



Factors Influencing Innovative Behavior in Organizations

Natineeporn Rattanawichai^{1*}, Mongkolchai Wiriyaipinit², Jintavee Khlaisang³

Abstract

The aim of this review was to identify the elements that influence innovative behavior within an organization. The process of knowledge creation (SECI process) has an effect on the effectiveness of innovative behavior in organizations, according to the associated literature study, since knowledge creation is regarded as a primary source of inventiveness that contributes to innovative behavior in enterprises. In order to construct a conceptual design, this exploratory study utilized a comprehensive literature review and expert interview to identify the likely variables of innovative behavior. As a consequence, knowledge sharing (KS), self-efficacy (SE), problem-solving capacity (PS), collaborative skill (CS), innovation culture (IC), organizational supportiveness (OS), learning culture (LC), and executive leadership (EL) have all been identified as relevant contributors.

Key Words: Knowledge Sharing (KS), Self-efficacy (SE), Problem Solving (PS), Collaborative Skill (CS), Innovation Culture (IC), Organizational Supportiveness (OS), Learning Culture (LC), and Executive Leadership (EL).

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Introduction

Over the last few generations, knowledge management has established itself as an emerging field that has attracted a growing corpus of study from around the world. It has been described as a novel and revolutionary approach to management science. It is a new source of long-term competitiveness that is driving businesses all around the world to reevaluate their policies. Knowledge creation is a precedent and basis for organizational innovation, according to numerous studies (Nonaka & Takeuchi, 1995). According to existing research, knowledge creation procedures include Ikujiro Nonaka, Toyama, and Konno's SECI process (Socialization, Externalization, Combination, and Internalization). The SECI process suggests that people's knowledge, experience, skills, and competence can lead to

organizational innovation behavior, such as the development of novel goods (Luo, 2020). As a result, more research is needed to identify the characteristics that influence innovative behavior as a result of the knowledge creation process, in order to construct a theoretical design. The purpose of this study is to examine the elements that influence innovative behavior in organizations. The SECI method is utilized as a grounded theory for a systematic literature evaluation based on the aforementioned factors. This research aims to discover and comprehend the elements that influence innovative behavior in organizations in order to improve innovativeness. The rest of the paper is organized as follows: The literature review is presented in Section 2.

Corresponding author: Natineeporn Rattanawichai

Address: ¹Department of Technopreneurship and Innovation Management, Chulalongkorn University, Bangkok, Thailand; ²Faculty of Commerce and Accountancy, Chulalongkorn University, Bangkok, Thailand; ³Educational Invention and Innovation Research Unit, Faculty of Education, Chulalongkorn University, Bangkok, Thailand.



The research approach is described in Section 3. The conceptual model is proposed in Section 4 based on the literature review. Finally, the conclusion is given in Section 5.

Literature Review

Multiple sources of literature were evaluated by integrating factors through knowledge creation procedures to identify relevant system components (SECI process). As a result, the literature research explored the principles of knowledge management and knowledge creation (the SECI process) in reference to innovative behavior.

1. Knowledge Management

Customers, competitors, suppliers, substitutes, new entrants, political, economic, social, and technological variables all contribute to increased global competitiveness. Most businesses should adapt in response to product, service, or process innovation in order to maintain a competitive position. The term "knowledge-based society" is used to describe a society in which knowledge is the basis of the best quality power (Toffler, 1990).

2. Knowledge Creation

The knowledge production approach described by Nonaka and Takeuchi (1995) can be used to construct organizational knowledge. The fundamental source of innovation and competitive advantage is knowledge creation (Yuan-zi & Ting, 2010). Such knowledge can be divided into two categories: tacit and explicit. Tacit knowledge is a form of knowledge that may be arbitrary, extremely personal, and challenging to convey to others. The knowledge that can be stated in a formal, systematic language and transmitted in the form of data is referred to as explicit knowledge. The tacit/explicit paradigm identifies four distinct phases (Figure 1) in which these two pathways are formed and communicated (SECI process).

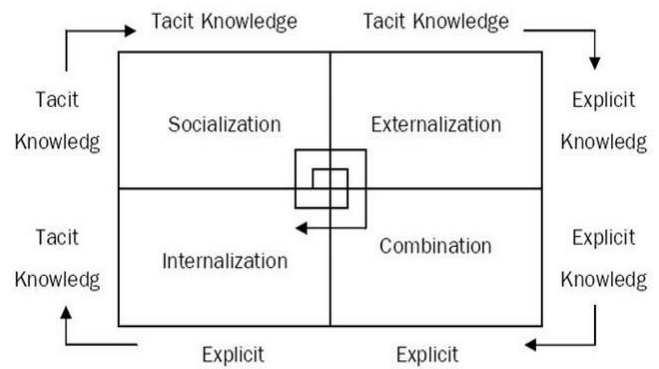


Figure 1. SECI Process

Socialization (from independent tacit knowledge to group tacit knowledge), Externalization (from tacit knowledge to explicit knowledge), Combination (from separate explicit knowledge to systemic explicit knowledge), and Internalization (from distinct explicit knowledge to systemic explicit knowledge) are the approaches in the SECI process (from explicit knowledge to tacit knowledge). As it is one of the few methodologies that deal with the relationship between tacit and explicit knowledge (Arora & Gambardella, 1994; D'Adderio, 2003), this process is crucial.

