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# A MODEL OF ENHANCING INNOVATIVE WORK BEHAVIOR OF AIRPORTS OF THAILAND

Patsiri SUWANNAPIROM<sup>1</sup> and Supattra PRANEE<sup>1</sup>

<sup>1</sup> College of Innovation and Management, Suan Sunandha Rajabhat University, Thailand; s63484945035@ssru.ac.th (P. S.); supatta.pr@ssru.ac.th (S. P.)

## Handling Editor:

Adjunct Research Professor Dr.Samanan RATTANASIRIVILAI UMSi, Indonesia  
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## Abstract

Tourism and aviation changes that may occur in the future, the organization will adapt to external challenges to ensure that the company will survive. The organizational management of AOT is ready to accommodate any situation stemming from a highly dynamic environment. The objectives of this research were to study the influence of job well-being, transformational leadership, perceived organizational support, work engagement on innovative work behavior at Airports of Thailand staff. This research used the quantitative research method. The sample group was staff working at the Airports of Thailand: Suvarnabhumi International Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang Chiang Rai International Airport for a total of 380 persons stratified random sampling was employed in this study. The data were collected with questionnaires and analyzed with a structural equation modeling. The results revealed that job well-being had the greatest overall effect on innovative work behavior, followed by work engagement, perceived organizational support and transformational leadership, respectively. The results of this research can be offer to Airports of Thailand to indicate policy and develop organizations and operate in an efficient way that will be successful in the future.

**Keywords:** Innovative Work Behavior, Work Engagement, Airports of Thailand

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## **Introduction**

In the era of high competition, human resource of large companies needs to attract individuals and select high competency employees that have the same attitude in supporting organizational culture and goals. When employment in the organization starts, the search for a strategy to keep quality employees within the organization as long as possible becomes the routine mission. Moreover, organizations have to create work engagement and a sense of unity to encourage employees to work with the organization forever. Employees express their behavior to work harder and reach within their capabilities to assist the organization to reach the goals in the long term.

In the past few years, COVID-19 has substituted the work experience for the AOT staffs. This impact on the world has forced organizations to adapt with the changes that occur on the jobs. Moreover, Airports of Thailand Public Company Limited (AOT) applied management policies in reacting to the situation by concentrating on safety and hygiene, adjusting technologies and facilities for services, and diminishing congestion within the airports to secure the quality of service. AOT initiated the guidelines for air traffic managements in short term and long term for operation, and prepared accommodation for passengers.

AOT has developed a non-aeronautical business to initiate opportunities for business extension in other areas that are related with the aviation industries and affairs. To empower sustainable growth, AOT has highlighted the airport's business improvement by deploying its assets and appraising on the possibilities of business variety apart from the aviation business. Nevertheless, for tourism and aviation changes which may occur in the future, the organization will adapt to the external challenges in order to ensure that the business will survive. The organizational management of AOT is ready to accommodate any situation stemming from a highly dynamic environment.

Innovative work behavior plays a central role in the long-term survival of knowledge-intensive business services of AOT. Even though innovation and creativity and their influences on the Thai economy and its future growth are important, research on this area is still inadequate. Underpinned by the Social Exchange Theory, this empirical study attempts to determine the relationship that may exist between job well-being, transformational leadership, perceived organizational support, work engagement. The objectives of this research were to study the influence of job well-being, transformational leadership, perceived organizational support, work engagement on innovative work behavior at Airports of Thailand staff.

## **Literature Review**

### **Job Well-Being**

The most common use concept of well-being includes psychological well-being and subjective well-being to represent overall staff well-being. Gerhardt et al. (2021) investigated the extent of different social stressors showing distinct patterns of associations with well-being and health. Akutsu et al. (2022) provided a perspective on organizational shaming and its impact on the health and well-being of workers. From the literature review and analysis of job well-being can be indicated by subjective well-being, psychological well-being and objective well-being.

