained 39.8% of the variance in employees' innovative work behavior. The regression equation can be expressed as follows:

$$\hat{Y} = 0.313 (x_{4.2}) + 0.270 (x_{4.3}) + 0.204 (x_{4.1})$$

DISCUSSION & CONCLUSION

DISCUSSION

Overall, the research findings indicate that the sample group, consisting of employees in industrial factories in Samut Prakan Province, were predominantly female, in their mid-working age, held a

bachelor's degree, and had early to mid-level work experience. This reflects a workforce with strong potential for learning and development. In terms of the key variables, the findings reveal that employees reported the highest level of organizational commitment, with the affective dimension having the highest mean. This reflects a strong sense of belonging, pride, and willingness to devote themselves to the organization. At the same time, perceived organizational support was also rated at the highest level, with employees placing the greatest importance on organizational justice, followed by supervisor support, and rewards and working conditions. When considering the relationships among variables, the findings indicate that perceived organizational support plays a significant role in enhancing organizational commitment. Moreover, these two factors jointly have a positive effect on employees' innovative behavior in the industrial factory context. In other words, employees who perceive organizational justice, receive adequate support, and work in a conducive environment are more likely to develop stronger organizational commitment, which in turn leads to the demonstration of innovative behaviors, such as initiating new ideas, improving work methods, and enhancing production efficiency. Therefore, the findings of this study clearly indicate that organizations should prioritize the establishment of organizational justice, support from supervisors, and the provision of an appropriate work environment in order to strengthen employees' organizational commitment and stimulate innovative behavior. This, in turn, will contribute to enhancing the organization's competitiveness in the industrial sector.

CONCLUSION

From the research results above, the researcher can discuss the findings in accordance with the research objectives as follows:

Hypothesis 1: Organizational commitment influencing employees' innovative work behavior in industrial factories in Samut Prakan Province was found to be highest in the affective dimension, followed by the normative and continuance dimensions, respectively. The discussion based on the magnitude of influence is as follows:

1. Affective dimension has a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05, and it shows the strongest effect. This is because a stable mindset and positive attitude encourage employees to have intrinsic motivation, dare to think, dare to act, and be ready to face work challenges. As a result, this leads to continuous creativity and innovation development within the organization. This finding is consistent with the study of Phakku (2021), which examined factors influencing employees' innovative work behavior at Matichon Public Company Limited. The results showed that affective commitment had a statistically significant effect on employees' innovative work behavior at the 0.05 level.

2. Normative dimension has a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05. This is because organizational norms that promote disciplined work practices and collaboration help create an environment conducive to the exchange of ideas and acceptance of new concepts. As a result, employees are more likely to engage in innovative work behavior. This finding is consistent with the study of Itthisawat and Thamachote (2023), which examined organizational commitment and innovative work behavior in public organizations. The results indicated that normative commitment had a positive effect on innovative work behavior at a statistically significant level of 0.05.

3. Continuance dimension has a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05. This is because remaining with the organization allows employees to develop strong familiarity and a deep understanding of work systems. As a result, they are better able to identify opportunities for improvement and development in work processes, leading to increased creative thinking and innovation in their work practices. This finding is consistent with the study of Phakku (2021), which examined factors influencing employees' innovative work behavior at Matichon Public

Company Limited. The results revealed that continuance commitment had a statistically significant positive effect on employees' innovative work behavior at the 0.05 level.

Hypothesis 2: Perceived organizational support influencing employees' innovative work behavior in industrial factories in Samut Prakan Province was found to be highest in supervisor support, followed by rewards and working conditions, and organizational justice. The discussion based on the magnitude of influence is as follows:

1. Supervisor Support has a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05, and it shows the strongest effect. This is because support from supervisors helps create an open and psychologically safe work environment, enabling employees to feel trusted, express new ideas confidently, and experiment with different ways of working. As a result, innovative work behavior becomes more evident. This finding is consistent with the study of Ittimaiya (2021), which examined factors affecting employees' innovative work behavior in a real estate company: a case study of a property development company in Bangkok. The results showed that perceived organizational support in terms of supervisor support had a positive influence on innovative work behavior at a statistically significant level of 0.05.

2. Rewards and Working Conditions have a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05. This is because appropriate rewards and favorable working conditions help enhance employees' motivation and job satisfaction. Employees therefore feel valued and are more willing to devote their effort to developing new approaches and improving work processes, which leads to increased innovative work behavior within the organization. This finding is consistent with the study of Chang (2020), which examined how perceived organizational support promotes employees' innovative work behavior through knowledge sharing and psychological empowerment mechanisms. The results indicated that organizational support in the form of rewards had a positive influence on innovative work behavior at a statistically significant level of 0.05.

