

FACTORS AFFECTING INNOVATIVE WORK BEHAVIOR OF MANAGERS

Chongvisal R.*

Abstract: Recently, innovative work behavior is considered as the essential factor for organizational effectiveness thus, the objective of this study is to find the factors affecting innovative work behavior of managers. The sample consisted of 746 top-level or middle-level managers in private organizations and state enterprises in Thailand. The psychometric properties of the questionnaire were examined by assessing the validity, reliability and item discriminating power. Path Analysis was used to test the proposed path model of the hypothesized relationships. The results revealed that servant leadership and psychological capital both directly and indirectly affected innovative work behavior and had the highest total effect on innovative work behavior, work engagement directly affected innovative work behavior and workplace spirituality indirectly affected innovative work behavior. The study also found that servant leadership and workplace spirituality both directly and indirectly affected work engagement and had the highest total effect on work engagement, psychological capital had the highest level of direct effect on work engagement and servant leadership and workplace spirituality directly affected psychological capital. These results confirmed the importance of servant leadership, psychological capital, workplace spirituality and work engagement affecting innovative work behavior. Therefore, organizations should attach importance to these factors to promote and develop innovative work behavior.

Keywords: innovative work behavior, psychological capital, work engagement, servant leadership, workplace spirituality

DOI: 10.17512/pjms.2020.22.2.04

Article history:

Received August 30, 2020; Revised October 17, 2020; Accepted November 4, 2020

Introduction

Over the past 20 years, there has been increased attention to research on innovative work behavior as studies have shown the significant impacts of innovative work behavior on positive behaviors in the workplace such as generation of ideas, creating support for them, and helping their implementation, production of new and useful ideas

* **Rattigorn Chongvisal**, Associate Professor, Department of Psychology, Faculty of Social Sciences, Kasetsart University, Thailand.

✉ corresponding author: rattigorn.c@ku.ac.th

concerning products, services, processes and procedures (De Jong & Den Hartog, 2008), and positive performance outcomes. Moreover, innovative work behavior was found to significantly correlate with cooperativeness, effectiveness, innovativeness and organizational culture (Eskiler, Ekici, Soyer, & Sari, 2016).

Thailand's economy and industry have been continuously improving as the country is entering the 4.0 era, which will lead the country towards wealth and sustainability and develop it from a low-income country into a high-income country. Thailand must be driven by technology and innovation instead of efficiency and change its focus from delivering basic services to delivering advanced services that require higher-level skills to improve productive growth known as Productive Growth Engine which must be driven by innovation, intelligence, technology and creativity. Thai organizations such as private organizations and state enterprises want to build innovations to enhance their future growth and ability to compete. Many organizations have developed internal innovations such as exploring knowledge to develop products and services and finding answers to problems or ways to develop work processes through their personnel' thinking processes. Innovation is a driving force that drives organizations towards development and growth so they can respond to customers promptly in an era where needs and markets are constantly changing (Khaneekul, 2017). Today, the ability to develop products, services and work processes continuously is important to organizations. Over the past twenty years, there has been increasing interest in innovation, especially in terms of academic research such as studies of innovation management in organizations, units, networks and individuals (King & Anderson, 2002 cited in De Jong & Den Hartog, 2010), which found that organizations' personnel are the most important factor in building innovations and corresponding human resource management is required for enhancing employees' ability to innovate (Wutthirong, 2011). In addition, there have been studies of innovation concepts regarding employees' decision-making styles and innovative work behavior which includes opportunity exploration, idea creation and creative behavior, including making changes and applying new knowledge or improving production processes to increase effectiveness at both individual and organizational levels. Innovative work behavior was found to affect innovative products (De Jong & Den Hartog, 2008).

One important psychological factor that is related to organizations and affects work behavior is organizational culture. Nowadays, workplace spirituality is increasingly gaining attention as an organizational culture trait that attaches importance to employees by treating them as human beings with souls or inner lives not machines by assigning valuable work, encouraging them to value themselves, colleagues, other people and their work and making them feel that they are part of the organizations. Relevant studies found that workplace spirituality affects leadership, work engagement,

leading change, corporate governance and learning organizations. Workplace spirituality also predicts innovative work behavior and good organizational membership behavior.