### **Transformational Leadership**

James Macgregor Burns (1978) introduced the idea of transformational leadership in 1978 when he was carrying out a descriptive research study on political leaders, which gathered the interest from the field of organizational psychology and management, later on as some modifications were made by Bass & Avolio (1993). Transformational leadership find the way to motivate staff into a great deal that leads to the outcomes (Elliott & Asghar, 2014; Ghasabeh et al., 2015). Being a leader, staff concentrated on the situation which is essential for individual to develop skills (Johnson et al., 2016). From the literature review and analysis of

transformational leadership can be indicated by idealize influence (charisma), inspirational motivation, intellectual stimulation and individual consideration

### **Perceived Organizational Support**

Perceived organizational support is when staff received values and rewards from the organization (Kurtessis et al., 2017). In addition, working systems can response to the aim and objectives of organization (Colakoglu et al., 2010; Yang et al., 2018). The support of organization that benefit work performance is essential for staff (Shen et al., 2014). Being treated to satisfy staff conditions in the positive way will improve organization (Colakoglu et al., 2010). From the literature review and analysis of perceived organizational support can be indicated by career development opportunities, organizational rewards and job conditions, leader member exchange and pay level satisfaction.

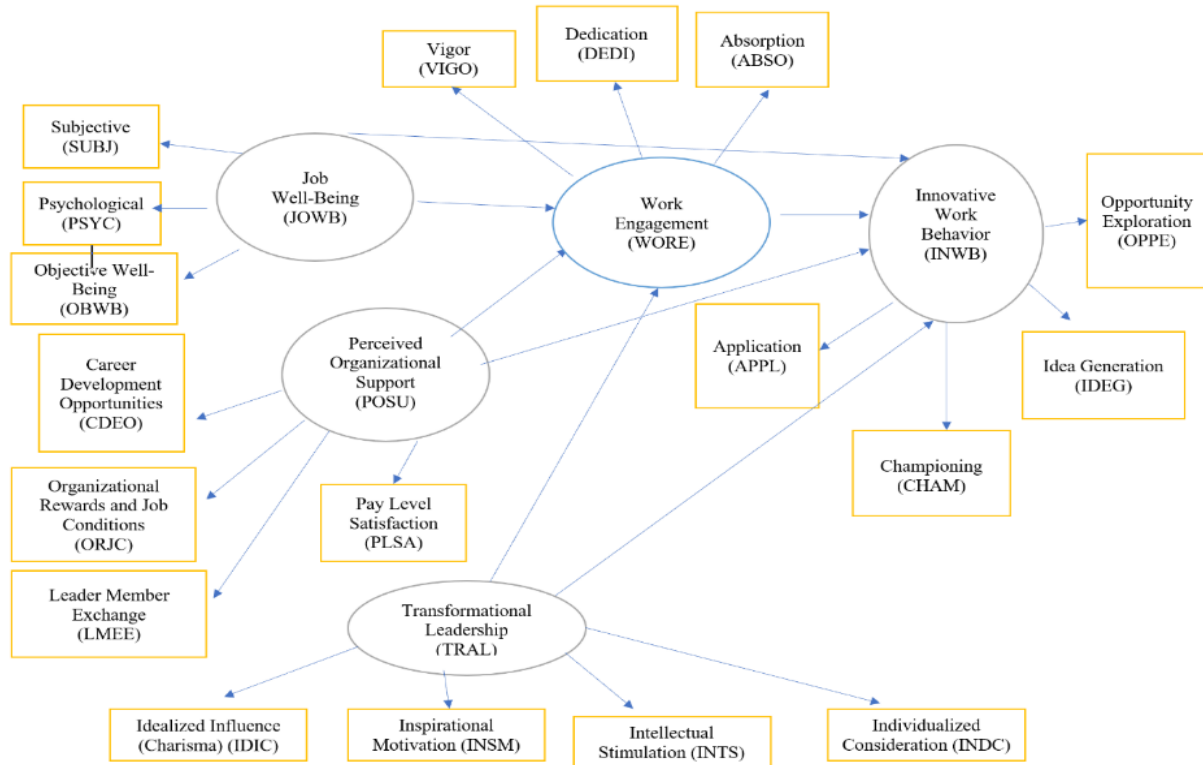
### **Work Engagement**

Work engagement refers to challenging which staff can solve problems, improving innovation within organization and connecting staff to be a teamwork (Maslach et al., 2001). Staff response to policies and practices of organization to engagement (Bakker & Demerouti, 2008). Work engagement maintain strong connection between individual and organization. Human resource is the main responsive way to manage work engagement in the organization (Christian et al., 2011). Whereas staff found work engagement more enjoyable, they turn into effective work (Akhigbe & Osita-Ejikeme, 2021). Work engagement can be defined that the happiness of staff impact on job well-being that leads to higher level of work performance (Salanova et al., 2010). In addition, the goal of organizations concentrated on the development of staff's well-being in positive manner to have better environment within organizations (Akhigbe & Osita-Ejikeme, 2021). The literature review shows that work engagement consists of vigor, dedication, and absorption.

