

# The Impact of Innovation Related Organizational Climate and Organizational Performance: Mediating Role of Innovative Work Behavior in Thailand

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The aim associated with this research is to investigate the impact of innovation-related organizational climate and innovative work behavior on organizational performance. The goals of the study also include the mediating impact of innovative work behavior among the nexus of innovation-related organizational climate and organizational performance. The data were gathered by employing the questionnaire method from the managers of public companies that are currently operating in Thailand. Data were analyzed by employing the Smart PLS by using the PLS-SEM technique. The results indicated a positive linkage among the innovation-related organizational climate and organizational performance. The findings also uncovered that innovative work behavior also has a positive link with organizational performance. The outcomes also show that innovative work behavior mediates positively among the nexus of innovation-related organizational climate and organizational performance. These results give the guideline to the policymakers that they should be developed as well as implement the policies that enhance not only the innovation-related organizational climate but also the innovative work behavior that improved the organizational performance.

**Key words:** *Innovation Related Organizational Climate, Innovative Work Behavior, Organizational Performance.*

## Introduction

Worker information is a vital key if the governments are to enlarge and innovate an aggressive benefit. It is so important to recognize how to make a government environment that cultivates innovation between the workers(Mahr, Lievens, & Blazevic, 2014). The intention organization of the government environment helpful of innovation is the successful test, for those persons who control and guide the government. Further purposely, there are many that failed to innovate can put the government in danger and so potentially reduce their skill to add and carry on an aggressive benefit(Feldman & Florida, 1994). They disagree that the test of the person is ready for the action can survive meet if the government know that their skill to innovate is connected to the method in which that their environment, civilization, public guiders as fit as carry imagination and innovation The inner situation helpful of the innovation is referred near as organizational climate for the innovation and (OCI) and is the key for the government leveraging on the innovativeness in the recognize to create an aggressive benefit and to enlarge the presentation support this situation in dispute that an OSI is only where the alter and inspiration are positive assert that is the solution part of managing for the innovation is creating the situation environment so that workers can divide and construct upon both suggestions and though(Jansen, Van Den Bosch, & Volberda, 2006).

On the further supply, innovative job attitudes are consist of three solid attitude tasks (1) idea support, (2) idea creation and (3) idea recognition. That academic structure carries the ideas nearby the thought of ideation guide ship that relates to making the course linked with the communicating, generating and devolving the fresh ideas. This vision telling the ideation as all positions of the idea series connected with actualization, innovation, and development(De Massis, Frattini, Pizzurno, & Cassia, 2015). So, their request cannot be sure. In a similar layer, there are many who supported these sight and made a record that these open attitudes are not standard by a government official prize and credit system. Most importantly these tendencies hold in these more extra-role attitudes can guide to enlarge group and the bigger presentation and the governmental success(Damanpour & Evan, 1984).

The given below Table 1 and Figure 1 show the value of innovation in other countries than Thailand. The statistics show that the EU has Baht 20000 innovation values in the light industry sector, while Baht 20000 innovation values in the mineral and chemical sector. In addition, the EU has Baht 40000 innovation values in agricultural products, while Baht 40000 innovation values in chemical and paper industry and Baht 10000 innovation values in metal products and machinery. Moreover, the statistics show that ASEAN countries have Baht 15000 innovation values in the light industry sector, while Baht 10000 innovation values in the mineral and chemical sector. In addition, ASEAN countries have Baht 20000 innovation values in agricultural products, while Baht 50000 innovation values in the chemical and paper industry and Baht 100000 innovation values in metal products and machinery. Furthermore, the

