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INNOVATION RELATED BEHAVIOUR AND EMPLOYMENT EMBEDDEDNESS IN RANONG THAILAND

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ABSTRACT

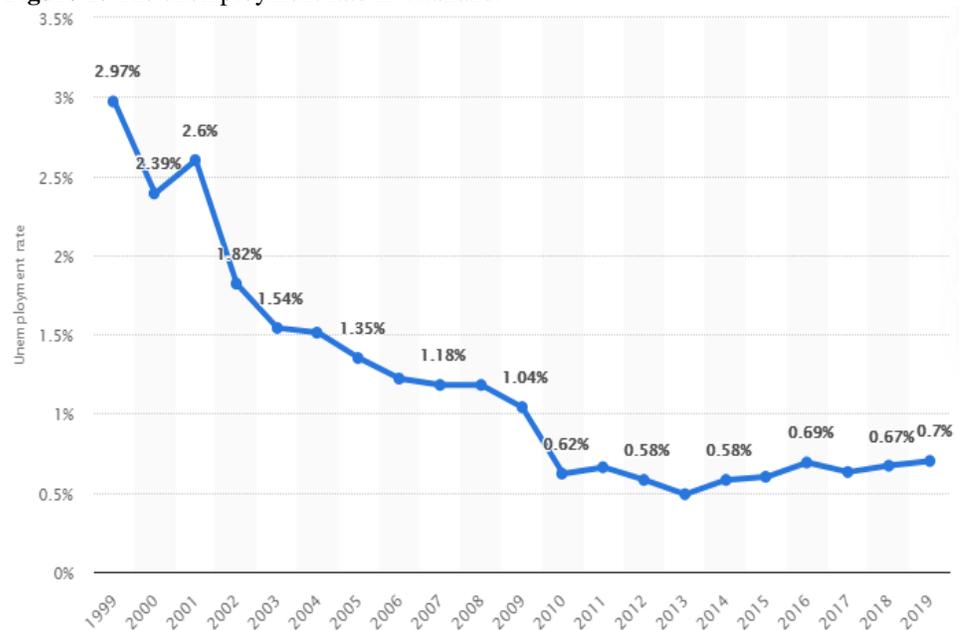
The study aimed to evaluate the impact of job embeddedness on innovative employee behaviour. The study considered the case of service industry operating in Thailand. The design of this research is quantitative as the instrument which was used to gather the responses was a survey questionnaire. Therefore, the method for data collection was from primary sources. The sample of 300 participants working in the service industry of Thailand was considered in this study. The analysis was carried out on SmartPLS in which the Structural Equation Modelling (PLS-SEM) was implemented. In view of this, the data was analysed using measurement model and path assessment with reflective constructs. The results revealed that there is an overall significant effect of job embeddedness on innovative employee behaviour in the service industry of Thailand. The study is limited to the service industry of Thailand and the results of this study can be implemented to increase the performance and innovative behaviour of employees.

INTRODUCTION

Job embeddedness- a mix of forces that affect the retention intention of the employees is one of the most debatable topics of the decade (Shibiti, 2019). The corresponding point of view supports that the organisations that become successful in retaining their employees nurture innovative behaviour (Susomrith & Amankwaa, 2019). In this concern, the study carried out by Ng and Feldman (2010) asserted that the perception of employees regarding organisational fit, their linkages with colleagues and the sacrifices they make for the potential promotion are the primary factors of job embeddedness. According to the latest report, the turnover of the employees has reached an alarming stage in Thailand, therefore, this requires considerable investigation of the factors affecting it (The Nation Thailand, 2019). Considering this aspect, the following study aims to evaluate the case of Thailand’s service industry where the job embeddedness' has been evaluated on the innovative behaviour of the employees.

Apart from this description, in terms of statistics, it has been analysed from the following graph that the unemployment rate of Thailand is consistently decreasing significantly. By the end of 2019, it has been observed that this rate was recorded at 0.7% whereas there is a minor increase that has been observed by next year (Statista, 2020). These statistics show that most of the population of Thailand is working or employed. Furthermore, approximately there are 46% of the inhabitants of Thailand which belong to the service sector whereas another large portion belonged to the agriculture sector. Meanwhile, the graph of unemployment can be observed from the following graph from 1999 to 2019.

Figure 1: The unemployment rate in Thailand.



Source: Statista (2020).