Apart from workplace spirituality, leadership of managers in organizations is an important factor that affects managers and subordinates' work behavior and performance at group and organizational levels; good leadership will drive organizations and businesses towards the desired success. One of the most popular concepts studied is servant leadership. In the early 1970s, Robert Greenleaf proposed the concept of servant leadership, a new perspective related to ethical leadership and leadership power. Servant leaders interact with followers by forcing them less and giving them more support with new moral principles. He also suggested that serving followers is the primary responsibility of a leader and the heart of ethical leadership. Servant leaders care, protect and enhance followers' motivation and power. Their significant characteristics are humility and relational power. Apart from Greenleaf, many researchers have studied and extended the theory of servant leadership to cover significant values and the impact of servant leadership on followers. According to previous studies, servant leadership affects work-related behavior; for example, it is positively related to work performance and influences good organizational membership behavior and innovative work behavior.

A positive psychological factor that positively affects work behavior is work engagement which refers to a positive, fulfilling, work-related state of mind. Employees with work engagement have high levels of energy, determination, enthusiasm, dedication, absorption and concentration. They also put both physical and mental effort into their work and utilize their full potential. Work engagement was found to impact on innovative work behavior (Agarwal, 2013; Spiegelaere et al., 2014). Psychological capital is another psychological factor that significantly affects work behavior and positive behavior, based on positive psychology which is related to positive psychological states and positive individual traits which have an impact on determination to succeed and work performance. Psychological capital positively affects work performance, positive work behavior, positive attitudes towards work, motivation, positive relationships with organizations, organizational commitment (Luthans, Youssef, & Avolio, 2007) and employees' innovative work behavior (Hsu, 2015).

Literature review

Many academics have defined servant leadership. Greenleaf (2002 cited in Chongvisal, 2018) stated that servant leadership is a trait of leaders who naturally want to serve

others from within themselves. To allow others to achieve their goals and can continue to serve others, servicing a follower is your responsibility and at the center of ethical leadership. Yukl (2010) defined servant leadership as managers' competence in empowering followers to trust in honesty and openness, acting in a manner consistent with our values, and showing trust in the followers. Core values of servant leadership include help, support, trust-based relationships and cooperation, consistent with Yukl (2010) who considered servant leadership as new leadership, integrative leadership or ethical leadership which combines different concepts. He also proposed key values and examples of servant leadership behavior and described 7 factors of servant leadership as integrity, altruism, humility, empathy and healing, personal growth, fairness and justice and empowerment. Many researchers have found servant leadership to have a positive impact on innovative work behavior (Cai et al., 2018).

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Engaged workers are full with energy (vigor), strongly involved in their work (dedication), and often fully concentrated and happily engrossed in their work activities (absorption). Several studies found that work engagement had a significantly direct effect on innovative work behavior.

According to Luthans, Youssef and Avolio (2007), psychological capital refers to an individual's positive psychological state of development and is comprised of 4 components: hope, optimism, self-efficacy and resilience. Hope refers to effort to achieve goals and the ability to create new pathways to achieve those goals when faced with obstacles. Optimism is an expectation that good things will happen to oneself in the present and future. Self-efficacy is confidence in one's own ability to handle situations and bring about desired changes. Resilience is managers' ability to adjust and recuperate after experiencing difficulties, conflicts and failures. Several research studies have found that psychological capital affected innovative work behavior (Hsu, 2015).

Workplace spirituality refers to one's spiritual values in work settings in which the organization enhances employees' personal experience of spirituality, ethics and decision-making, allowing employees' associations with one another, leading to happiness and success at work (Giacalone and Jurkiewicz, 2003). Robbin & Judge (2013) defined workplace spirituality as an inner life nourished by meaningful work that takes place in the context of society and proposed 5 factors of workplace spirituality: strong sense of purpose, focus on individual development, trust and respect, humanistic work practices and toleration of employee expression. Workplace spirituality is an experience of interconnectedness between those involved in work processes, building authentic interpersonal relationships and personal goodwill, which

engenders a deep sense of meaning in the organization's work among employees, leading to motivation and organizational excellence (Marque, Dhiman, & King, 2007). In addition, workplace spirituality was found to positively influence innovative work behavior (Afsar & Badir, 2017; Vishnu & Madhavaiah, 2018)