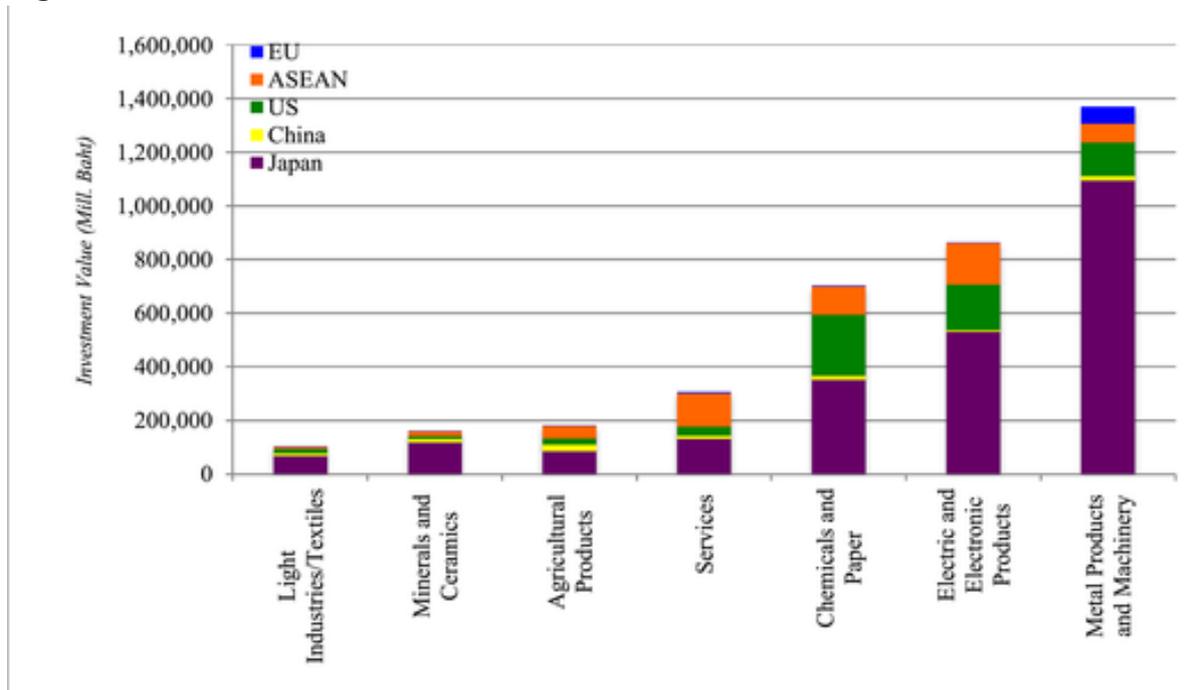
statistics show that the US has Baht 15000 innovation values in the light industry sector, while Baht 20000 innovation values in the mineral and chemical sector. In addition, the US has Baht 30000 innovation values in agricultural products, while Baht 50000 innovation values in chemical and paper industry and Baht 150000 innovation values in metal products and machinery. The statistics also show that China has Baht 20000 innovation values in the light industry sector, while Baht 10000 innovation values in the mineral and chemical sector. In addition, China has Baht 30000 innovation values in agricultural products, while Baht 30000 innovation values in chemical and paper industry and Baht 400000 innovation values in metal products and machinery. Finally, the statistics show that Japan has Baht 30000 innovation values in the light industry sector, while Baht 120000 innovation values in the mineral and chemical sector. In addition, Japan has Baht 70000 innovation values in agricultural products, while Baht 380000 innovation values in chemical and paper industry and Baht 1100000 innovation values in metal products and machinery. Table 1 and Figure 1 given below show the innovation values of the countries.

**Table 1: Innovation Values**

Sectors	Countries	Innovation Values (Million Baht)
Light Industries	EU	20000
	ASEAN	15000
	US	15000
	China	20000
	Japan	30000
Minerals and Chemicals	EU	20000
	ASEAN	10000
	US	20000
	China	10000
	Japan	120000
Agricultural Products	EU	40000
	ASEAN	20000
	US	30000
	China	30000
	Japan	70000
Chemicals and Papers	EU	40000
	ASEAN	50000
	US	200000
	China	30000
	Japan	380000
Metal Products and Machinery	EU	10000
	ASEAN	100000

	US	150000
	China	40000
	Japan	1100000

**Figure 1.** Innovation Values



Motivated by the guess that workers' innovative job attitude contributes completely to job results, students have dutiful raising awareness to the personal and the governmental factors that potentially uphold innovative job attitude. On the other hand, the connection between the IWB and the OCI is motionless mostly unknown (Bosch-Sijtsema & Bosch, 2015). The crashes of the OCI that are well connected to the organizational performance (OP) have been known by the students. Other students have sharp to how new job attitude can assist organizations to grow aggressive benefit and to enlarge the governmental presentation (Akgün, Keskin, & Byrne, 2009). On the other hand, there are the approaches not have an original theoretical structure and have focal point a great deal on the study investigates the connection between OP and the OCI (Rosenbusch, Brinckmann, & Bausch, 2011).

Our research makes a figure of the useful gifts to academic and put into practice in the government environment study. First, there is only a handful of the research have to look into the connection between IWB and the OCI in commonly, our research will give a fresh point of view of the connection between the constructs (Cormican & O'Sullivan, 2004). A helpful connection between the original environment and the original job attitude has powerful face strength, most observed jobs explored environments prosperity on the governmental and group



level innovations. Many researchers at the governmental and the group level have given away a result of the environment on the innovation (Slater, Mohr, & Sengupta, 2014). On the other hand, observed research of the environment things on the personal attitude has been incomplete. It is very significant to make the note of the present academic kind of the cost of the governmental environment is based mostly on the research conduct on the western setting, with the small prove (Mahdi, 2003). Managers who know how to completely crash the environment and job attitude helpful of the innovativeness will make the majority opportunities for the innovation in its governments which, in rotate, may enlarge the presentation of the government (Cross, 2011).