Thailand is considered among those countries which are emerging economies countries as compared to the facts and figures of other countries. These aspects can also be explained by analysing the trade deficits and trade surplus. The government of Thailand efficiently able to managed that trade surplus in recent years and a large number of exports is being made towards china. Japan and the United States of America. Most of the trade include machinery parts and computers (Melesse, 2019; Statista, 2020). This is indubitable that when it comes to innovation, many countries and organisations consider it a strategic priority. In Thailand, the priority of innovation is evident in the National Innovation Agency in Thailand’s (NIA) plan. This plan greatly recognises the importance

of innovation in creating and enhancing national competitiveness (Afsar & Badir, 2016; Widiyanto, Abdullah, Kautsar, & Meiyanti, 2012). There is a sustainable developmental strategy provided by this plan to promote innovation in the institutes of research and development and enterprises. It has been observed that to cope with the socio-economic challenges that are existing in the society, such as unemployment, and poverty, and to achieve the developmental; the mandate of government, it is very important that there should be a transformation of the country to a knowledge-based economy.

The ideas of the foundation of innovation are new, and these ideas are modified, implemented, reacted, shared and generated by the people, therefore, there is the crucial importance of the study that motivates or enables innovative work behaviour (Haider & Akbar, 2017). Thus, this is one of the main reasons to conduct this study as this study shows there is a greater propensity to enact extra-role behaviours by the employee who are highly embedded in their jobs (Huan, 2015; Rafiq, 2019). It has been analysed in various studies that in limiting the level of stagnation into the organisation, enhancing innovation and infusing creativity, the employee turnover to a certain amount is considered useful. Thereby, there is a need for further research to explore in what ways the innovative behaviour of employees is affected by the job embeddedness.

Since after the financial crises all around the world in 2008, a slowdown has been observed in the economy by the end of 2018 and 2019 due to various reasons. One of the main reason in this regard was related to the lowest price of grinding. Meanwhile, it has been observed and analysed by the report of Thailand Outlook which is published by Krungsuri, 2020 that these numbers again started to increase and hopefully, it is being expected that this slowdown in the economy will be recovered by 3.4-3.6% p.a. over 2020-2022 (Outlook Report, 2020). In this regard, there will be three important contributions made by the present study. First, there are not a sufficient amount of studies that have investigated the relationship between the job embeddedness and innovation-related behaviours of employees. Consequently, there is a need for further studies through which the purported relationship can be corroborated, through which theory and research will be provided potentially and meaningful direction (Ansari, Siddiqui, & Farrukh, 2018; Kerdpitak, 2020; Lin, Li, & Wu, 2018). Second, this study will help to contribute to the debates on the benefits of innovation in the large and small organisation as this study examines the relationship between job embeddedness and innovation-related behaviours in the organisation of different sizes in Thailand. Last, this study will help to suffused further interest for the future research of job embeddedness and innovation-related behaviours in non-Thailand settings (Coetzer, Inma, Poisat, Redmond, & Standing, 2018). Thus, the essential process of exploring the potential predictive validity of job embeddedness and innovation-related behaviours is begun by the present study. In this regard, the main objectives of the study are:

- To investigate the impact of job embeddedness on innovation-related behaviours in Thailand's organisation.
- To explore the benefits of innovation-related behaviour for large and small organisations in Thailand.
- To give implications for planning and the industry.

The research question of the study has been designed as,

Q. What is the relationship between job embeddedness and innovation-related behaviours in Thailand's organisations operating in the service industry?

LITERATURE REVIEW

When it comes to the term embeddedness, the economic measures are affected and restricted by the by social relationship. The ideas of social networking as a constraint is

reflected by this process. It has been investigated in various studies that the ideas of a person's embeddedness keep him remain to his job. There are several key aspects included in job embeddedness, such as the relationship of the individual to other workers, the matching of employment and community aspects of an individual with a life and a sacrifice for what an individual to a community and its work (Ansari et al., 2018; Haider & Akbar, 2017). Through the various types of links and investment in affective and cognitive, the organisation can be tied by the individuals. The voluntary exit of the organisation is less likely to happen by the employees who have a high level of embeddedness. It has been mentioned by Ampofo, Coetzer, and Poisat (2018) that there is three-dimensional fit, relationship (link), and sacrifice in which all three dimensions is an imperative factor in a job and outside of work. Thereby, there are two matrices in all three dimensions that can be made into six dimensions: relationship, conformity and sacrifice that go into an organisation and its community.