### **Innovative Work Behavior**

Innovative work behavior illustrates the concept which recommends the results from the problems (De Jong & Den Hartog, 2010). Sharing of information within organization also initiate creativity work behavior (Phung & Hawryszkiewicz, 2019). Moreover, it can transfer essential knowledge between staff to improve organization to be better in term of management (Amabile & Pratt, 2016). The environment of the workplace enhance staff to face with challenges which create the new method for organization (Halbesleben & Wheeler, 2015). The literature review shows that innovative work behavior consists of four elements include opportunity exploration, idea generation, championing, and application.

## Conceptual Framework



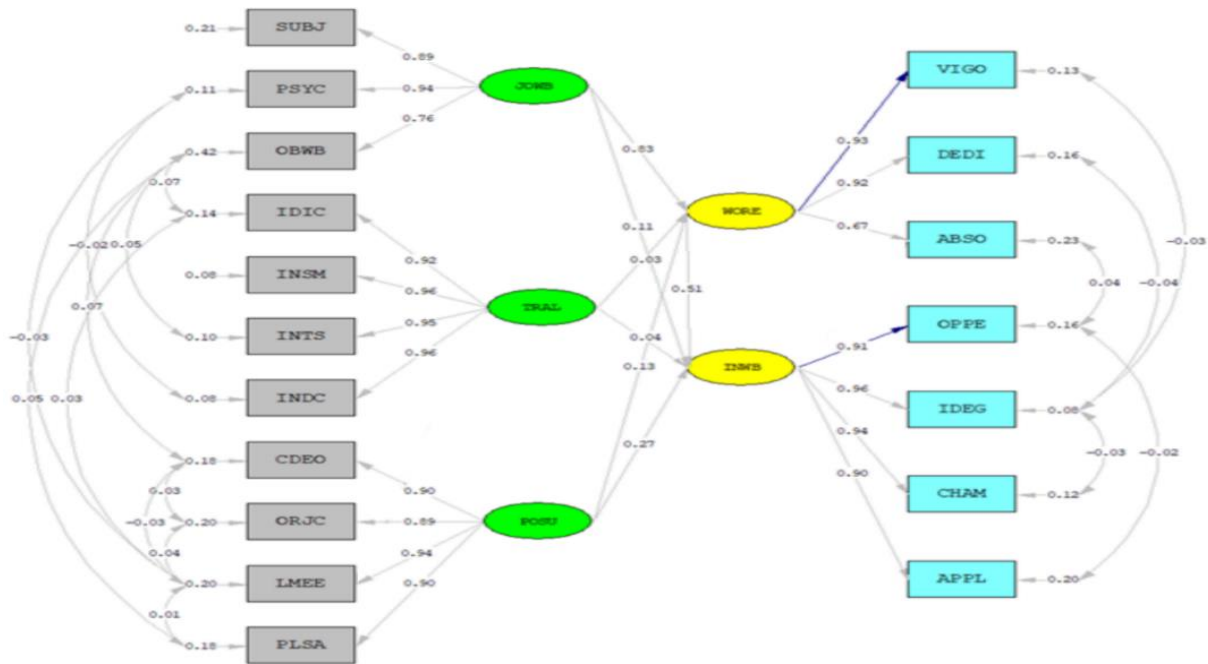
**Figure 1** Conceptual Framework

## Research Methodology

This research used quantitative research method. The population was the staff working at the Airports of Thailand: staff who works at Suvarnabhumi International Airport, Don Mueang International Airport, Phuket International Airport, Chiang Mai International Airport, Hat Yai International Airport and Mae Fah Luang Chiang Rai International Airport which the total of staff will be 6,147 staff (Airports of Thailand, 2022). The size of the sample was determined using the criteria 20 times the observed variable. This research consisted of 18 observed variables, resulting in a total of 360 samples. The stratified sampling method was used. The data were collected from questionnaires. It passed content validity with IOC values ranging from 0.80-1.00. It was found that regarding the reliability of the measures, Cronbach's alpha the entire volume was 0.992 The analysis was conducted with structural equation modeling. Analysis of structural equation modeling (SEM) to test hypothesis of this research that follow conceptual framework and model fit indices as follow: (1) P-value > 0.05 (2) Relative Chi-square is not less than 3 (3) Goodness fit index (GFI) greater than 0.95 (4) Adjust Goodness fit index (AGFI) greater than 0.90 (5) Comparative fit index (CFI) is 0.90-0.95 is fairly and higher than 0.95 is consistency (6) Root means square error of approximation (RMSEA) is less than 0.05(Diamantopoulos & Siguaw, 2000; Schumacker & Lomax, 2010).