As worker innovative attitude is seen at the same time as calculated group work, this study fills the empty space by taxing a copy that delineates the connection between OP and the OCI in the background of the IWB (Sleeswijk Visser, Van der Lugt, & Stappers, 2007). So, the As employee innovative behavior is seen as a strategic foundation, this research fills the void by testing a model that delineates the relationship between OCI and OP in the context of IWB (Theyel, 2000). Therefore, the purpose.

This research is to check the mediating property of the IWB, on the connection between the OP and the OCI (Kok & Biemans, 2009). The documents are placed out as follows: firstly, we give the analysis of the text on the OCI, the IWB, and the OP to enlarge our hypotheses. Secondly, we show the study methods through the outcome. So, finally, we finish the document with the comparison, connection and discussion of the limitation, borders, implication, guideline, order, findings and the commands for the upcoming study (Bain, Mann, & Pirola-Merlo, 2001).

## **Literature Review**

### ***Organizational Climate for Innovation and Organizational Performance***

Innovations have been described to be vital to the victory of a governmental and the personal innovativeness and the imagination to be the solution to the governmental point innovation (Fongtanakit, Somjai, Prasitdumrong, & Jermstiparsert, 2019; Jermstiparsert, Sutduean, & Sutduean, 2019; Sutduean, Harakan, & Jermstiparsert, 2019). Most highly, the governmental environment can have a helpful result on the innovation and the imagination in the governments(Harrington, Ottenbacher, & Technology, 2013). Organization requires too sure that the governmental environments natures, encourages and enlarge the personal imagination. Workers who have the original latent and the innovative are mainly possible to carry out the innovation when they recognize the powerful governmental maintain(Gobeli & Brown, 1993). Moreover, if the governments are able to make a governmental environment apparent as helpful by the personals, this is further possible to outcome in superior points of the innovation,

promise and the worker meeting and the most importantly the betterment improvement of the OP(Jiménez-Jiménez & Sanz-Valle, 2011).

The power level of the worker meeting in the innovation leads to open the effort of the workers, which in the role and leads to the improved OP. Moreover, a governmental environment involves and motivates the workers has a helpful collision on the presentation. Analogously, there are the many that finished from a meta-analysis more than 7,000 big business in the units in 36 governments that build a situation that supports and enlarge worker innovation can much largely the option of the business victory(Hallstedt, Thompson, & Lindahl, 2013). Consistency of these researches and the number of other investigative research have suggested that environment for the innovation expert both indirect and the direct things, through innovative job attitude, on the government presentation(Lanoie, Laurent-Lucchetti, Johnstone, & Ambec, 2011). So, the following hypothesis is hardened:

**Hypothesis 1:** Organizational environment for the innovation really positively associated with organizational performance.

### ***Organizational Climate for Innovation and Innovative Work Behavior***

Independence to do something is a further key problem in this view, around the individual manage more than how the moment is owed and how the job is agreed out. In the judgment of the custom job, non-custom earned and the work is more taxing, and hence needs more thinking giving opportunities for the education and individual increase which, in the role, devolved innovativeness. Though a helpful connection between innovative job attitude and the innovative environment has powerful face strength, the most observed job, finished so far, has explored governmental environment property on the governmental group level innovations. Researchers at the governmental and the group levels have given away a helpful result of the governmental environment on the innovation(Bartel, Ichniowski, & Shaw, 2007). On the other hand, observed researches of the things of the governmental environment on the personal innovative attitude have been meager. These perceptions of the governmental environment artificial worker innovative attitude, and start a helpful yet quit low connection(Hitt, Hoskisson, & Ireland, 1994).

Government environment size such as independence and choice, as well as the opening of expert information and knowledge, describe the innovative attitude(Parthasarthy & Hammond, 2002). Importantly, when the personal job in a situation where liberty is apparent to survive, they may knowledge higher freedom and take higher manage of their own ambitions and the job process, enlarging their innovativeness. Therefore, they do not discover any prove to hold up a connection between helpful innovative environment and the IWB(Bossert, 1998).