Innovative work behavior as employee behavior aimed at the development, introduction or implementation (within a group or organization) of new ideas, processes, products or procedures to benefit the organization. This is consistent with De Jong & Den Hartog (2008) who defined innovative work behavior as opportunity exploration, generation of new ideas related to work including change-oriented behavior, application of new knowledge or improvement in the work process to enhance the performance of employees or the organization and divided innovative work behavior based on academicians' concepts of innovative work behavior into 4 different dimensions as follows: opportunity exploration, idea generation, championing and application. In addition, innovative work behavior is become a necessary element for the success of an organization that could affected by several factors related to the workplace and leadership (Fialová & Hronová, 2016). Moreover, a study by Taranenko (2012) conducted on the marketing innovation and found that innovation in the behavior of the works could improve the firm performance and this behavior could also affected by the leadership style along with the workplace diversity. Furthermore, firm performance depend on the innovative type of work behavior that could increase by effective leadership style along with effective workplace (Rutkauskas, Raudeliuniene, & Racinskaja, 2014). The results of the literature review confirmed the importance of servant leadership, work engagement, psychological capital, and workplace spirituality affecting innovative work behavior. Based on this literature, the present study has developed the following hypotheses:

- H1: The workplace spirituality has positive association with psychological capital.
- H2: The workplace spirituality has positive association with work engagement.
- H3: The servant leadership has positive linked with psychological capital.
- H4: The servant leadership has positive linked with work engagement.
- H5: The servant leadership has positive nexus with innovative work behavior.
- H6: The psychological capital has positive associated with work engagement.
- H7: The psychological capital has positive nexus with innovative work behavior.
- H8: The work engagement has positive associated with innovative work behavior.

Materials and methods

The population of this study consisted of top-level or middle-level managers in private organizations and state enterprises. The exact number of population was not given. The

sample consisted of 746 top-level or middle-level managers in private organizations and state enterprises, which is the appropriate sample size that best represents the population. Convenience sampling was used to select the sample by considering the objectives of the study. The sample must be top-level or middle-level managers in private organizations and state enterprises who are willing to complete either an online questionnaire or a written questionnaire.

In this study, a quality assessment of the instrument was conducted by 2 psychological experts to assess the content validity and language used in the questionnaire. The researcher tested the questionnaire on a sample of 30 individuals who have similar characteristics to the population and assessed the comprehensibility and reliability of the questionnaire by calculating Cronbach's alpha coefficient (α – Coefficient) and item-total correlation. The questionnaire consisted of 5 scales. The first scale is Servant Leadership Scale, taken from Chongvisal's servant leadership scale (2018) which was developed from Yukl's concept (2010). This scale is a 5-point scale, comprising 29 items. The Cronbach's alpha and corrected item-total correlation (CITC) were .93 and .41-.63, respectively. The second scale is Work Engagement Scale, translated and developed from the Utrecht Work Engagement Scale (UWES) of Schaufeli and Bakker (2003). This scale is a 5-point scale, comprising 17 items. The Cronbach's alpha and CITC were .93 and .43-.74, respectively. The third scale is Psychological Capital Scale, translated and developed from the Psychological Capital Questionnaire Short Form (PCQ-12). This scale is a 5-point scale, comprising 12 items. The Cronbach's alpha and CITC were .89 and .47-.68, respectively. The fourth scale is Workplace Spirituality Scale, developed from Chongvisal's scale (2018) based on Robbins and Judge's concept (2007). This scale is a 5-point scale, comprising 35 items. The Cronbach's alpha and CITC were .97 and .58-.77, respectively. The last scale is Innovative Work Behavior Scale, developed from De Jong and Den Hartog's concept (2008) in which 4 components of innovative work behavior were summarized. This scale is a 5-point scale, comprising 12 items. The Cronbach's alpha and CITC were .92 and .58-.75, respectively.