3. Innovative Behavior

Yuan and Woodman (2010) defined innovative behavior as the execution of a novel concept through the actions of employees to establish or improve procedures, processes, and products at their workplace or institution. Janssen (2000) defined innovative behavior as focused on deliberate efforts to develop favorable outcomes at the individual, group, or organizational level, and products of innovative behavior to include both psychological and social benefits (e.g., improved communication, improved morale, better job fit,) and effective organizational efficiency. Furthermore, Yuan and Woodman (2010) indicated that an employee's innovative behavior solves the problem in the workplace by developing service performance. This behavior includes activities such as looking for new ways to do things (e.g., work methods, technologies, services, and products) and



securing the assets needed to put new ideas into practice. Similarly, while these factors (such as the capacity to generate, interact, modify, and integrate novel ideas) and creativity behavior vigorously support the notion of innovative behavior, researchers and practitioners have given it less attention for years (Li & Hsu, 2016; Maqbool, Černe, & Bortoluzzi, 2019).

Research Method

To consolidate the literature review that extensively examined the pertinent information for the study, a methodology system approach is

utilized (Callahan, 2010). In addition, previous comprehensive literature must be reviewed in order to develop the factors connected to innovative behavior. As a result, publications were found utilizing the SECI procedure (Socialization, Externalization, Internalization, and Combination) employing the University's digital library resources, Google Scholar, Scopus, and the ISI Research Database.

The findings of the literature research revealed numerous elements that influence inventive behavior, as shown in Table 1.

Table 1. Review of past literature

Factor	Author	Result		Relationship between	
		r	β	X	Y
KS	Jeong and Shin (2019)	0.14		Collective learning	Organization creativity
KS	Jiang and Chen (2018)	0.30	0.75	Team knowledge sharing	Team innovative performance
KS	Maria Stock, Zacharias, and Schnellbaecher (2017)	0.20	0.014	Colleague support	Innovative service behavior
SE	Dan et al. (2018)	0.42		Self-efficacy	Innovative behavior
PS	Peralta et al. (2015)	0.65		Team performance	Team innovation processes
CS	Jiang and Chen (2018)	0.01	-0.36	Team cooperative norms	Team innovative performance
CS	Wang and Hu (2020)	0.75		Collaborative Innovation capability	Innovation performance
CS	Zhu, Gardner, and Chen (2018)	0.09		Collaboration	Creativity
IC	Rangus, Černe, and Management (2019)	0.42		Openness	Innovation behavior
OS	Wang and Hu (2020)	0.75		Collaborative innovation activities	Innovation performance
LC	Lee, Pak, Kim, and Li (2019)	0.32	0.29	Group meeting frequency	Group innovation
EL	Maria Stock et al. (2017)	0.36		Transformational leadership	Innovation development
EL	Bettencourt, Bond III, Cole, and Houston (2017)	0.55		Innovation leadership	Supportive innovation climate
EL	Rangus et al. (2019)	0.40		Open innovation	Innovation behavior

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Note: KS: Knowledge sharing, SE: Self-efficacy, PS: Problem solving ability, CS: Collaborative skill, IC: Innovation culture, OS: Organizational supportiveness, LC: Learning culture and EL: Executive leadership

Collective learning (r=0.14), team knowledge sharing (r=0.30), and colleague support (r=0.20) are all connected to innovative behavior, innovative performance, and creativity, as indicated in Table 1. In addition, team knowledge sharing (β=0.75) has a significant impact on inventive performance (Jeong & Shin, 2019; Jiang & Chen, 2018; Maria Stock et al., 2017). Self-efficacy (SE), problem-solving capacity (PS), innovation culture (IC), organizational supportiveness (OS), and learning culture (LC)

were also revealed to be significantly correlated to innovative behavior and performance, with r=0.32 and r=0.75 respectively. Wang and Hu (2020) identified a substantial link between Collaborative skill (CS) and innovation performance, with an r=0.75 correlation. Further, executive leadership (EL) and open innovation and innovative behavior exhibit a considerable relationship (Rangus et al., 2019).



In this research, there were six experts who had practical work experience in human resource management for at least 20 years. All information collected from the literature review was reviewed and discussed with experts many times to identify the meaning of units corresponding to the specific themes, which represented the prevailing

perspectives of content for the development of the conceptual framework. Eventually, the findings were certified by experts. This was to confirm that the results were accepted as reliable and valid. The additional information from expert interview can be seen in Table 2 below.