Through the present writing gives the small observed prove, there is the reason to expect a helpful connection between the perceptions of the governmental environment and the IWB. For instance, New ambitions were apparent to be dangerous for the reason that it shows alter to a recognize order. Fresh ambitious request assessment by the other governmental and might guide to still or discuss to clash(Gupta, Raj, & Wilemon, 1986). Therefore, where the breakdown is terror and tolerated of the submitting a strange ambition does not survive, creativeness is enlarged. In the same way, he argued that to discover unique answers needs workers to have the liberty to smash the system. If the synthesized, layout connected to danger taking, trust, faith, discuss and the freedom which are all the scene to crash on IWB, grippingly lie on the top in the modest in the synthesized of the OCI rise the hope that OCI is possible to have a helpful result on the IWB(Bossert, 1998). It is so, posited that:

**Hypothesis 2:** Organizational climate for the innovation is the positive association to the innovative job attitude

### ***Innovative Work Behavior and Organizational Performance***

Governments require raising their suppleness efficiency and the responsiveness appropriate to the unstable nature of the worldwide business situation and the powerful require taking action to the challenges by the international and the local fight. This, need to translate to the higher requirements for the incessant innovations of the services and the goods as fit as the inner process and the attitude(Harting, Rutten, Rutten, & Kremers, 2009). In addressing this fear, the previous study has shifted as of the sight of the competence toward the innovation. A requirement for extra information on the subject of how the personal attempt can be matched, to change the innovativeness and the presentation at the governmental levels(Montes, Moreno, & Morales, 2005).

In further detail discuss that the identifying break down in the implementing innovation be supposed to add to better the OP and that workers innovativeness in the roundabout efforts governmental worth from its things on the economic and the market place situations. However, the innovation is important for the betterment OP, and they explain that governments which center on the creative worker innovation are the most winning full at the securing of a better market place divide which can guide to big success and profit(Helitzer, Heath, Maltrud, Sullivan, & Alverson, 2003). The hypothesis of the profits and the capabilities also complain that governments require capabilities, technologies and the profits to put into a practice a fresh innovation plan that will be a face for the competitors to imitate and that provide governments to get sustainable aggressive benefits and to get higher government presentation (Lau, Tang, & Yam, 2010). So, we hypothesize.

**Hypothesis 3:** Innovative job attitude is the positive association to the organizational performance

### ***Mediating Effects of Innovative Work Behavior***

The connection of the governmental environment to the OP is mediated by the personal worker's job behaviors as established by a meta-analysis record. Most importantly, innovation derives from the pains and the communication of the public within a government, all workers have got to be caught up in the innovation process (Minishi-Majanja & Kiplang'at, 2005). These workers play a very beneficial part in the innovation process for the reason that their actions and the judgments are vital for the nonstop innovation and the betterment in attaining improve governmental market value, process, development, growth, and profitability. Worker's attitude was then possible to power a government operating presentation by the useful claim of their technical skills and information in the order to activate innovative initiatives with the aim of enlarging their competitiveness. In the custody with these lines of thoughts, we claim that there is not a direct result of the IWB on the connection between the OP and the OCI (Lau et al., 2010). So, it may be hypothesized that.

**Hypothesis 4:** The connection between the organizational environment for the innovation and the organizational presentation is mediated by the innovative job attitude.

## **Research Methods**

### ***Sample and Procedures***

Information for this research was together from the managers affected in the people listed Thailand Companies. The peoples of this steady consisted of individuals' grades as the managers in its individual governments. Pervious of the questionnaires, the top of the Human Resources (HR) of both organizations were notified and the approach of the goal of the research orders was set to the individual HR tops on the under fire people. English is very important in the ecological departments and the organizations in Thailand. So, the word that explains and used in the survey was the words of the English language and a situation for the contribution in the questionnaire was a skill to talk and understand to each other in the English language. The point examination was opening approved out with the 12 managers to make sure that questions were unspoken and to an explanation for any cross civilization invariance. The person who is the part of it describes and mange that the goods built-in the study was easy and clear to know 530 types of research spread, 218 responses be usual, of which the 202 be responsible, 16 researches are unfinished, elastic a usual time of 38% (Makowsky, Guirguis, Hughes, Sadowski, & Yuksel, 2013).

A figure of the reason is official to the low down the usual price. First, the student's powerfulness to make an extra call with the units that are chosen in the study can live an important main donor to unusual. Secondly, the educational condition of the researchers, lastly the organization rule and official problem that is linked to the data to the peoples. On the other hand, a usual mass in the overload of 200 is unusual to good worker Structural Equation Modeling (SEM)(Lovejoy, Demireva, Grayson, & McNamara, 2009). The sexual category of the respondents was under the age of 30 and the 40 years and getting by the 20 to the 30 years age set, and the students under the 40 and the 50 age selected for the 16.8% and those who are out of the age of 50 are 6.4%. The learning point gain for the greater part of the students was a bachelor education: 66.3% (n=134) are by the certified gainer: 17.8% (n=36) and those who are the post-graduate or the master degree education holder: 15.8% (n=32). Lastly, the students place in their governments display that all were boos grade teams. In the group of the services years with their governments 34.6% (n=70) had busy for the 10 to the 20 tears, 31.7% (n=64) are less than 5 years or except for 5 years, 28.7% (n=58) for the five to the ten years and 5 % (n=10) of these had given the more than 20 years of job(Thurber, Fahey, & nutrition, 2009). The model built-in 6 industry levels: 38.1% in the economic banking/job level (n=77), 19.3% in the engineering, services and the trade level (n=39), 18.3% in the utility level (n=37), 11.9% are in the building level (n=24), 90.4% are in the under devolved level and the 3% are in the job level (n=6)(Sok & O'Cass, 2011).