The compatibility with the environment may be affected by the climate, facilities and public culture. The general pattern can be interfered due to the change in the location of the work. Given that owing to these different ways to work and new working hours have been created. The job will be finished faster by the adjustment to organisational values, and therefore, the employees that do not fit in the values of the organisation leave it (Ampofo et al., 2018; Lin et al., 2018). On the contrary, it has also been observed in some studies that the intention to leave the organisation is greatly reduced in a situation where the employees who have a match with the job. Thus, the employee who fits in the values of the organisation will adhere to it (Collins & Mossholder, 2017; Kerdpitak & Jermstiparsert, 2020). However, these employees are very much embedded with the organisation to fit in its values, which help to encourage the innovative behaviour among them, they are more involved in organisational citizenship and they work harder as well. Therefore, it can be stated that:

H1: There is a direct relationship between the organisational fit and innovative employee behaviour.

It has been investigated in various studies that the inclination of employees to bound to the job or organisation is greatly dependent upon the value of the link between people and their network. The connection to groups and individuals within the workplace is included in the organisation link (Sender, Rutishauser, & Staffelbach, 2018; Valmohammadi & Jarihi, 2019). Moreover, the interpersonal links to family, friend and community organisation also come under the ambit of organisational link. It has been observed in the past researches that from family members and other colleagues, there is normative pressure on employees to remain in their jobs (Afsar & Badir, 2016; Shibili., Mitonga-Monga, & Lerotholi, 2018). Therefore, the employee becomes more embedded if the number of links is greater. If there is a positive link developed with the employees by the organisation, their level embeddedness is increased, which will propel them to work harder and try innovative and novel ideas by getting more involved in the organisational citizenship behaviour. Therefore, it can be stated that:

H2: There is a direct relationship between an organisational link and innovative employee behaviour.

The psychological benefits or the cost of material that may be fortified by leaving a job are illustrated by sacrifice. It has been investigated in the previous studies that when there is an opportunity for advancement and job stability, there is an occurrence of less visible, but important and potential sacrifices (Ifeoma, 2019; Liu, Chen, & Tsou, 2019). Therefore, the job embeddedness is increased if the psychological and material benefits to be sacrificed on leaving are perceived to be very substantial, which propel innovative working behaviour among the employee and enable them to stay with their existing supervisor (Kiazad, Kraimer, & Seibert, 2019; Rafiq, 2019). In addition to this, the highly

embedded employees will be motivated to enact innovative working behaviour that eludes the sacrifices related to losing jobs. Give that these employees are adamant to ensure the competitive advantage and economic viability of their organisation to improve the security of their job. Therefore, it can be stated that:

H3: There is a direct relationship between organisational sacrifice and innovative employee behaviour.

It has been shown in previous studies that the job embeddedness has two types, the first type is on-the-job embeddedness through which the employees are kept tethered to their positions, while the other type is off-the-job embeddedness in which those forces are referred that are present in employees' personal lives and communities that keep them geographically stable. However, it ought to be known here that the job embeddedness is contributed by the person-organisation fit, links, and sacrifice, but fit, links and sacrifice are not caused by job embeddedness (Afsar & Badir, 2016; Rafiq, 2019). Therefore, the force on workers is exerted by these three elements to stay in the current organisation and perform innovative activities.

THEORETICAL FRAMEWORK

Social cognitive theory

There is a larger theoretical framework called Social Cognitive Theory and the self-efficacy is based on this framework. It is defined by it that the interaction between the behaviour, personal factors and the conditions of one's environment play a crucial role in human achievement. Furthermore, the choice of task, endurance, perseverance, effort and achievement can be influenced by the beliefs of self-efficacy. Besides, the training, attitude of work and skills are all included in self-efficacy related to the job. The human behaviour is viewed as an interactive, dynamic and reciprocal network of personal factors, environment and the behaviour (Mousa, 2019; Ng & Lucianetti, 2016). It has been observed in the studies that are related to the thematic group of firm innovation that Social Cognitive Theory is related to the innovative behaviour to a larger extent. As per this theory, the starting point of innovation is creativity, and when it comes to creativity, in a person's behaviour in a given situation, it is considered a complex product.

