

# Factors Influencing Employee Innovation Behavior and Its Impact on Organizational Innovation at Thai Property Co., Ltd., Thailand

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**Abstract**— Innovation behavior is crucial for enhancing organizational performance and maintaining competitiveness in today's dynamic business environment. This study investigates the factors influencing employee innovation behavior at Thai Property Co., Ltd., Thailand, and examines how these behaviors impact organizational innovation. Specifically, the study examines the effects of openness to experience, work independence, transformational leadership, and organizational climate on employee innovation behavior, which in turn affects organizational innovation. A total of 515 employees and managers were randomly surveyed using a structured questionnaire. Data were analyzed using descriptive statistics, reliability testing, and Structural Equation Modeling (SEM). Findings reveal that all four factors significantly influence employee innovation behavior, and employee innovation behavior significantly enhances organizational innovation. This study provides actionable insights for organizations seeking to foster innovation through leadership development, supportive climate, and employee autonomy.

**Keywords**— Innovation, innovative behavior, organizational innovation, transformational leadership, organizational climate.

## I. INTRODUCTION

Innovation has become a central element in achieving organizational success in today's rapidly changing business environment. As markets evolve and customer expectations continue to rise, organizations are increasingly required to adapt, improve, and create new value through innovative practices. In this context, employee innovation behavior—the process through which employees generate, promote, and implement new ideas—has emerged as a vital driver of organizational performance, adaptability, and competitiveness (Janssen, 2000). Organizations that can effectively foster innovative behavior among employees tend to sustain long-term growth and respond more efficiently to external challenges and opportunities.

In the field of management and organizational behavior, several scholars have emphasized that innovation is not merely a result of organizational resources or technology, but also of human capability and creativity (Amabile, 1996). Employees play a crucial role as the initiators and executors of innovation, meaning that their attitudes, personality traits, and work conditions are critical determinants of innovative outcomes. Factors such as leadership style, organizational climate, individual openness to experience, and autonomy at work have been found to significantly influence the extent to

which employees engage in innovative behaviors (Scott & Bruce, 1994).

Thai Property Co., Ltd., Thailand, as a leading company in the real estate industry, faces increasing competition and constant pressure to differentiate its products and services. The company must continually develop creative solutions to meet changing customer demands, improve operational efficiency, and maintain a competitive advantage in the marketplace. To achieve these goals, it is essential to understand how to stimulate and sustain innovation among employees. This understanding will enable the company to implement management practices that nurture creativity, encourage idea sharing, and support the implementation of new initiatives within the organization.

Previous research has shown that personality traits—particularly openness to experience—can enhance creativity and the willingness to explore new ideas. Similarly, work independence or job autonomy has been associated with higher motivation and innovative performance, as employees who have more control over their tasks tend to experiment and seek better solutions. In addition, transformational leadership, characterized by inspiration, intellectual stimulation, and individualized consideration, has been widely recognized as a leadership style that promotes innovation by empowering employees and fostering trust. Furthermore, a positive organizational climate, which supports open communication, collaboration, and risk-taking, can serve as an important contextual factor that encourages innovative behavior.

Based on these considerations, this research aims to investigate the factors that influence employee innovation behavior at Thai Property Co., Ltd. The study focuses on understanding how individual and organizational variables contribute to employees' willingness and ability to innovate. Specifically, the research seeks to:

1. Examine the impact of openness to experience on employee innovation behavior.
2. Evaluate the effect of work independence on innovation behavior.
3. Investigate how transformational leadership influences employee innovation.
4. Explore the role of organizational climate in fostering innovation.
5. Determine the relationship between employee innovation behavior and organizational innovation.

The findings from this study are expected to provide valuable insights for organizational leaders and human resource managers in developing strategies to promote innovative behavior within the company. By understanding the psychological and organizational determinants of innovation, Thai Property Co., Ltd. can strengthen its innovative capacity and sustain competitiveness in the dynamic real estate industry.

II. LITERATURE REVIEW

2.1 Employee Innovation Behavior

Employee innovation behavior involves introducing and implementing new ideas, processes, or products within an organization (Janssen, 2000). High levels of innovation behavior contribute to improved efficiency, competitive advantage, and organizational adaptability (Zhang & Bartol, 2010).

2.2 Openness to Experience

Openness to experience is a personality trait that fosters creativity, curiosity, and a willingness to explore new approaches (McCrae & Costa, 1997). Employees with high openness are more likely to engage in novel problem-solving and innovative behavior.