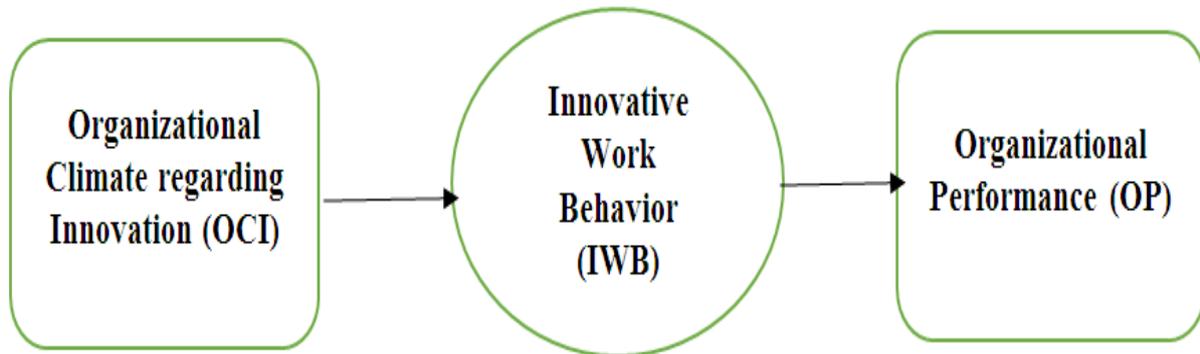
### ***Measures***

It depended on the governmental environment form developed and consisted of the following sub-category: (1) face (8 objects), (2) self-determination (6 objects), (3) believe (3 objects), (4) design time (6 objects), (5) liveliness (6 objects), (6) disagreement (6 objects), (7) design maintain (5 objects), (8) discuss (6 objects), and (9) risk winning (4 objects). In sum, there are 50 questions cover the 9 sizes of the SOQ. Managers were asked to point out the apparent environment for the innovation in their government on a four-level Linker level(Sahin, 2006). Each good is score starting not all system (0) to the system to a powerful certificate (3). IWB was calculated by the working (2000) size that encompasses the 3 levels of the innovation: (1) plan creation (3 objects), (2) plan help (3 objects), and (3) plan understanding (3 objects). All the objects were score by the means of a seven-point ranking level range starting from the 'never' (1) to 'always' (7). The measurement of the ready presentation was collected of seven objects layer goods as fit as public (connection) presentation. The measurement of the market place presentation was collected from four goods layer finical indicators(Hervas-Oliver, Sempere-Ripoll, & Boronat-Moll, 2014). The action was rated by the given instruction, advice, and ambition of the manager to judge their government's presentation that is similar to that of their answers competitors. So, the instance of the size objects was the approval of the clients and the customer operational presentation) market allocate" (market performance). Objects were assessed on the 4-points Linkers-level size rating from the 'much worse than the amblers'

(1) to higher than competitors (4). We are forbidden for the participants' teaching, years in the job, gender, age, situation and the level of the business allowing for their likely relations with the IWB, OCI and the OP (Hervas-Oliver et al., 2014).

## Theoretical Framework

**Figure 2.** Theoretical Framework



## Findings

The findings include validity such as convergent as well as discriminant along with the regression analysis. The convergent validity was ensured by employing the loadings that are higher than 0.50 along with the AVE that is also more than 0.50 and Alpha and CR that also higher than 0.70 which means no problem with convergent validity of all the constructs. Table 2 given below show the convergent validity.