However, the contextual and social factors both play a crucial role in the creativity of the individual. Furthermore, this theory views the creative behaviour of organisational members as a complex individual-situation, and the past events and the prominent aspects of the present event both affect it. Therefore, when the organisation's values are accepted by the employees, and they find themselves fit in them, their level embeddedness is increased (Joseph, Ainsworth, Mathis, Hooker, & Keller, 2017). Likewise, when there is a positive link developed by the employee to other co-workers, it leads to increased embeddedness. In addition to this, the highly embedded employees will be motivated to enact innovative working behaviour that eludes the sacrifices connected to losing jobs (Li & Ma, 2017) Thus, this embeddedness of employees that is forged by the contextual and social factors of the organisation leads innovative behaviour of the employees.

Conceptual model

In Figure 1, the conceptual model of the study has been presented. The independent variable that is encompassed by the study is job embeddedness, while the dependent variable is innovative employee behaviour. The framework is depicting the overall picture of the study. It can be deduced based on this framework that organisation fit, links, and sacrifice contribute to the job embeddedness, which has a direct impact on the innovative employee behaviour.

Figure 2: Conceptual Model of the Study.

RESEARCH METHODOLOGY

Research design and data collection process

In this study, the researcher has adopted the quantitative design in which the data has been analysed based on the figures and numbers. In this manner, the method for data collection used by the researcher is primary method in which the data has been collected through survey questionnaire. The closed-ended survey questionnaire was used which was based on the 5 points Liker scale ranging from strongly disagree to strongly agree. Therefore, the data has been gathered from the employees working in the service industry of Thailand. These participants or employees were approached by the researcher through various platforms which include floatation of questionnaire over the internet and physical distribution of questionnaires for the purpose of achieving the higher response rate.

Sampling technique and sample size

Since the study underpins the service industry, therefore, the employees those are associated with the companies operating in the service industry of Thailand have been considered only. In this manner, the sampling strategy used by the researcher is purposive sampling which is the type of non-probability sampling. This has been due to the purpose that this study involves the identification of relationship between the job embeddedness and innovation related behaviours of employees in service industry of Thailand. In addition to this, the researcher approached 300 employees working in the service industry of Thailand.

Data analysis technique

In order to analyse the data for results, the Structural Equation Modelling (SEM) is used by the researcher in which the path analysis and Confirmatory Factor Analysis (CFA) both have been carried out. This helps in the reliability and validity of the instrument while identifying the impact of each variable. In addition to this, the blindfolding has also been carried out to determine the predictive relevance of the model theorised in this research in terms of Q square. Moreover, the quality of model has also been determined based on the R-squared and adjusted R-squared. In this manner, the analysis has been conducted on SmartPLS which does not require the normal distribution of data as it is grounded on PLS-SEM.

RESULTS

Measurement model- partial least square algorithm (PLS)

In this section of the study, the CFA analysis has been carried out by the researcher which is used for determining the measurement model. In this manner, the reliability of each latent construct has been tested which requires the minimum acceptable value of 0.6

in terms of composite reliability and Cronbach Alpha (Avkiran & Ringle, 2018). Therefore, the results from Table 1 depict that all the latent constructs or variables of this study are reliable as the least value of Cronbach’s alpha is computed to be 0.741 while the value for composite reliability has been obtained as 0.838. In addition to this, the other significant aspect of CFA analysis is an assessment of outer loading which has also been carried out by the researcher. According to Vinzi, Chin, Henseler, and Wang (2010) the threshold value of outer loading is 0.6. This can also be determined from Table 1 that all the values of outer loadings are greater than 0.6 while the lowest value obtained is 0.611. Moreover, the significance of outer loadings using the bootstrapping was also identified which was found to be significant. On the other hand, the relatedness and association of latent constructs are tested in terms of the convergent validity therefore, the threshold for AVE is 0.5 (Gikama, 2019; Jefferies & Cubric, 2015). In this regard, Table 1 shows that all the variables possess convergent validity as the least AVE has obtained to be 0.566. Furthermore, these aspects are also determined in Figure 1 as the model comprises reflective constructs where the indicators are caused by the latent variables (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

Table 1: Reliability and Convergent Validity.