## Research Results

The researchers modified the model based on the model modification indices to make the model best fit the data. The results revealed that; (1) p-value = 0.534 (2) relative Chi-square = 1.87 (3) GFI = 0.95 (4) AGFI = 0.91 (5) CFI = 0.99 and (6) RMSEA = 0.049, indicating that the indicators entered well with the data and meet the criteria of each index to enter well with the data.



**Figure 2** Final Model

**Table 1** Direct effect, indirect effect, and total effect of variables studies on innovative work behavior

Independent variables	Effect		
	Direct effect	Indirect effect	Total effect
job well-being	0.11	0.42	0.53
transformational leadership	0.04	0.02	0.06
perceived organizational support	0.27	0.07	0.34
work engagement	0.51	-	0.51

From Table 1, it was found that job well-being had the greatest overall effect on innovative work behavior, followed by work engagement, perceived organizational support and transformational leadership, respectively. When considering only the direct effect on innovative work behavior, it was found that work engagement had the most direct effect (0.51) on innovative work behavior, followed by perceived organizational support (0.27), job well-being (0.11), and transformational leadership (0.04), respectively, with a statistical significance of .05. able to explain the variance or predict 86%.

## Conclusion and Discussion

Innovative work behavior to occur, AOT staff must be job well-being, perceived organizational support, and transformational leadership. When these three variables happen will make AOT staff engaged in work and when employees are engaged in work will cause innovative work behavior. From the research results can be discussed as follows:

1) Job well-being influence with innovative work behavior. To show the relationship between innovative work behavior and workplace well-being. Workplace well-being refers to employees' psychological state and experiencing self-realization goals and significant indicator for mental health. First, coworkers and leaders play an important role in the process of employee's innovative behavior (Sijbom et al., 2015). Second, employees, coworkers and leaders are an organizational ecosystem (Neves & Cunha, 2018). In modern society, innovation is inspired to be competition in fierce. According to organization, members of employees in

the same team tend to compare with performance to determine status. Thus, employees' outstanding with innovative performance could reject their work which may cause employees well-being. Similarly, Breidenthal et al. (2020) stated that the dark side of creativity, when employees have high creativity which affect well-being in negative way due to jealousy among the team. In addition, leaders support innovation as a significant variable. In hierarchical organization, employees rely on leader when adjusting innovative behavior. Social exchange theory based on employee exchange relationship with each other when they have benefits. Innovative behavior not only promote performance of organization, also increase competition between organization. Consequently, employees who have innovative behavior tend to receive support from supervisors, which enhance well-being. On the other hand, innovative behavior of employee may be rewarded financially which improving workplace well-being. Studies confirmed with positive impact of income and happiness. Consistent with Kollamparambil (2020) determined four dynamic data of national income in South Africa. Rijnks et al. (2019) found that absolute income and relative income can examine happiness. Second, innovative behavior means innovative employees that develop skills and abilities that leads to self-improvement, self-value realization and positive well-being. While Duan et al. (2020) indicated that psychological meaning and social value are positively related with well-being. Thus, employees' innovative behavior positively associated with workplace well-being.

2) Transformational leadership influence innovative work behavior. Similarly to Janssen (2004), there is a relationship between transformational leadership and innovative work behavior. Transformational leadership imbued with strengthen awareness of goals, self-confidence, motivation, exciting vision. These aspects support innovation and creativity of employee (Pieterse et al., 2010; Tipu et al., 2012) that match with innovative behavior. Research indicated that transformational leadership develop organization innovation and entrepreneurial intentions of employees since high expectation of employees. According to Dvir et al. (2002), transformational leaders secure that individuals challenge status quo and are motivated by self-gain. Transformational leaders improve goals, vision and values; stimulate followers to entrepreneurial intentions influence creative behaviors. In social exchange, leader encourage employee with greater creativity and innovative ideas. By giving motivation to employees to plan new methods of doing things and solve problems in an innovative behavior. Transformational leader with idealized influence excitement of employee through organization innovation. The highlight of intellectual stimulation is increase thinking of innovative work behavior. Innovative work behavior requires employees high need of accomplishment and low need for conformance. Consistent with Pearce & Ensley (2004), transformational leaders take risks to work new ways, changing processes and systems in the long-term, and help followers think in creative ideas. Transformational leaders increase creative endeavors and problem solving. In addition, transformational leaders also help followers to drive more difficult and challenging goals by challenging goals in creative ways (Whittington et al., 2004).