The researcher sent out the questionnaires by post and handed out the questionnaires to top-level or middle-level managers in different private organizations and state enterprises. As a result, 694 copies were given back. The researcher also sent out online questionnaires and received another 52 copies back. The total number of the questionnaires returned is 746. After receiving the questionnaires, the researcher assessed the data completeness and performed statistical analysis. To analyze the data, the researcher performed descriptive analysis, Pearson product-moment correlation coefficient, path analysis using LISREL.

Results and discussion

Most of the participating managers from private organizations and state enterprises in this study are female (56.2%) while 43.8 % of the managers are male. Most of the participants are aged between 31-40 (46.4%) but 32.50 percent have more than 40 year of age while 21.1% of the respondents have less than 30 year of age. In addition most of the respondents hold bachelor’s degrees (50.1%) while 24.50 percent respondents have master degree and 25.40 percent respondents have less than bachelor degree. Finally, most of the respondents have 11-20 years of work experience (39.9%) and less than 3 years of management experience (42.9%).

Table 1. Correlation coefficients

| Variables | M | SD | 1 | 2 | 3 | 4 | 5 |
|-----------------------------|------|-----|-------|-------|-------|-------|-------|
| 1. Servant Leadership | 4.29 | .37 | (.93) | | | | |
| 2. Work Engagement | 3.99 | .50 | .59** | (.93) | | | |
| 3. Psychological Capital | 4.00 | .48 | .59** | .73** | (.89) | | |
| 4. Workplace Spirituality | 3.84 | .58 | .40** | .53** | .54** | (.97) | |
| 5. Innovative Work Behavior | 4.12 | .48 | .64** | .63** | .74** | .48** | (.92) |

According to Table 1, managers in private organizations and state enterprises have very high levels of servant leadership (M = 4.29), high levels of work engagement (M = 3.99), high levels of psychological capital (M = 4.00), high levels of workplace spirituality (M = 3.84) and high levels of innovative work behavior (M = 4.12).

The table also shows that the correlation coefficients between the variables studied fell between .400 and .740 and the variables are related to each other at a significance level of .01. Relationships between the observable variables were found; servant leadership was related to work engagement (.590). Considering the overall reliability of the observable variables, every observable variable has a high level of reliability between .89 and .97. The results from the path analysis and model evaluation show that the model had a good fit to the empirical data and every index met the criteria, for example $\chi^2 = 5.06$, $df = 1$, $p = .02$, $RMSEA = .074$, $CFI = 1.0$ and $TLI = .98$.

Table 2. Total effects, indirect effects and direct effects

| Independent Variables | | Servant Leadership | Workplace Spirituality | Psychological Capital | Work Engagement |
|-----------------------|----|--------------------|------------------------|-----------------------|-----------------|
| Dependent Variables | | | | | |
| Psychological Capital | DE | .45* | .36* | - | - |

| | | | | | |
|--------------------------|----|------|------|------|------|
| | IE | - | - | - | - |
| | TE | .45* | .36* | - | - |
| Work Engagement | DE | .23* | .17* | .50* | - |
| | IE | .23* | .18* | - | - |
| | TE | .46* | .35* | .50* | - |
| Innovative Work Behavior | DE | .29* | - | .50* | .10* |
| | IE | .27* | .21* | .05* | - |
| | TE | .56* | .21* | .55* | .10* |

According to Table 2, psychological capital was directly affected by servant leadership (.45) and workplace spirituality (.36). For work engagement, affecting independent variables are servant leadership, workplace spirituality and psychological capital. Servant leadership and workplace spirituality affected work engagement both directly (.23, .17) and indirectly (.23, .18) while psychological capital only had a direct effect on work engagement (.50). In conclusion, psychological capital had the highest level of effect on work engagement.

Every independent variable in the model had a significant effect on innovative work behavior. Servant leadership had the highest total effect on innovative work behavior (.56), followed by psychological capital (.55). However, servant leadership had both direct and indirect effects on innovative work behavior at almost the same level (.29 and .27) while psychological capital had a higher level of direct effect (.50) than that of indirect effect (.05) on innovative work behavior. Workplace spirituality only had an indirect effect on innovative work behavior (.21) while work engagement only had a direct effect on innovative work behavior (.10).

The effects of servant leadership, workplace spirituality, psychological capital and work engagement on innovative work behavior in the revised path analysis model are shown in Figure 1.