Variables	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Innovative Employee Behaviour	IEB1	0.751***	0.852	0.898	0.689
	IEB2	0.834***			
	IEB3	0.883***			
	IEB4	0.847***			
Organisational Fit	OF1	0.611***	0.744	0.838	0.568
	OF2	0.851***			
	OF3	0.802***			
	OF4	0.729***			
Organisational Link	OL1	0.646***	0.741	0.838	0.566
	OL2	0.783***			
	OL3	0.818***			
	OL4	0.751***			
Organisational Sacrifice	OS1	0.893***	0.868	0.919	0.791
	OS2	0.918***			
	OS3	0.855***			

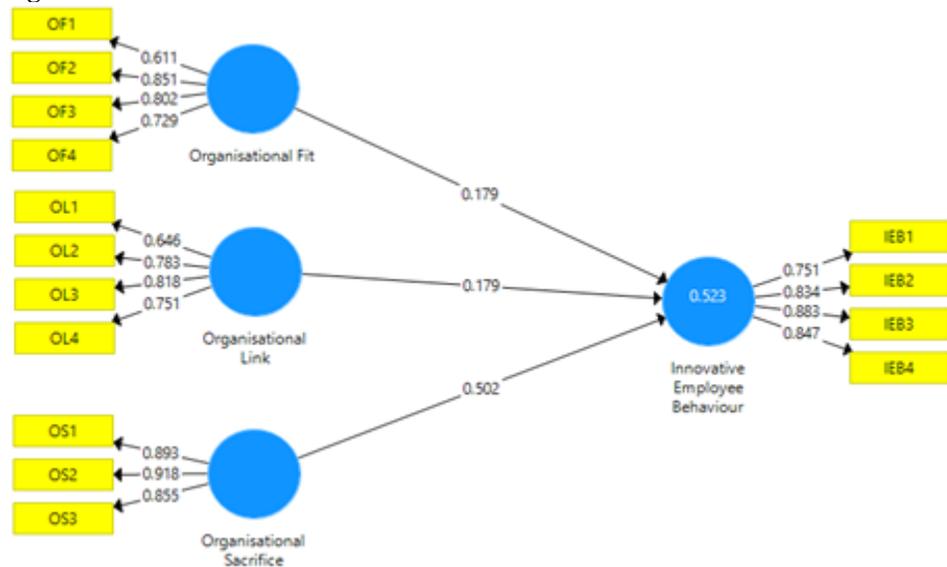
Note: ***: depicting significance at 1%.

Moreover, for the determination of convergent validity and reliability, it is also essential to recognise the distinctiveness of variables (Ahram, Karwowski, & Taiar, 2018). Therefore, the HTMT ratio has been utilised for the purpose of determining the distinctiveness among two variables while the maximum acceptable value is 0.85 (Kergroach, 2017; Nwanah Chizoba, Sylvester, & Okafor Chika, 2019). In this manner, the results presented in Table 2 depict that none of the values is exceeding the criteria of HTMT ratio which allows to conduct the path analysis.

Table 1: Discriminant Validity using HTMT Ratio.

	Innovative Employee Behaviour	Organisational Fit	Organisational Link
Innovative Employee Behaviour			
Organisational Fit	0.567		
Organisational Link	0.681	0.712	
Organisational Sacrifice	0.759	0.478	0.706

Figure 3: Measurement Model.