3) Perceived organizational support influence innovative work behavior. Perceptions of organizational support improve when the employee experiences both tangible and intangible outcomes through exchange process of organization. Perceived organizational support stated as employee develop global beliefs which the organization value that care about well-being. Consistent with Wen et al. (2019), employees with high level of perceived organizational support are more responsible for the growth of organization and goals. Leader who has the role of servant leader and provide setting which lead to employees with greater perceived organizational support. In addition, the degree of perceived organizational support convinced individuals to exercise role of behavior with rewards. Perceived organizational support drive employees to work harder and reduce negative behavior in organization. According to Nazir et al. (2019), perceived organizational support able employees develop ideas and innovative work behavior. Creative and innovative employees feel that organization cares about their opinions,

goals and forgive mistakes (Martins & Terblanche, 2003). Similarly, Gregory et al. (2010) examined that employee perceive when organization shows creative ideas, honest feedback about work and exploring opportunities. Innovative work behavior is the process that employees indicate new ideas and building organizational support and modifying ideas together as a team. To show innovative work behavior, employees need support of management and supervisor at work and resource availability (Afsar et al., 2016), role of leader and employees to share ideas and support (De Jong & Den Hartog, 2010). Therefore, perceived organizational support increase innovative work behavior. Moreover, perceived organizational support suggest to level up the feeling of obligation to increase behavior of organization goals and positive behavior is innovative work behavior.

4) Work engagement influence with innovative work behavior. Work engagement consist of vigor, dedication and absorption. Various studies reported that positive effect of work engagement on organization cover personal initiatives (Salanova & Schaufeli, 2008) and job performance (Bakker & Bal, 2010) which consistent with Park et al. (2014) that study learning organization and innovative behavior, the mediating effect of work engagement. A total of 326 responses were collected in many Korean business organizations. Organizational learning culture raise individual innovative behavior when employees are activated in the work. The high level of work engagement are more innovative ideas and improve on organization's effectiveness in learning organization. Similarly with Kwon & Kim (2020) of an integrative literature review of employee engagement and innovative behavior: revisiting the JD-R model. Due to cognitive, emotional and physical energies, employee engagement predicted to fulfill innovative behavior. The three-fold of employee engagement are fit well with innovative behavior and represents a change of idea generation, promotion and realization in approaching something different. Emotional engagement helps employees to be confident and innovative efforts across organization (Shuck et al., 2017). Consistent with Chang et al. (2013), Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources. The findings found that the support of relationship between psychological and innovative behavior in the theory of work engagement focus on behavior over employees in the organization. The negative and positive side are weakened and strengthened, since social interaction and communication process of feedback.

#### **Policy Recommendations**

- 1) The government or Civil Aviation Authority of Thailand should indicate policy for innovative work behavior of Airports of Thailand to have opportunity exploration, idea generation, championing and application among the organization.
- 2) Executives of Airports of Thailand should indicate work engagement with vigor, dedication and absorption.
- 3) Executives of Airports of Thailand should concentrate on job well-being of employees in subjective well-being, psychological well-being and objectives well-being.
- 4) Executives of Airports of Thailand should focus on perceived organizational support in career development opportunities, organizational rewards and job conditions, leader member exchange and pay level satisfaction.
- 5) Executives of Airports of Thailand should indicate policy for transformational leadership which consist of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

#### **Administration Recommendations**

- 1) Executives of Airports of Thailand should be the role model for employees as transformational leadership style.
- 2) Executives of Airports of Thailand should let employees participate in operation due to innovative work behavior.

3) Executives of Airports of Thailand should give opportunities for employee and support employees by rewards and pay level satisfaction.

#### **Future Research**

1) To be sustainable in operation of Airports of Thailand, researcher suggest to study more about innovative work behavior since employees can have creative ideas and develop organization.

2) Researcher suggests innovative work behavior in Airports of Thailand can be further study in order to be efficient, success and famous compare with other airports.

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