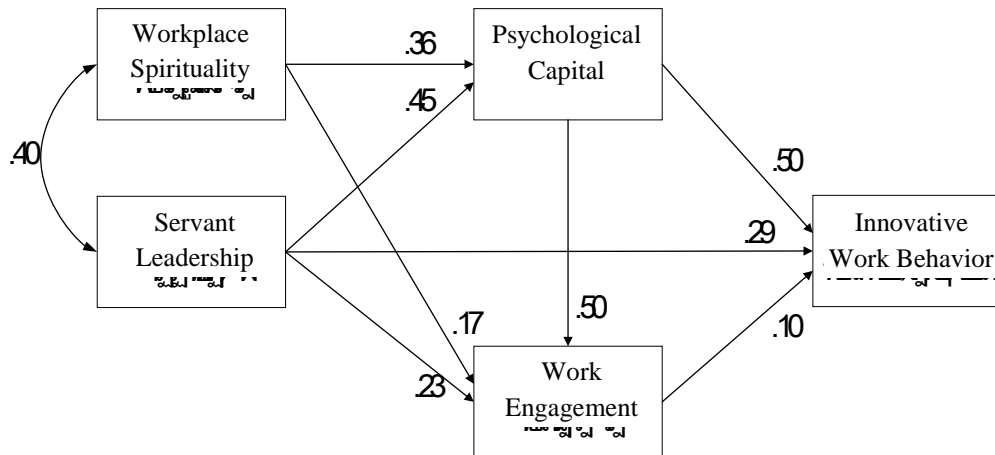


Figure 1: Path analysis model

Discussion

The results of this research showed that servant leadership and psychological capital both directly and indirectly affected innovative work behavior and had the highest total effect on innovative work behavior, work engagement directly affected innovative work behavior and workplace spirituality indirectly affected innovative work behavior. The study also found that servant leadership and workplace spirituality both directly and indirectly affected work engagement and had the highest total effect on work engagement, psychological capital had the highest level of direct effect on work engagement and servant leadership and workplace spirituality directly affected psychological capital. The discussion will be divided into three sections according to main independent variables which are servant leadership, psychological capital, workplace spirituality, work engagement and innovative work behavior. The details are as follows:

1. Every independent variable in the model significantly affected innovative work behavior. The variable that had the highest total effect on innovative work behavior is servant leadership (.56). This is probably because servant leadership plays a major role in changing employees' values and norms and improving their work performance. Servant leadership also encourages employees' problem-solving behavior and ability, leading to their independent decision-making and innovative work behavior. The results are consistent with a previous study that found that servant leadership has a

significant impact on innovative work behavior. Servant leadership was also found to indirectly affect employees' innovative work behavior (Cai et al., 2018).

Psychological capital had the second highest total effect on innovative work behavior (.55), consistent with a study that found that psychological capital can predict innovative work behavior (Sameer, 2016). Psychological capital was found to affect innovative work behavior and mediate the relationship between organizational innovation climate and innovative work behavior (Hsu, 2015). Another study also found the influence of psychological capital on innovative work behavior.

Workplace spirituality had an indirect effect on innovative work behavior (.21), consistent with previous studies that found that workplace spirituality affects innovative work behavior (Afsar & Badir, 2017; Vishnu & Madhavaiah, 2018). Workplace spirituality affects the ability to innovate at work (Tennant, 2012) and there is also a positive relationship between individual spirituality and innovative work behavior (Daniel & Jardon, 2015).

Work engagement had a direct effect on innovative work behavior (.10), consistent with a study that found that work engagement is the most important mediator variable at individual and team levels and has an impact on innovative work behavior. According to previous studies, employees' work engagement has a significantly direct relationship with their innovative work behavior (Spiegelare et al., 2014) and is a mediator variable between psychological contracts and innovative work behavior.

2. There are three independent variables that had a significant effect on work engagement. The first variable is psychological capital. Psychological capital had the highest level of direct effect on work engagement (.50). According to previous studies, all of the four components of psychological capital, i.e. hope, optimism, self-efficacy and resilience, are related to work engagement. Hope is related to vigor. Optimism can increase the level of dedication and absorption. Self-efficacy is related to every dimension of work engagement and resilience has a direct relationship with every dimension of work engagement.

