

THE CAUSAL FACTORS AND EFFECTS OF CREATIVE WORK BEHAVIORS OF EMPLOYEES IN PALM OIL INDUSTRY

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ABSTRACT

This study aimed to 1) examine the impact of creative work behaviors affecting efficiency of employees in palm oil industry 2) determine the impact of perceived organizational support, motivating operation, and transformational leadership affected creative work behaviors of employees in palm oil industry. The results revealed that 1) the creative work behaviors which consisted of opportunity seeking, initiative, thought leader, and application which demonstrated the positive effects to the employees' performance in palm oil industry statistically significant. All four independent variables could predict and describe the dependent variables of the employees' performance in palm oil industry by 64.0 percent, 2) perceived organizational support on organizational leader aspect and perceives organizational achievement demonstrated the positive effects to creative work behaviors of the employees in palm oil industry statistically significant whereas adequate resources support could not affect creative work behaviors of the employees in palm oil industry. All 3 variables could predict and describe the employees' creative work behaviors in palm oil industry by 42.1 percent, 3) operational motivation on work achievement aspect, recognition, work characteristics and responsibility positively affected creative work behaviors of the employees in palm oil industry statistically significant whereas the advancement could not affect the employees' creative work behaviors in palm oil industry. All 5 variables could forecast and describe the creative work behaviors of the employees in palm oil industry by 64.2 percent, and 4) transformational leadership on idealized influence aspect, inspiration, intellectual stimulation, and individualized consideration indicated the positive impact for the employees' creative work behaviors in palm oil industry statistically significant. All four variables could forecast and describe the creative work behaviors of the employees in palm oil industry by 54.8 percent.

Keywords: Creative Work Behavior, Organization Supportiveness, Transformational Leadership, Work Motivation, Operation Efficiency

INTRODUCTION

As the world's social and economic situations change rapidly, intense competition emerges. If there is some tardiness or out-of-date operation in organizations that have not been able to catch up with the recent social and economic state, those businesses will not be able to achieve their set goals. The key principle of the organization is that in order to exist and compete in various businesses, effective performance is required, which includes human resource management, which human is a major factor in work performance and drives planning into operations and company profit (Makaporn Krancharoen, 2018).

Personnel with academic potential and the ability to achieve their responsibilities, including the willingness to support the operations of the company, will enable lubricate the operational systems of personnel and organizations. It also assists in improving the efficiency of personnel's work in the organization, that is the effective achievement of the organization's goals

(Mundel, 1983). Significant variables originate from the work of employees within the organization in order to manage the organization to be successful and effective, so human resources or the entire employees of the company are the most important resource for the business, which play a significant role in achieving the organization's goals by driving numerous missions. In recent environment, a company that is innovative or creative has a competitive advantage. As a result, human resource's creative work behavior is a critical aspect in generating initial creativity innovation that can lead to improved performance or provide a competitive advantage for the company. The creative work behavior is defined as the integration and connection of various relationships in order to discover new innovations and persuade others to recognize the value of creative thinking if it is useful to the business and integrated appropriately to improve efficiency performance and organization. De Jong, & Den Hartog (2008) examined the creative work behavior based of various theories which could be concluded the creative work behavior consisted of 1) opportunity seeking, 2) initiative, 3) championing, 4) application, which according with Kleysen & Street (2001) determined creative work behavior is actions or individual's expression of creative thinking, suggestions, and new experiment the is useful for the organization in 4 aspects; 1) opportunity seeking, 2) initiative, 3) thought leader and, 4) application. Organizational management is imperative for fostering innovative human resource work behavior that leads to successful outcomes in the organization. It is performance with capability and creativity enable achieve the goals timely and minimized mistake with the appropriate content of work and duration, balancing expenses and costs with resources in the business including work process in order to develop the efficiency of organization's turnover.

The supporting factors resulting in creative work behaviors of the employees are perceived organizational support is the aspect that affect employee's changing work behaviors such as perceived their special abilities, operational satisfaction, perceived their importance and being a part of organizational management including perceived organizational support also increases positive attitude for operation. It is the driving factor behind an employee's performance that leads to the organization's objectives, which enable the company in effectively achieving the defined objectives (Rhoades, Eisenberger & Armeli, 2001), and decrease the lack of innovation behavior, employee resignation, and non-participation in the organization's operations. Another key component that influences employee innovation behavior is motivation to work, which is the power that motivates people to behave and create direction and goals of that behaviors. People that are extremely driven will aim to accomplish their objectives without skimping on efforts. Individuals with limited motivation, either get over it or give up before achieving their objectives. Additionally, earning more is a terrific motivator. It will encourage creative thinking in the workplace and have a significant impact on work efficiency. It is the process in which a person is motivated to act or struggle to accomplish a specific goal by a stimulus. It is indicated that motivational behaviors are those that have a strong direction and a clear purpose of achieving a specific goal and are not simply responses to stimulus. Moreover, the resulting behavior is the consequence of a drive or impulse known as motivation, which is an internal state that causes individual to move in the direction of a predetermined objective. (Steers, 1977) The change leadership element is also an important aspect that encourages innovative working behavior. In order to improve the effectiveness of work processes and processes, leadership is essential. Administrators must also be leaders and connector in management in order to be effective in managing many elements of the organization. As a result, executives must pay careful attention to employees at all levels of the company. Transformational leadership, in particular, is the process or behavior that the leader promotes. Colleagues' work should be nurtured and inspired to achieve higher goals. As a result, leaders must devise incentives, inspire using ideas to persuade colleagues to change their minds, attitudes, and behaviors in order to improve organizational values that in line with the findings of Mohsen & Mohammad (2011) demonstrated that lacking of transformational leaders, it is difficult for the company to change. Therefore, the transformational leaders are necessary for organization to improve and change the work process and aim to effective outcomes of the

