Roles of Transformational Leadership That Encourage Employees to Have the Innovation Work Behavior

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Abstract
The roles of transformational leadership can affect the innovation work behaviors of employees in various ways. If the employees are aware of the transformational leadership of their supervisors such as encouraging or promoting the employees to be creative in work or finding new ways to solve problems arising from work, it will stimulate employees to have the innovation work behaviors. This is because the innovation work behaviors is based on creating new ideas for work. However, if the leaders in the organizations do not support or encourage employees in their organizations to create new ideas, the work behavior in creating innovation will not happen. It will also affect the competence of the organization so that the organization cannot compete with the competitors having constant organizational development.
Keywords: Transformational Leadership, Innovation Work Behavior

Introduction
At present, the organizations have to encounter the complicated economic, political, technological environments and rapid changes all the time including the challenges of business operations caused by increasingly intense industry competition, the organizations have to encounter the adjustment to increase the competitiveness of the business. The business competition model that focuses on the same price and sales strategy may not be used. According to the report of International Institute for Management Development conducting the survey and ranking the competitiveness of all 63 countries around the world in 2018, Thailand is in the 30th place decreasing from the 27th place in 2017. In addition, the ranks in the administration and management of Thailand have decreased from originally 4 places; from the 20th place in 2017 to the 24th place in 2018. The main reduced issue is the competence of the Company in responding to the opportunities and threats and the entrepreneurship of business executives indicate the need for Thailand to devote resources and accelerate the development of fundamental factors enhancing the country's capacity especially the development of leadership and human potential in all economic sectors of Thailand (Thailand Management Association, 2018). Therefore, each organization must accelerate in planning to support changes in order to increase competitiveness. The organizations must prepare in leadership more. At present, in many countries, there is trade

openness. As a result, domestic entrepreneurs are unable to avoid entrepreneurs from abroad. As those companies have knowledge and ability, investment readiness, they can raise the funds to perform the operation in the country continually. Personnel with competences are rotated at all times. This causes some organizations to lack good leaders due to being hijacked and those organizations are not able to find the leaders to catch up with the intense competition (Shuai and David, 2011). Under rapid changes, the organization must be adapted. The organizations have to recruit personnel and executives with smart and good leadership (Anuroj, 2014) leading to the organization's goals. The organizations must pay attention to their personnel at all levels, especially in terms of transformational leadership. The leadership is the process or behaviors that leaders stimulate, cultivate and inspire the work of colleagues to increase as expected. It requires the good communication skills because communication in the organization is an important foundation in ensuring confidence and acceptance which will lead to trust among colleagues in the organization. This can generate the cooperation in work, coordination in the job, realization of visions of the organizations, knowing of their roles, having loyalty and dedication to the organizations. The executives must create motivation to inspire and persuade the ideas of the colleagues to allow participants to make changes in beliefs, attitudes and enhance organizational values. Therefore, the transformational leadership is important to every organization. If the organizations have no transformational leaders, the changes in the organizations will be difficult (Mohsen and Mohammad, 2011). Transformational leadership will lead the organization to adapt for changing environment (Nuch and Attaphon, 2016) and transformational leadership is the key factor in bringing the organization to success and organizational performance (Guay, 2013; Arunrung and Thirawat, 2017; Arif and Akram, 2018).

Creating trade differences or initiating creative new things in the overall picture is called innovation creation. It will increase the competitiveness of the country (Dimnwobi, Ekesiobi and Mgbemena, 2016). There are also some researches to support that the innovation creation can increase business performance (Stojcic, Hashi and Orlic 2018).

This academic article, therefore, is wrote about the roles of transformational leaders that encourage employees to have innovation work behaviors for the benefits in the operations of business organizations in order to create new things to happen resulting in the organizations to create competitive advantages.

Transformational Leadership

From the environment that has changed over time, the competition for excellence occurs. The success indication factors of the organizations partly depend on the leaders. Adjusting the management methods or controlling the business slightly possibly brings enormous results that benefit the organization's success. The study on leadership existed from mid-1980s to the present. The study is to find the elements or factors that make leaders efficient and effective in their work. From the study, it can be found that transformational leadership Theory is the very accepted and discussed theory (Arunrung and Thirawat, 2017). There are some researches that support and confirm that this theory can be applied and can develop the leadership in all organizations such as in educational institutes (Rattana, Bunjong and Wanna, 2016; Baker and Mahmood, 2014; Bo, 2013), in business organizations (Sivanun, 2016) and in hospital (Prapassorn and Marisa, 2016). The study on the basic concepts of transformational leadership makes it possible to understand the behaviors or process that one person influences another person to achieve the goals of the organizations.