The second variable is servant leadership. Servant leadership both directly and indirectly affected work engagement (.46), consistent with studies that found that servant leadership has a positive impact on work engagement (Alok & Israel, 2012; Aryee et al., 2012; Den Hartog & Belschak, 2012; De Sousa and Van Dierendonck, 2014) and influence on employees' work engagement (Ghadi et al., 2013)

The third variable is workplace spirituality. Workplace spirituality both directly and indirectly affected work engagement (.35), consistent with studies that found that workplace spirituality has a positive relationship with work engagement (Walt, 2008). Workplace spirituality has both direct and indirect effects on work engagement and has

the highest total effect on work engagement. It is also a mediator variable between meditation and work engagement (Petchsawang & McLean, 2017).

3. There are two independent variables that had a direct effect on psychological capital. The first variable is servant leadership (.45), consistent with Woolley, Caza and Levy (2011) who found that servant leadership can increase the level of psychological capital. In addition, the development of psychological capital may significantly contribute to the development of leadership among followers and leadership can affect psychological capital. It is also found that servant leadership has a positive relationship with psychological capital. The second variable is workplace spirituality (.36), consistent with Jena and Pradhan (2015) who discovered a relationship between psychological capital and workplace spirituality and Fox, Webster and Casper (2018) who found that spirituality can predict psychological capital.

This study contributed to the knowledge of the current literature related to the innovative work behavior regarding the managers. In addition, this study should guide the police-makers along with the policy implementation authorities that they should take effective measures to enhance the innovative work behavior that could lead the organization towards success. This study highlighted the factors that affect the innovative work behavior and suggested that the organizations should attach importance to these factors to promote and develop innovative work behavior.

Conclusion

According to the results above, every independent variable in the model, i.e. servant leadership, psychological capital, workplace spirituality and work engagement has a significant effect on innovative work behavior. Suggestions can be summarized as follows:

Development and enhancement of managers' servant leadership – the following actions are suggested to organizations.1) Educate managers on servant leadership and persuade them to recognize its importance.2) Set challenging goals and provide all kinds of support to managers to help them develop their servant leadership.3) Provide various experiences such as organizing training workshops to develop servant leadership with clear training objectives, suitable training content and appropriate, integrated training methods that help improve servant leadership knowledge, skills, attitudes and behavior.

Development and enhancement of psychological capital – organizations can develop and enhance psychological capital by providing psychological capital development programs to enhance each aspect of psychological capital, i.e. hope, optimism, self-efficacy and resilience as follows:1) Provide psychological capital development

programs that consist of pre-training evaluation which helps managers become aware of their strengths and weaknesses that need improvement and training workshops which provide knowledge and experience and improve skills to develop four aspects of psychological capital using various methods and techniques. Allow managers to make their own psychological capital development plans. 2) Both individual and group counselling should be provided to develop each aspect of psychological capital.

Development and enhancement of workplace spirituality – organizations should have clear policies on the development and enhancement of workplace spirituality as follows: 1) Adopt workplace spirituality as an organization's objective, culture and core value. 2) Create workplace spirituality development plans to develop 5 aspects of workplace spirituality. Training workshops may be conducted using various methods such as lecturing and internal learning processes such as self-reflection, mindfulness meditation, implementation and dialogue, including workplace spirituality-based organizational culture development planning.

4. Development and enhancement of work engagement – organizations should develop and enhance work engagement as follows: 1) Promote values and persuade managers to recognize the importance of work engagement. 2) Organize activities or training workshops to encourage employees' work appreciation, positive attitudes towards work, energy, determination, enthusiasm and work inspiration.