**Table 2:** Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Innovative Work Behaviour	IWB1	0.829	0.935	0.946	0.663
	IWB10	0.571			
	IWB2	0.862			
	IWB3	0.850			
	IWB4	0.819			
	IWB5	0.870			
	IWB6	0.860			
	IWB8	0.848			
	IWB9	0.778			
	Organizational Climate Regarding Innovation	OCI1			
OCI10		0.803			

	OCI11	0.800			
	OCI12	0.788			
	OCI13	0.704			
	OCI14	0.768			
	OCI15	0.744			
	OCI16	0.812			
	OCI17	0.773			
	OCI18	0.799			
	OCI2	0.806			
	OCI20	0.786			
	OCI21	0.784			
	OCI22	0.703			
	OCI24	0.766			
	OCI25	0.746			
	OCI3	0.771			
	OCI4	0.495			
	OCI5	0.529			
	OCI6	0.559			
	OCI7	0.553			
	OCI8	0.813			
	OCI9	0.813			
Organizational Performance	OP1	0.565	0.920	0.934	0.588
	OP10	0.788			
	OP2	0.767			
	OP3	0.841			
	OP4	0.639			
	OP5	0.808			
	OP6	0.802			
	OP7	0.787			
	OP8	0.819			
	OP9	0.806			

The second validity is the discriminant validity and the first way to check the discriminant validity is the Fornell Larcker criteria and these criteria show that no issue with discriminant validity because of first values of the construct higher than the rest of the values. Table 3 given below shows the Fornell Larcker criteria of discriminant validity.

**Table 3:** Fornell Larcker

	<b>IWB</b>	<b>OCI</b>	<b>OP</b>
IWB	0.814		
OCI	0.604	0.742	
OP	0.423	0.542	0.767

The second way to check the discriminant validity is the cross-loadings and these criteria show that no issue with discriminant validity because of the first values of the construct higher than the rest of the values. Table 4 given below shows the cross-loadings criteria of discriminant validity.

**Table 4:** Cross Loadings

	<b>IWB</b>	<b>OCI</b>	<b>OP</b>
IWB1	0.829	0.453	0.346
IWB10	0.571	0.326	0.262
IWB2	0.862	0.534	0.349
IWB3	0.850	0.489	0.333
IWB4	0.819	0.528	0.305
IWB5	0.870	0.522	0.320
IWB6	0.860	0.529	0.382
IWB8	0.848	0.503	0.424
IWB9	0.778	0.508	0.362
OCI1	0.374	0.808	0.477
OCI10	0.373	0.803	0.453
OCI11	0.349	0.800	0.467
OCI12	0.376	0.788	0.454
OCI13	0.346	0.704	0.340
OCI14	0.360	0.768	0.390
OCI15	0.352	0.744	0.407
OCI16	0.396	0.812	0.401
OCI17	0.354	0.773	0.306
OCI18	0.351	0.799	0.466
OCI2	0.398	0.806	0.401
OCI20	0.379	0.786	0.473
OCI21	0.369	0.784	0.457
OCI22	0.349	0.703	0.353
OCI24	0.367	0.766	0.393
OCI25	0.352	0.746	0.403
OCI3	0.359	0.771	0.301