company. The organization with high leadership by 78 percent is a company that performs competitive advantage over its rivals. Leadership abilities have an impact on organizational performance. The organization has personnel with strong transformational leadership skills who will enable it succeed. In terms of financial success, companies with professional leaders have a 13x edge over their competition, devotion to the organization's product and service quality, as well as customer satisfaction (Steve, 2011)

The researcher desired to investigate “The causal factors and effects of creative work behaviors of employees in palm of oil industry,” according to the previous statement, to study into the causes and results of creative work behaviors. The findings of this study revealed the factors that influence creative work habits as well as the outcomes of those actions. The findings could be used for organization management to encourage employees to engage in creative work behaviors, which can lead to improved employee performance in the palm oil industry and other related businesses.

RESEARCH OBJECTIVES

1. Examine the impact of creative work behaviors affecting efficiency of employees in palm oil industry
2. Determine the impact of perceived organizational support, motivating operation, and transformational leadership affected creative work behaviors of employees in palm oil industry

THEORIES AND RESEARCH CONCEPTUAL FRAMEWORK

The researcher investigated various theories to be a framework for describing the relationship of causal factors and results of the creative work behaviors which consisted of 3 theories; 1) Dynamic capability theory which enhancing describe about adjusting abilities, develop the resources and expand the initial capability in the organization. This study is related to creative behaviors which is the dynamic capability to develop and improve the resource and organizational capability (Roberts & Grover, 2012), that lead to the effective results (Griffith, Huergo, Mairesse, & Peters, 2006) 2) Contingency theory is gathering suitable concept during organization management and behavior to decide and lead to organizational performance (Chandler,1990). The factors affecting creative behaviors of the personnel is organizational support and creative leadership (Scott & Bruce, 1994; Boonyam, 2011). 3) Social Exchange Theory describes social changing exchanging between 2 parties. The analysis of personal interests generates a human exchange relationship that is compared to economic operational alternatives. (Tekleab, Takeuchi & Taylor, 2005) The theory of social exchange was used to describe the causal factors of the creative behaviors which is motivating operation in this study. All 3 fundamental theories were investigated and utilized to develop the research conceptual framework that demonstrated the all variables' relationship and connected with the hypothesis as showed in the 1 illustration.