2.3 Work Independence

Work independence, or autonomy, enables employees to make decisions and control their tasks. Greater autonomy promotes initiative-taking and creativity (Deci & Ryan, 2000).

2.4 Transformational Leadership

Transformational leaders inspire and motivate employees, encouraging them to exceed expectations and pursue innovative solutions (Bass, 1990). Such leadership is crucial for fostering a culture of creativity and innovation.

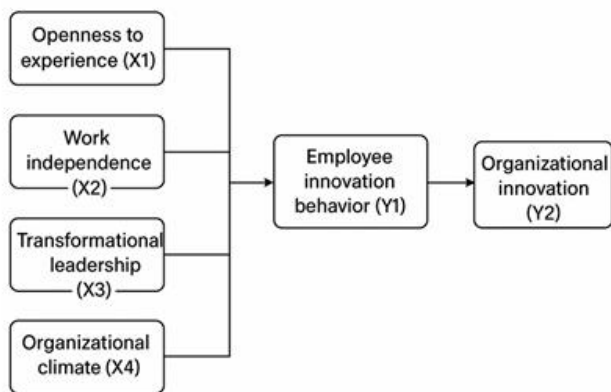


Fig. 1. Model of Factors Influencing Employee Innovation Behavior

2.5 Organizational Climate

Organizational climate refers to employees’ shared perceptions regarding the work environment, policies, and practices (Schneider et al., 2013). A positive climate that supports experimentation, risk-taking, and collaboration enhances employee innovation behavior.

2.6 Conceptual Framework

The study proposes a model where openness to experience (X1), work independence (X2), transformational leadership (X3), and organizational climate (X4) influence employee innovation behavior (Y1), which in turn affects organizational innovation (Y2).

III. METHODOLOGY

3.1 Research Design

This study employed a quantitative research design using surveys to collect data. Structural Equation Modeling (SEM) was applied to examine causal relationships between variables.

3.2 Population and Sample

The target population was employees and managers of Thai Property Co., Ltd., Thailand. A total of 515 participants were randomly selected for the survey.

3.3 Instrumentation

A structured questionnaire with Likert-scale items (1 = strongly disagree, 5 = strongly agree) measured:

- Openness to experience (X1)
- Work independence (X2)
- Transformational leadership (X3)
- Organizational climate (X4)
- Employee innovation behavior (Y1)
- Organizational innovation (Y2)

Reliability analysis showed Cronbach’s alpha values > 0.80 for all scales, indicating high internal consistency.

3.4 Data Analysis

- Descriptive statistics (mean, standard deviation, frequency, percentage)
- Structural Equation Modeling (SEM) to examine direct and indirect effects

Hypothesis testing to evaluate relationships among variables

IV. RESULTS

4.1 Descriptive Analysis

Overall, participants reported high levels of openness, work independence, transformational leadership, organizational climate, and innovation behavior.

4.2 SEM Analysis

TABLE 1. SEM results indicated the following:

Variable	Standardized Beta (β)	Significance (p)
X1 → Y1	0.318	< .01
X2 → Y1	0.276	< .01
X3 → Y1	0.342	< .01
X4 → Y1	0.295	< .01
Y1 → Y2	0.594	< .01

V. DISCUSSION

The findings confirm that personal traits, work autonomy, transformational leadership, and organizational climate significantly influence employee innovation behavior. Transformational leadership exhibited the strongest effect, emphasizing the role of leaders in promoting creativity.

Employee innovation behavior mediates the relationship between organizational factors and innovation outcomes. These results align with prior studies highlighting the importance of leadership and supportive environments for fostering innovation (Amabile, 1996; Zhang & Bartol, 2010).

#### VI. CONCLUSION

This study demonstrates that openness to experience, work independence, transformational leadership, and organizational climate are significant predictors of employee innovation behavior. Employee innovation behavior, in turn, significantly enhances organizational innovation. Organizations, particularly in Thailand's property sector, should focus on fostering leadership development, employee autonomy, and a supportive organizational climate to achieve sustainable innovation.

#### IMPLICATIONS AND RECOMMENDATIONS

1. Develop training programs to enhance creativity and openness among employees.
2. Promote work autonomy through decision-making empowerment.
3. Strengthen transformational leadership skills among managers.
4. Foster a supportive organizational climate that encourages experimentation and risk-taking.
5. Use employee innovation behavior as a key performance metric for organizational innovation initiatives.

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