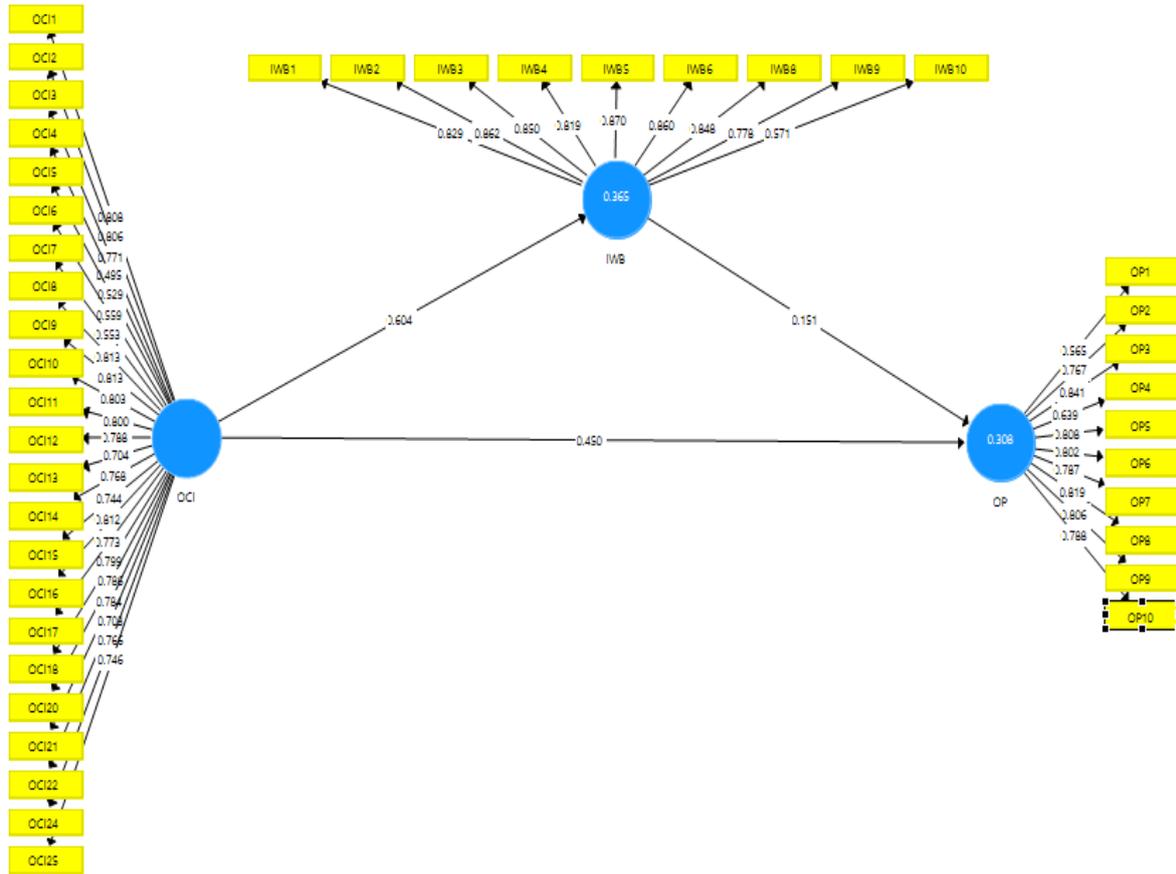
OCI4	0.760	0.495	0.288
OCI5	0.649	0.529	0.390
OCI6	0.697	0.559	0.279
OCI7	0.688	0.553	0.263
OCI8	0.371	0.813	0.463
OCI9	0.384	0.813	0.453
OP1	0.199	0.307	0.565
OP10	0.344	0.479	0.788
OP2	0.366	0.487	0.767
OP3	0.360	0.445	0.841
OP4	0.235	0.274	0.639
OP5	0.340	0.452	0.808
OP6	0.314	0.393	0.802
OP7	0.354	0.408	0.787
OP8	0.357	0.446	0.819
OP9	0.321	0.390	0.806

The third way to check the discriminant validity is the Heterotrait and Monotrait ratio (HTMT) these criteria show that no issue with discriminant validity because values are less than 0.90. Table 5 given below shows the HTMT criteria of discriminant validity.