Bass (1985) stated that the recognition of transformational leadership can motivate followers to perform the operation more than those expected by the organizations. The roles of transformational leaders help improving the consciousness of the followers in the significant matters enabling the followers to recognize the values of specific goals and the ideal goals. It

also motivates the followers to take into account the interests of the groups or organizations rather than considering their own interests. It can help pushing those followers to realize their own needs at a higher level in order to raise the level of performance. Based on the study of the elements of the transformational leadership of Avolio and Howell (1992), Bass and Avolio (1994), Bass (1999) and Sivanun (2016) summarized 4 behavioral factors or influences of the transformational leaders. This is correspondent with the study of Bass and Riggio (2006) and Gumusluoglu and Ilsev (2009) concluding as follows.

1. Idealized Influence means the leaders behave as the role models for the followers. The leaders will be praised, respected, faithful, and trusted making the followers proud when working with them. The followers will try to behave like the leaders and want to imitate their leaders. The leaders will strengthen confidence of the followers and enable the followers to be the same as the leaders based on their shared visions and purposes (Mohsen and Mohammad, 2011). The leaders will avoid using the power for their own interests. The leaders will demonstrate their ingenuity (Flavia, Valter and Mateus, H, 2012). Thus, the transformational leaders will maintain their influences in achieving their goals and performing their duties (Arunrung and Thirawat, 2017).

2. Inspirational Motivation means the leaders will behave in a way that inspires the followers by creating internal motivation, providing meaning and challenges in work with the followers. The leaders will stimulate the Team Spirit to be lively with the expression of enthusiasm by creating positive attitude and positive thinking. There is a clear creation and hope that the leaders will show dedication or commitment to goals and shared vision. Leaders will show confidence and show their willingness to achieve their goals. Leaders will help the followers overlook their interests for the visions and missions of the organizations. The leaders will help the followers develop his or her engagement with the long-term goals. Leaders will help the followers follow their own interests for the visions and missions of the organizations (John, Andrew and Martin, T, 2013)

3. Intellectual Stimulation means the leaders encourage the followers to be aware of various problems occurring in the agencies enabling the followers to find new ways to solve problems in the agencies and to find better way or process for new operation. This can create new creative things. The leaders will have systematic thinking and problem solving (Amabile, Conti, Coon, Lazenby and Herron, 1996; Mumford, Scott, Gaddis and Strange, 2002; Amabile and Kramer, 2011; Birasnav, 2014).

4. Individualized Consideration refers to the behaviors of leaders who understand the differences of the followers in terms of different needs and abilities of each person. The leaders will have behaviors that are concerned about the welfares and development of the followers to promote the good working environment. The leaders will have relationships with people to provide care for the individuals and make the followers feel that they are valuable and important. The leaders will be the coaches and the advisors for each follower. The leaders are expected to develop the potential of the followers to become higher. The leaders will pay special attention to individual needs for the achievement and growth of each person. In addition, the leaders will treat the followers by providing opportunities from learning new things and creating the atmosphere of support for the followers in working (Wang and Howell, 2010).

Innovation Work Behaviors and Success of the Organizations

To promote the innovation work behaviors in the organization will help the organizations have higher performance resulted from mutual learning of people in the organizations (Leong and Rasli, 2014). It is caused by cooperation and integration (Wasan and Prasopchai, 2015) which consists of diverse members. The members of the groups themselves must be able to accept the differences of their colleagues in terms of knowledge and competences in various

fields in working altogether. This diversity and difference will create creativity in new things until being able to create creative workpieces. As a result, the business organizations can compete with existing changes at all times.

Innovation Work Behavior: The idea of innovation work behaviors received interests from industrial and organizational psychologists for a long time. West and Farr (1990) discussed in innovation and creativity at work: psychological and organizational strategies which is the first writing on innovation in the psychological perspective that the innovation at work occurs from the creativity which is personal behavior that covers both initiation and intentional. Later, Scott and Bruce (1994) proposed the term "Innovation Behavior" based on the concept of West and Farr as the behaviors related to the process of innovation at work. The innovation behaviors will include realizing the problems and finding the solutions, seeking support for ideas, and creating the models. This definition is commonly used for a while. Later, there are extensive studies on the innovation work behaviors.