3. Organizational Justice has a positive influence on employees' innovative work behavior in industrial factories in Samut Prakan Province at a statistically significant level of 0.05. This is because organizational justice makes employees feel that they are treated equally and fairly, which enhances their trust and commitment toward the organization. As a result, employees become more willing to express new ideas, experiment with creative approaches to work, and continuously engage in innovative behavior. This finding is consistent with the study of Chang (2020), which examined how perceived organizational support promotes employees' innovative work behavior through mechanisms of knowledge sharing and psychological empowerment. The results indicated that organizational support in terms of organizational justice had a positive influence on innovative work behavior at a statistically significant level of 0.05.

RESEARCH RECOMMENDATIONS

1. Organizational Commitment: Continuance Dimension

The findings indicate that respondents rated at the highest level their perception that leaving the factory would result in the loss of several benefits. Therefore, organizations should maintain employee benefits and welfare continuously and fairly, such as social security, bonuses, employee welfare programs, and opportunities for self-development, in order to reinforce employees' perception of the value of remaining with the organization. In addition, clear communication regarding these benefits should be emphasized to enhance employees' confidence and sustain long-term organizational commitment.

2. Organizational Commitment: Normative Dimension

The findings indicate that respondents rated at the highest level their perception that continuing to work with the organization reflects a commitment to honoring their obligations to it. Therefore, organizations should promote a culture that emphasizes responsibility and the fulfillment of

commitments by fostering an environment in which employees feel proud to be part of the organization. This may include recognizing employees who adhere to standards and commitments, consistently communicating organizational values, and organizing activities that enhance teamwork and trust. Such efforts can strengthen employees' organizational commitment and sustain long-term relationships with the organization.

3. Perceived Organizational Support: Organizational Justice Dimension

The findings indicate that respondents rated at the highest level their perception that the organization demonstrates fairness in the allocation of tasks and responsibilities. Therefore, organizations should maintain and promote fairness in assigning tasks, responsibilities, and opportunities on a continuous basis by establishing clear, transparent, and standardized criteria applicable to all employees. In addition, these criteria should be clearly communicated to employees to foster trust, job satisfaction, and long-term organizational commitment.

4. Perceived Organizational Support: Supervisor Support Dimension

The findings indicate that respondents rated at the highest level their perception that supervisors continuously encourage employees to develop new skills and knowledge, and effectively support and assist in resolving problems within the team. Therefore, organizations should strengthen and support the role of supervisors in employee development by ensuring that they are provided with adequate tools and resources for training, knowledge transfer, and effective problem-solving within their teams. In addition, supervisors should be encouraged to communicate and provide guidance to employees on a regular basis in order to enhance trust, job satisfaction, and sustainable work motivation.

5. Perceived Organizational Support: Rewards and Working Conditions Dimension

The findings indicate that respondents rated at the highest level their perception that their performance is appropriately recognized and appreciated. Therefore, organizations should maintain and strengthen appropriate and continuous reward and recognition systems by providing both symbolic rewards, formal recognition, and various benefits. In addition, the work environment should be improved to support efficient performance and enhance motivation. Such efforts will help employees feel valued, increase their work commitment, and foster sustainable organizational commitment.

6. Organizational Commitment and Innovative Behavior

The hypothesis testing revealed that the dimension of organizational commitment that had the strongest influence on employees' innovative behavior in Factory A, Bang Phli District, Samut Prakan Province, was the affective dimension. Therefore, organizations should foster a work environment that supports employees' psychological stability and positive mindset by enhancing self-confidence, providing encouragement when employees face challenges, allowing them to express their opinions freely, and creating a culture that embraces new ideas. Such efforts can strengthen organizational commitment and promote innovative behavior among employees.

7. Perceived Organizational Support and Innovative Behavior

The hypothesis testing revealed that the dimension of perceived organizational support that had the strongest influence on employees' innovative behavior in Factory A, Bang Phli District, Samut Prakan Province, was supervisor support. Therefore, organizations should continuously promote supervisor support by encouraging supervisors to play an active role in providing consultation and guidance, as well as offering employees opportunities to experiment with new ideas. In addition, recognizing creative contributions should be emphasized in order to enhance motivation and foster innovative behavior within the organization.

RECOMMENDATIONS FOR FUTURE RESEARCH

1. The sample group should be expanded to include other factories in Samut Prakan Province in order to compare employees' attitudes across different industries.

2. Qualitative research should be conducted to gain a deeper understanding of employees' creative thinking processes.
3. A longitudinal study should be undertaken to examine changes in innovative behavior over time.

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