**Table 5:** Heterotrait Monotrait Ratio

	<b>IWB</b>	<b>OCI</b>	<b>OP</b>
IWB			
OCI	0.605		
OP	0.450	0.562	

**Figure 3.** Measurement Model Assessment

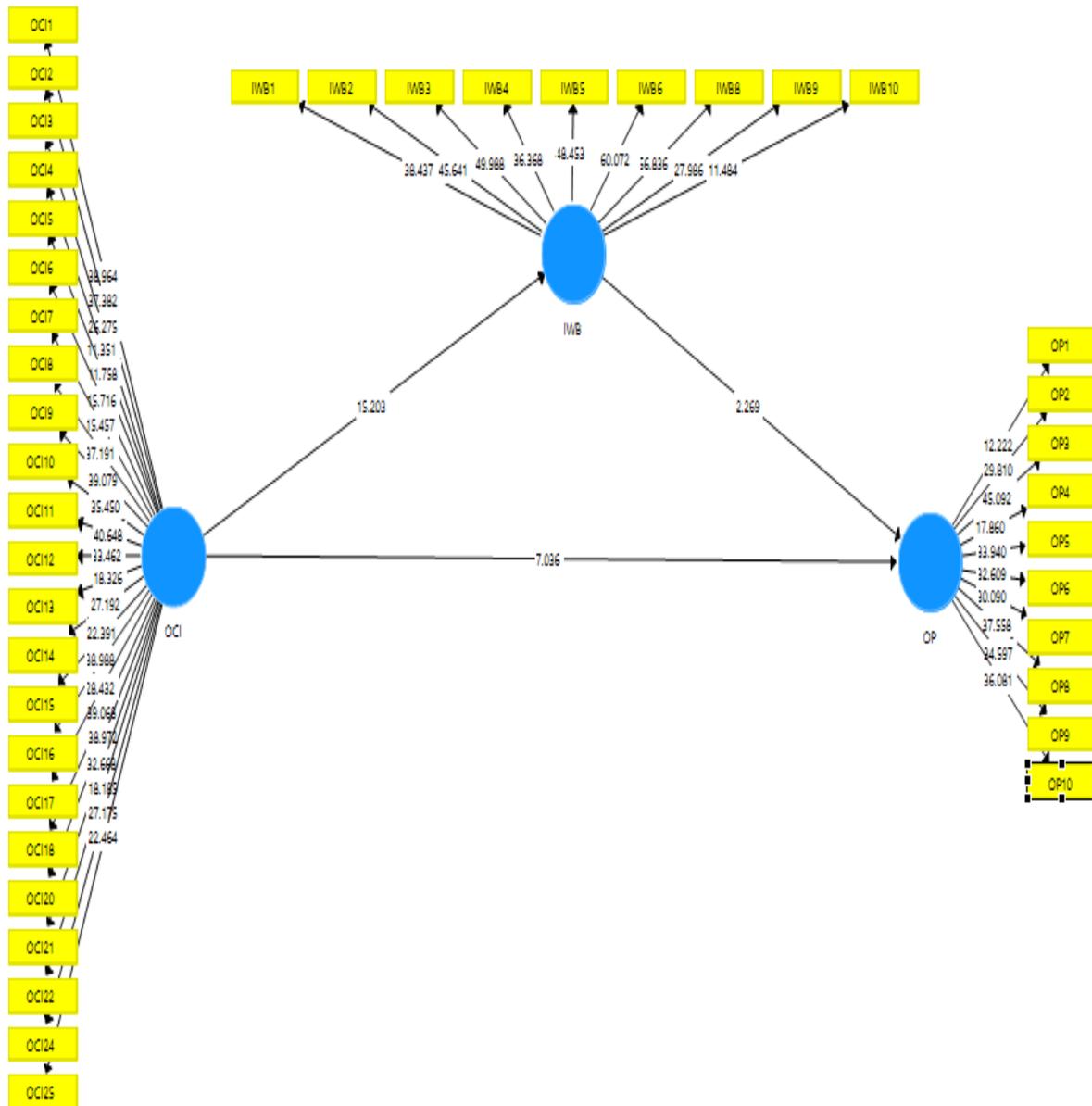


The path analysis of the existing research shows that positive link among the organizational culture regarding innovation and organizational performance, and innovative work behavior and organizational performance because of positive sign linked with all the beta values. In addition, the relationships are significant because t statistics are higher than 1.64 and probability values are less than 0.05. Moreover, if 1 unit increase in the organizational culture regarding innovation, the organizational performance increase by 0.450 units and vice versa. In addition, if 1 unit increase in the innovative work behavior, the organizational performance increase by 0.151 units and vice versa. The innovative work behavior also has positive mediation among the nexus of organizational culture regarding innovation and organizational performance because positive sign linked with all the beta values and the mediation is significant because t statistics are higher than 1.64 and probability values are less than 0.05. Moreover, if 1 unit increase in innovative work behavior, the links among organizational culture regarding innovation and organizational performance also increase by 0.091 units and vice versa. Table 6 shows the path analysis of the research along with Figure 4 given below:

**Table 6:** Path Analysis

	<b>Beta</b>	<b>S.D.</b>	<b>t-values</b>	<b>p-values</b>	<b>L.L.</b>	<b>U.L.</b>
IWB -> OP	0.151	0.067	2.269	0.013	0.059	0.246
OCI -> IWB	0.604	0.040	15.203	0.000	0.551	0.670
OCI -> OP	0.450	0.064	7.036	0.000	0.343	0.547
OCI -> IWB -> OP	0.091	0.041	2.202	0.015	0.033	0.157

**Figure 4.** Structural Model Assessment





## **Discussions**

The aim related to this investigation is to inspect the impact of innovation-related organizational climate and innovative work behavior on organizational performance. The goals also include the mediating impact of innovative work behavior among the nexus of innovation-related organizational climate and organizational performance. The results indicated a positive linkage among the innovation-related organizational climate and organizational performance. These results are matched with the output of Afsar, Badir, and Khan (2015) who also found positive nexus among the innovation-related organizational climate and organizational performance. The findings also uncovered that innovative work behavior also has a positive link with organizational performance. These findings are also similar to the outcomes of the Afsar (2016) innovative work behavior and organizational performance. The outcomes also show that innovative work behavior mediates positively among the nexus of innovation-related organizational climate and organizational performance.

## **Conclusion**

Finally, this study concluded that the public organization in Thailand has improved innovation-related organizational climate that enhances the performance of the organization. The conclusion also includes that the public organization in Thailand has innovative work behavior that is the reason the workers are innovative that improve the performance of the organization and this innovation behavior also enhances the innovative climate impact on the performance of the public organization in Thailand.

## **Limitations and Future Directions**

This research has few limitations like its results generalized only on the public sector organization and further study should add the private sector in their analysis to expand their study scope. Moreover, a cross country analysis was ignored by the study. Many other factors affect the organizational performance with reference to innovation and further study should include these factors into their analysis.



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