Amabile (1988) defined that it is the creation of new production by focusing on products, services, processes considering the preparation, creation of thoughts or ideas until reaching the innovation work behaviors (Amabile and Pratt, 2017). This was presented by Janssen (2000) giving the meaning of innovation work behaviors as the intention to create new concept and the use of new concepts in their works, those of the groups or organizations with the purpose of providing benefits to the work of the organizations. The researchers also gave the meaning of the word innovation work behaviors by improving the research of Janssen (2000) as being the employee's behavior intending to develop new things in their organizations whether it is the idea, work processes, products, services, technology including business models for the benefits of oneself, team, organizations or society (Phaitoon, Yutthana and Adilla, 2018).

However, when reviewing relevant researches, it is found that the researchers and scholars have used the term Innovation Work Behavior and Innovation Behavior in the same sense. If translated by name, it will be found that these two words have different aspects. Regarding the term "Innovation Work Behavior", it emphasizes the behaviors creating innovation in works. Regarding "Innovation behavior", it is about creating innovation but does not specify whether the work occurs or not. It possibly occurs commonly. For example, the researches (Carmeli and Spreizer, 2009; Young, 2012) use the term innovation behavior but give the meaning of innovation work behaviors of Janssen (2000). In 2011, Tuominen and Toivonen discussed the definition and the criteria for measuring innovative behavior in works into 4 aspects; 1. Innovation should refer to new things in that organization or in that context rather than what has never been done, 2. Innovation behavior should mean taking part in or joining or taking part in supporting in some stages of innovation not the whole process, 3. Innovation behavior should be measured by behaviors not attitude, and 4. Innovation in the work should not depend on the success of the innovation created by employees because many attempts to create innovation are often unsuccessful. Those works at that time caused further innovation. Some researchers applied their definitions. For example, Prawech and Sageemas (2018) gave the meaning of the word innovation work behaviors as the work behaviors of employees in any step related to the creation, support or application of new ideas, new work process, new product ideas. These new thing should be new in the context of such works and has the tendency to solve the problems of the organizations. In this article, the meaning of the word Innovation Work Behavior is given with the application of Janssen and Tuominen and Toivonen as the creation of new and practical things. The new things may have happened in other contexts but they are new in the context of such work making the organization create new innovations to be used for the operation of the organizations.

The dimensions to create the innovation work behaviors are variously classified. There is a correspondent part in the innovation work behaviors. It starts from being creative and

bringing this idea to reality, not only thinking. Oldham and Cumming (1996) stated that innovation work behaviors aims at bringing new creative ideas to be concrete (King and Anderson, 2002). Some scholars added that not only being creative and applying that idea to concrete practice but what has happened must also affects the operational performance of the business (De Jong and Den Hartong, 2010). Later, dimensions to create the innovation work behaviors are classified in the form of innovation process. For example, Janssen, 2004; Scott and Bruce, 1994; Phaitoon et.al, 2018; Kanter, 1988 classified the innovation work behaviors into 3 processes as follows.

1. Idea Generation is to create the new and useful ideas (Amabile et al., 1996; Woodman, Sawyer and Griffin, 1993). This process starts from the persons realizing the problems about works and try to find the solution until arriving the new brand ideas (Drucker, 1985; Scott and Bruce, 1994). This is to create new things towards practice focusing on the products, services, processes, and operational processes (Oldham and Cummings, 1996; Amabile, 1988)

2. Idea Promotion: When the persons have created new ideas, they will find the supporters to their ideas or the authorities to support their works in order to make them able to perform the work concretely (Galbraith, 1982; Kanter, 1983, 1988).

3. Idea realization and innovation is the concept to be realized concretely. Most will be made in the form of prototype model which can be touched or explained visually. It is also the process in publicizing that innovation to the organizations (Kanter, 1988).