Path assessment

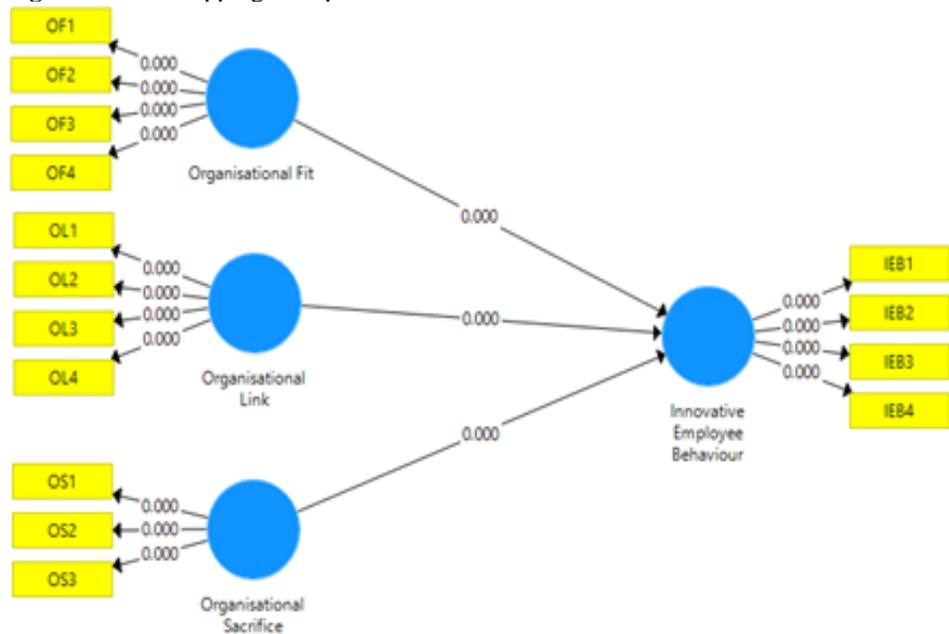
After assessing the measurement model which provide assistance in determining the reliability and validity of factors in the latent constructs, the researcher has tested the significance of hypothesised paths in the SEM model. Therefore, the significance and effect has been tested with the help of bootstrapping while the results have been presented in Table 3 and Figure 3. In the study of Hair Jr et al. (2016) it has been argued that bootstrapping is the process of subsampling and resampling in order to determine the significance. The results identified from table 3 suggests that effect of organisational fit on the innovative employee behaviour in the service industry of Thailand is significant (B= 0.178; p-value= 0.000< 0.01). This can be stated as the p-value or significance value is below the value of 0.05. Moreover, this effect is also computed to be positive based on the coefficient value and implies that improvement in organisational fit can result in the innovative employee behaviour in the service industry of Thailand. In addition to this, the effect of organisational link is also found to be significant on innovative employee behaviour (B= 0.177; p-value= 0.000< 0.01). On the other hand, the effect was also found to be positive based on the coefficient value which shows that the improvement in organisational link will lead to the improvement of innovative employee behaviour in the service industry of Thailand. Moreover, the effect of organisational sacrifice has also found to be significant on the innovative employee behaviour (B= 0.506; p-value= 0.000< 0.01). This effect was also found to be positive based on the coefficient value which depicts that the improvement in organisational sacrifice will lead to the improvement in innovative employee behaviour in the service industry of Thailand. These results have also been presented in Figure 3 following the application of bootstrapping with the p-values.

Table 2: Path Analysis.

Path	Path Coefficient	T Statistics	P Values
Organisational Fit -> Innovative Employee Behaviour	0.178***	4.293	0.000
Organisational Link -> Innovative Employee Behaviour	0.177***	3.801	0.000
Organisational Sacrifice -> Innovative Employee Behaviour	0.506***	10.343	0.000

Note: ***: depicting significance at 1%; **: depicting significance at 5%; *: depicting significance at 10%.

Figure 4. Bootstrapping with p-values.



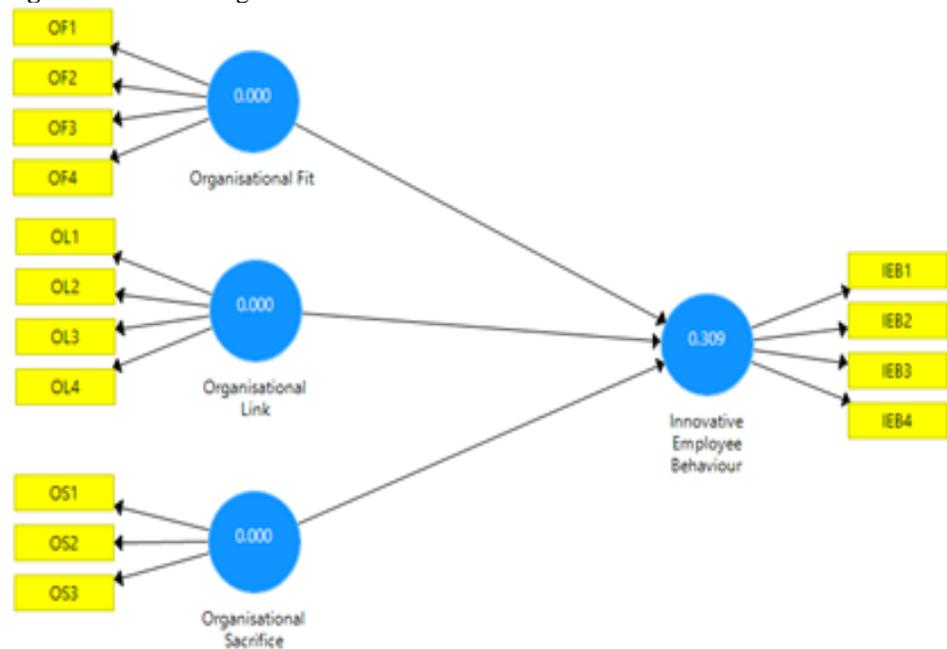
Quality criterion of the model and predictive relevance