References

- Afsar, B., Badir, Y.F., (2017). Workplace spirituality, perceived organizational support and innovative work behavior. *Journal of Workplace Learning*, 29, 95-109.
- Agarwal, A. U., (2013). Examining the impact of social exchange relationships on innovative work behavior role of work engagement. *Team Performance Management*, 20, 102-120.
- Alok, K., Israel, D., (2012). Authentic leadership and work engagement. *Indian Journal of Industrial Relations*, 47(3), 498-510.
- Aryee, S., Walumbwa, F. O., Seidu, E. Y. and Otake, L. E., (2012). Impact of high-performance work systems on individual-and branch-level performance: Test of a multilevel model of intermediate linkages. *Journal of Applied Psychology*, 97(2), 287-300.
- Cai, W., Lysova, E. I., Khapova, S. N. and Bossink, B. A. G., (2018). Servant leadership and innovative work behavior in Chinese high-tech firms: A moderated mediation model of meaningful work and job autonomy. *Frontiers in Psychology*, 9, 1-13.
- Daniel, J. L., Jardon, R. C., (2015). The relationship between individual spirituality, organizational commitment and individual innovative behavior. *Manage. Res. Pract.*, 7(1), 5-13.
- De Jong, J., Den Hartog, D. N., (2008). Innovative work behavior: Measurement and validation. *EIM Business and Policy Research, work paper*, 3-23.

- De Sousa, M. C., Van Dierendonck, D., (2014). Servant leadership and engagement in a merge process under high uncertainty. *Journal of Organizational Change Management*, 27(6), 877 – 899.
- Den Hartog, D. N., Belschak, F. D., (2012). Work engagement and machiavellianism in the ethical leadership process. *J Bus Ethics*, 107, 35-47.
- Eskiler, E., Ekici, S., Soyer, F. and Sari, I., (2016). The Relationship between Organizational Culture and Innovative Work Behavior for Sports Services in Tourism Enterprises. *Physical Culture and Sport. Studies and Research*, 69, 53-64.
- Fialová, V., Hronová, P., (2016). Innovation within the Moravskoslezský Region–Small and Medium Sized Enterprises. *International Journal of Entrepreneurial Knowledge*, 4(1), 30-39.
- Fox, C., Webster, B. D. and Casper, W. C., (2018). Spirituality, psychological capital and employee performance: An empirical examination. *Journal of Managerial Issues*, 30, 194-215.
- Ghadi, M. Y., Fernando, M. And Caputi, P., (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership & Organization Development Journal*, 34(6), 532-550.
- Giacalone, R. A., & Jurkiewicz, C. L., (2003). *Handbook of Workplace Spirituality and Organizational Performance*. New York: M.E. Sharpe.
- Hsu, A. M., (2015). The cross-level mediating effect of Psychological capital on the organizational innovation climate-employee innovative behavior relationship. *The Journal of Creative Behavior*, 51(2), 128-139.
- Jena, L. K., Pradhan, R. K., (2015). Psychological capital and workplace spirituality: Role of emotional intelligence. *International Journal of Work Organisation and Emotion*, 7(1), 1-15.
- Khanekul, N., (2017). Why is innovation. *TMA Magazine*, 7(25), 8-9.
- Luthans, F., Youssef, M. C. and Avolio, J. B., (2007). *Psychological Capital*. New York: Oxford University press.
- Marques, J., Dhiman, S. and King, R., (2007). *Spirituality in the workplace: What it is, why it matters, how it make it work for you*. Fawnskin, CA: Personhood Press.
- Petchsawang, P., McLean, G. N., (2017). Workplace spirituality, mindfulness mediation, and work engagement. *Journal of Management, Spirituality & Religion*, 14(3), 216-244.
- Robbins, S. P. & Judge, T. A., (2013). *Organizational Behavior*. (15th ed.). Boston: Pearson.
- Rutkauskas, A. V., Raudeliuniene, J. and Racinskaja, I., (2014). Integral knowledge, innovation and technology cluster formation nurturing the universal development sustainability in the context of globalization. *Economics & Sociology*, 7(4), 41-58.
- Sameer, M. Y., (2016). Innovative behavior and psychological capital: Does positivity make any difference?. *Journal of Economics and Management*, 32(2), 75-101.
- Taranenko, I., (2012). Marketing innovations at the function of institutional development: A case of resource constraints. *Montenegrin Journal of Economics*, 8(3), 105-118.