Later, the researchers divide innovation work behaviors into 4 dimensions. De Jong and Den Hartog (2010) considered that the process of creating ideas should be divided into 2 sub-dimensions; finding new ideas and creating the ideas. Later, finding a coalition to make concrete and finally making concrete results. Some researchers have tried to make the dimensions of behavior more detailed. De Spiegelaere, Gyes, Tom and Greet (2012) divided into: 1)Problem recognition: When a problem arises or there is a gap in performance, we have to think of creativity of new things for innovation (West, 2002). 2) Creating ideas. 3) Developing ideas. 4) Making the ideas to reality.

Innovation work behaviors has various steps or processes of occurrence. Each step is a behavior that aims to create innovations in different dimensions. Therefore, this behavior should be measured in one dimension. Participating in any step of the process is considered the behavior to create the innovation in works already (De Spiegelaere et. al., 2012; Janssen, 2000; Kleysen and Street, 2001). This is different from the measurement of other mental variables such as work satisfaction with 5 elements. If any person has all 5 elements of work satisfaction, then it will be considered to be satisfied in such work.

Transformational Leaders leads to Innovation Work Behavior: The transformational leaders will make the colleagues in the team have higher innovation work behaviors because the transformational leaders can be the good models that encourage the followers to follow their clear visions. They will promote the resources in works and will be the leaders who give fair rewards motivating the followers in working and encouraging the colleagues to create new things creatively (Imran, Zaheer, and Noreen, 2011). It will finally make the followers have innovation work behaviors.

Afsar, Badir and Saeed (2014) studied in transformational leadership and innovative work behavior, this sample are cross-industry sample of five most innovative companies of China and the results revealed that psychological empowerment mediated the relationship between transformational leadership and innovative work behavior, that transformational leadership positively influences innovative work behavior which includes idea generation as well as idea implementation (Gumusluoglu and Ilsev, 2009; Khan, Aslam and Riaz, 2012)

Choi, Kim, Ullah and Kang (2016) studied in how transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes, this sample are employees working in Korea manufacturing firms, and the finding: transformational leadership was significantly related to both employee innovative behavior and knowledge sharing. The results also shown that knowledge sharing mediated and perceived organizational support positively moderated the relationship between transformational and innovative behavior of employees.

In 2017 Afsar and Masood studied in Transformational Leadership, Creative Self-Efficacy, Trust in Supervisor, Uncertainty Avoidance, and Innovative Work Behavior of Nurses from private sector hospitals, the result shown that there is an interaction between transformational leadership, trust in supervisor, and uncertainty avoidance that affects innovative work behavior, such that transformational leadership has the strongest positive relationship with innovative work behavior when nurses have high levels of trust and uncertainty avoidance and creative self-efficacy mediates the effect that this three-way interaction between transformational leadership, trust in supervisor, and uncertainty avoidance has on innovative work behaviors.

Conclusion

The organizations have to constantly encounter the challenges in business operation. The organizations that are committed to excellence or need competitive advantage need to adapt to support changes. The organizations must create smart and good leaders to bring the organizations to good changes encouraging the followers to be creative in their works. There is a new innovation concept although such innovation will not be materialized. It can be considered that those personnel have the innovation work behaviors already. The leader must have the qualifications of being the good visionary as the good starting point in the management. The leaders must have 4 good attributes as follows: 1) Idealized Influence: Behave as the good models not considering personal benefits rather than public interest with the intention of overcoming various obstacles in the workplace to build the confidence for the followers including being faithful, being accepted and trusted by the followers, 2) Inspirational Motivation: Let the colleagues have good encouragement to work with harmony and positive thinking in work to see the good image of the organizations when the organizations have achieved their goals in order to encourage the employees to consider common benefits rather than personal benefits, 3) Intellectual Stimulation: Encourage the colleagues to analyze problems by using the reasons and supporting the information to see new ways to solve problems including supporting new ways to solve problems or works to cause new things in the organizations resulting in better organizational results, and 4) Individualized Consideration: The leaders must always pay attention to the colleagues taking into account the strengths or abilities, expertise of colleagues including weaknesses or things that need to be developed or personal problems of colleagues to pull out the strengths to be useful and develop the weaknesses to become the strengths. If the transformational leaders have the qualifications and characteristics of being good models as mentioned above, it can enable the employees in the organizations to have the innovation work behaviors. They will have the courage to think, dare to do things that are new and challenging because they are supported by the leaders. Thus, the works will be efficient and effective to create the new results that can be used as the competitive advantages for the organizations to overcome intense competition and changes over time.

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