After assessing the measurement model along with the path analysis of the model, it is essential to evaluate quality of model and its predictive relevance. It has been argued in the study of Miller (2014) that R-squared and adjusted R-squared assist in the evaluation of quality of the model. In this manner, the results have been presented in Table 4 along with the variance in all factors including OF, OL and OS is explaining 52.3% variance in the innovative employee behaviour of Thailand’s service industry while after the adjustments of errors, the value has been reduced to 51.9%. In contrast to this, the study of Wong (2011) argued that it is necessary for the value of Q square to be above 0 for the purpose of deeming the model having predictive relevance. Therefore, the results depicted in Table 4 suggests that Q square is computed to be 0.309 which is well above 0.

Table 3: Quality Assessment of the Model.

	R Square	R Square Adjusted	Q Square
Organisational Performance	52.3%	51.9%	0.309

Figure 5: Blindfolding.



Summary of hypotheses

The hypothesis developed in the prior section of this study have now been summarised in this section based on the results obtained through analysis. In this manner, all the hypothesis of this study has been accepted as all the variables including the organisational fit, organisational link and organisational sacrifice were found to be have significant and positive relationship with the innovative employee behaviour. These hypotheses have been summarised in the Table 5 presented below:

Table 4: Table of Hypotheses Assessment Summary.

Propositions	Decision
H1: There is a direct relationship between the organisational fit and innovative employee behaviour.	Accepted
H2: There is a direct relationship between an organisational link and innovative employee behaviour.	Accepted
H3: There is a direct relationship between organisational sacrifice and innovative employee behaviour	Accepted

DISCUSSION

In the prior section of the study, the major outcomes were outlined with the help of several statistical methods. Therefore, this section has included the brief discussion of the overall outcomes of this study. On the basis of CFA analysis, all the latent variables and constructs were identified to be reliable in terms of both the composite reliability and Cronbach’s alpha. Moreover, based on the values of outer loading, all the values were satisfying and none of the variables were dropped. Furthermore, based on the values of outer loadings, none of the variable was dropped from the study. Lastly, the discriminant validity on the basis of HTMT ratios suggested that all the variables of this study carried enough distinctiveness to be included in path analysis.

For the purpose of achieving the objectives of this study, the path assessment was conducted by the researcher. In this manner, the analysis identified that organisational fit

is found to have significant and positive effect on the innovative employee behaviour. This has also been supported in the study of Ampofo et al. (2018) that the job will be ended earlier by the adjustment to organisation's value, and therefore, the employees who do not fit in the values will leave it. On the other hand, the effect of organisational link was also found to be have the significant and positive effect on the innovative employee behaviour.

The study of Shibiti et al. (2018) also suggests that there is normative pressure on employees to remain in their jobs. Lastly, the effect of organisational sacrifice was also found to have significant and positive impact on the innovative employee behaviour in the service industry of Thailand. This has also been argued in the study of Rafiq (2019) that the increased job embeddedness will result if the psychological and material benefits to be sacrificed on leaving are perceived to be substantial which will propel innovative working behaviour among the employee and enable them to stay with their existing supervisor.

CONCLUSION

The major purpose of this study was to identify the effect of job embeddedness on innovation related behaviours in the organisation of different sizes in Thailand. In this manner, the quantitative research method has been adopted by the researcher. The data was gathered from the primary sources of information from the respondents through survey questionnaire. The questionnaire has been provided to the employees working in the service industry of Thailand. The major factors of job embeddedness include organisational fit, organisational link and organisational sacrifice. The analysis has been carried out through the path assessment that organisational fit, organisational link and organisational sacrifice had positive impact on the innovative employee behaviour among the employees working in the service industry of Thailand. Conclusively, the overall effect of job embeddedness was identified on the innovative employee behaviour.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

This study has focused on identifying the impact of job embeddedness on innovation related behaviours in the organisation of different sizes in Thailand. However, there are certain limitations of the study which must be considered by future researchers. Firstly, this study has examined the service industry of Thailand which restricts the findings and implications of this study to service industry. Therefore, it is recommended for the future researchers to include other industries of Thailand for the purpose of increasing the scope of this study. Secondly, the study has focused on identifying the impact in Thailand, therefore, it is also recommended for the future researchers to include other countries from the region.

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