- Tennant, M., (2012). *The Learning Self: Understanding the Potential for Transformation*. San, CA: Jossey-Bass.
- Vishnu, P. J., Madhavaiah, C., (2018). The effect of workplace spirituality on innovation work behaviour of employees with reference to auto mobile sector in Tamilnadu. *RESEARCH REVIEW International Journal of Multidisciplinary, Special Issue*, 62-65.
- Walt, F., (2018). Workplace spirituality, work engagement and thriving at work. *SA Journal of Industrial Psychology*, 44, 1-10.
- Woolley, L., Caza, A. and Levy, L., (2011). Authentic leadership and follower development: Psychological capital, positive work climate, and gender. *Journal of Leadership and Organizational Studies*, 11, 438-448.
- Wuthirong, P., (2011). Five innovative organizations of Thailand: The differences in similarity of human resource management. *NIDA Development Journal*, 51(3), 35-57.
- Yukl, G. A. (2010). *Leadership in organizations*. (7th ed.). New Jersey: Pearson/Prentice Hall.

CZYNNIKI WPLYWAJĄCE NA INNOWACYJNE ZACHOWANIE W PRACY MENEDŻERÓW

Abstrakt: W ostatnim czasie innowacyjne zachowania zawodowe są uważane za istotny czynnik efektywności organizacyjnej, dlatego celem niniejszego opracowania jest określenie czynników wpływających na innowacyjne zachowania menedżerów w pracy. Próba składała się z 746 menedżerów najwyższego lub średniego szczebla w organizacjach prywatnych i przedsiębiorstwach państwowych w Tajlandii. Właściwości psychometryczne kwestionariusza zbadano, oceniając trafność, rzetelność i zdolność rozróżniania pozycji. Analiza ścieżki została wykorzystana do przetestowania proponowanego modelu ścieżki hipotetycznych zależności. Wyniki ujawniły, że przywództwo służebne i kapitał psychologiczny, zarówno bezpośrednio, jak i pośrednio, wpływały na innowacyjne zachowania w pracy i miały największy łączny wpływ na innowacyjne zachowania w pracy, zaangażowanie w pracę bezpośrednio wpływało na innowacyjne zachowania w pracy, a duchowość w miejscu pracy pośrednio wpływała na innowacyjne zachowania w pracy. Badanie wykazało również, że przywództwo sługi i duchowość w miejscu pracy, zarówno bezpośrednio, jak i pośrednio, wpływały na zaangażowanie w pracę i miały największy całkowity wpływ na zaangażowanie w pracę, kapitał psychologiczny miał największy bezpośredni wpływ na zaangażowanie w pracę, a przywództwo służebne i duchowość w miejscu pracy bezpośrednio wpływały na kapitał psychologiczny. Wyniki te potwierdziły znaczenie przywództwa służebnego, kapitału psychologicznego, duchowości w miejscu pracy i zaangażowania w pracę, wpływających na innowacyjne zachowania w pracy. Dlatego organizacje powinny przywiązywać wagę do tych czynników, aby promować i rozwijać innowacyjne zachowania w pracy.

Słowa kluczowe: innowacyjne zachowania w pracy, kapitał psychologiczny, zaangażowanie w pracę, przywództwo służebne, duchowość w miejscu pracy.

管理者创新工作行为的影响因素

摘要:最近, 创新工作行为被认为是组织有效性的重要因素, 因此, 本研究的目的是找出影响经理创新工作行为的因素。样本由泰国私人组织和国有企业的 746 位高层或中层管理人员组成。通过评估有效性, 可靠性和项目区分能力来检查问卷的心理测量特性。路径分析用于检验假设关系的建议路径模型。结果表明, 仆人的领导能力和心理资本直接或间接影响创新工作行为, 对创新工作行为的影响最大, 工作敬业度直接影响创新工作行为, 工作场所的灵性间接影响创新工作行为。研究还发现, 仆人的领导和工作场所的灵性直接或间接地影响工作投入, 对工作投入的总影响最大, 心理资本对工作参与的直接影响最高, 仆人的领导和工作场所的灵性直接影响心理投入。这些结果证实了仆人领导, 心理资本, 工作场所灵性和工作参与度对创新工作行为的影响的重要性。因此, 组织应重视这些因素, 以促进和发展创新的工作行为。

关键词: 创新工作行为, 心理资本, 工作投入, 仆人领导, 工作场所灵性