Table 2. Interview from experts

Expert	Finding of interview expert
E1	<ul style="list-style-type: none"> Organizations should initiate team building and encourage everyone to express their ideas and accept new ideas. The proper constraint is in the case of large corporations. There are obstacles related to personal behavior and opinions with being not consistent in the same direction.
E2	<ul style="list-style-type: none"> It is suggested that the human component of leadership should be added as well. That person will be the one who dares to think and dares to persuade others before encouraging the collaborative and innovative ideas. In should increase personal behaviors on (1) Eager to learn(2) Thinking out of the box (3) Resilient or Result oriented and(4) Open minded.
E3	<ul style="list-style-type: none"> IT should be used to assess and systematic monitoring of results. Assessment of innovative ideas may be caused by the organization itself or pushing employee to develop innovative ideas regularly, which may be a matter of the project to solve common problems or invention. The organization should create incentives or rewards and also support practical implementation.
E4	<ul style="list-style-type: none"> An assessment tool of innovative behavior should be a tool with measuring the outcomes in a concrete thought or suggestions that can be used to build on. Innovation can encourage employee to think new and dare to express opinions, accept criticism from others. And it creates joint ideas, teamwork and solving problems.
E5	<ul style="list-style-type: none"> Reluctance to express new ideas and not accepting new opinions is a barrier to innovation Now, corporate innovation is changing rapidly. The employee behavior must be flexible and accept novelty. The barriers to innovative behavior in organizations are often caused by small and medium-sized organizations with own management. There is a conflict of interest between the shareholders. It is a defense of their own interest causing to not listen to others in the organization who see flaws and try to change.
E6	<ul style="list-style-type: none"> Additional elements that affect innovative behaviors in the organization are the atmosphere of the workplace, assignment and time management. Barriers with affecting innovative behavior in the organization are not listening to different opinions, setting rules, stricting framework and lacking corporate support Other elements with affecting innovative behavior in the organization is cooperation and resilience to dynamic environments. Obstacles affects innovative behavior in organization is the uncertainty of corporate policy.

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Conceptual Framework

The past research literature and expert interview concerning the factors influencing innovative behavior was described and evaluated. Knowledge sharing (KS), Self-efficacy (SE), Problem-solving capacity (PS), Collaborative skill (CS), Innovation culture (IC), Organizational supportiveness (OS), Learning culture (LC), and Executive leadership (EL) all generate a significant correlation with innovative behavior, as exhibited by research. According to the literature, innovative behavior is intimately correlated to collaborative competence and organizational supportiveness ($r=0.75$). Furthermore, knowledge sharing ($\beta=0.75$) has a significant impact on innovative behavior. Figure 1 depicts the conceptual framework of innovative behavior, including potentially significant elements.

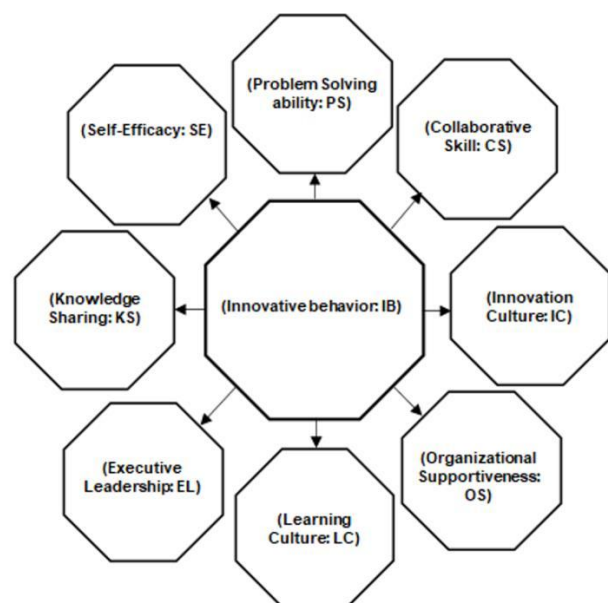


Figure 1. Conceptual framework

Discussion



This study was confirmed by expert interview that all proposed factors influencing innovative behavior are important to organization. The internal factors contain knowledge sharing (KS), self-efficacy (SE), problem-solving capacity (PS), collaborative skill (CS) and the external factors contain innovation culture (IC), organizational supportiveness (OS), learning culture (LC), and executive leadership (EL). This finding supports recent studies conducted in other countries (Collin, Lemmetty, & Riivari, 2020; Walker & Derbyshire, 2020).

Conclusion

The results of this research contribute the aspects that influence an organization's innovative behavior. Knowledge sharing (KS), self-efficacy (SE), problem-solving aptitude (PS), collaborative skill (CS), innovation culture (IC), organizational supportiveness (OS), learning culture (LC), and executive leadership (EL) are among the eight variables established by the SECI approach. While the conceptual framework is still in development, it is increasingly becoming a more tangible notion. Consequently, future research will use Confirmatory Factor Analysis (CFA) to gain a deeper perception of the innovative behavior within specific industry.

Recommendation for Future Study

As mentioned above, the results of the study were generalized to all situations, since this study was carried out from literature review. Therefore, the further research in the specific context or specific business is needed to further study in order to enhance the findings in the present study.

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