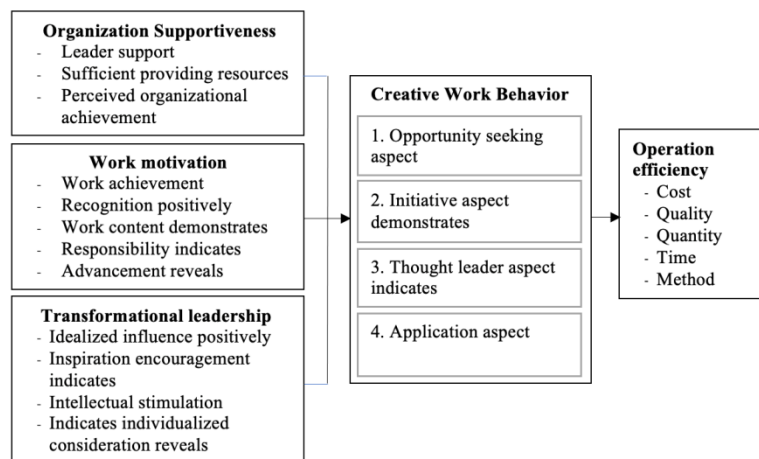


FIGURE 1
CONCEPTUAL FRAMEWORK

Creative Work Behavior

De Jong & Hartog (2003) defined creative behavior as a person's direct action toward a new initiative, process, concept, product, or technique of action, as well as their willingness to innovate, which covered innovative behavior development. Zhou & George (2001) defined a creative activity is a product of interpersonal connections. this generates a concept that can produce new activities that are valuable to the company (1989), according to West & Farr (1989) indicated Innovative Behavior is expressions of initiative that are based on actions. There are elements that can help the company adjust and grow. It involves the creation of new product developments and work process concepts for use in the workplace. To sum up, creative behavior is a behavioral expression of a person's creativity that can be refined in order to improve the behavior expressed in creative operations. De Jong & Den Hartog (2010) stated the creative behavior for 4 elements which were 1) initial thinking 2) thought construction 3) championing and 4) application. Innovative behavior, according to Kleysen & Street (2001), is defined as a person's expression or activity in thinking, recommending, and experimenting with new concepts that are helpful for application in the organization. It is made up of four components are 1) championing behavior 2) opportunity exploration behavior 3) initiative behavior 4) application behavior. It is according with Janseen (2004); Nejenhusi (2015) concept, they classified creative behaviors into three categories: 1) idea generation, 2) idea support, and 3) idea implementations. Moreover, Terje Slåtten & Mehmet Mehmetoglu (2011); Porntip Chairerk & Kwunkamol Donkwa (2014) divided the creative work behavior into 4 compositions were 1) opportunity seeking 2) initiative 3) thought leader and 4) application while De Spiegelaere, et al., (2012) arranged in five dimensions were 1) problems awareness 2) thinking construction 3) thinking development 4) thought championing and 5) thought performance based on a literature review, the researcher can conclude that creative work behavior to develop the organization consisting of opportunity seeking behavior, initiative behavior, thought leadership behavior, and application behavior.

Operation Efficiency

Efficiency mean a performance that brings human's satisfaction and is rewarded for it John D. Millet, 1954:115: Certo & Certo (2006) determined work efficiency is defined as the appropriate utilization of resources for the needs of the operation with the least amount of waste. Peterson & Plowman (1989) concluded the 4 efficiency which are 1) quality 2) quantity 3) time and 4) costs and the Office of the Civil Service Commission (OCSC) (2005) indicated the typical operation efficiency which mean It's a cost-effective operation, generate outcomes rapidly, with high quality and at a low cost. Because efficiency is measured in terms of money, people, equipment, and time, it can be measured in terms of cost or production costs (Input), administrative process (Process) including the aspect of outcomes (Output). Therefore, operation efficiency was defined the in this study as it is operation with knowledge and capability including creative thinking that could achieve the goals timely and minimized mistake. The effective performance assessed from work characteristics, work content and duration included balancing of expense, costs and organizational resources which is the approach that stimulate the effective performance.

Creative Work Behaviors and Operation Efficiency

De Beer, Pienaar & Rothmann Jr (2013) investigated the operation efficiency that was the effects of creative work behaviors indicated that creative work behaviors affected the operation efficiency. Perceiving creative product capability was the obvious indicator for the organization, which according with Wasan & Nikolov (2003) examined the innovative behavioral levels individually in the Office of the Basic Education Commission found that there

were 3 independent variables included 1) social network 2) opening minded 3) creative behavioral construction characteristics. All of these are entirely influence innovative behaviors individually and work performance in the Office of the Basic Education Commission. According

1a hypothesis: the creative work behaviors on opportunity seeking aspect positively affect to the operation efficiency of employees in palm oil industry.

1b hypothesis: the creative work behaviors on initiative aspect demonstrates the positive effects of the operation efficiency of employees in palm oil industry.

1c hypothesis: the creative work behaviors on thought leader aspect indicates the positive outcomes of the employee's operation efficiency in palm oil industry.

1d hypothesis: the creative work behaviors on application aspect positively influences the employee's operation efficiency in palm oil industry.

Perceived Organizational Support

Perceived organizational support is exchanging requirement between the organization and its personnel as the personnel require to achieve the defined goals including their effective performance LaMastro (2002); Rhoades & Eisenberger (2002) suggested perceiving organizational support, they develop a sense of reciprocity. Allowing employees to join the organization and take on social responsibilities, which encourage employees to recognize and praise organizations in order to improve their performance. This will encourage both employees and the organization by increasing work satisfaction and improving performance. Leader supporting, rewards from the organization, and work environment is a part of perceived organizational support which is influence the organization in various aspects increasing organizational commitment, employee engagement, work satisfaction, operational participation, effective performance, decreased stress including creative behavior (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). Moreover, Ajmal, et al., (2015) classified perceiving organizational support into 2 types; internal and external factors. The internal factor is intangible or invisible characteristics of work such as operation status, challenge, responsibilities, work characteristic development and etc. The external factor refers obvious tangible or things that out of work characteristic for example salary, other earning, welfare and promotion, etc. In this study, perceived organizational support are divided into leader support, sufficient resource providing, and perceiving employees' achievement.

Perceived Organizational Support and Creative Work Behaviors

Shore & Wayne (1993) determined on employee engagement and perceived organizational support related to innovative achievement behaviors found that the perceived organizational support could predict the innovative citizenship behavior which is greater than employee engagement that according with Riquelme (2000) examined perceived organizational support and strengthen imagination level including creative achievement behavior on strategies planning process.

The findings revealed perceived support is positively influence creative behavior of open-mindedness from literature synthesis resulting in the 2a – 2c hypothesis

2a hypothesis: perceived organizational support on the leader supports affects creative work behavior of employees in palm oil industry.

2b hypothesis: perceived organizational support on sufficient providing resources influences creative work behavior of employees in palm oil industry.

2c hypothesis: perceived organizational support on perceived organizational achievement influences creative work behavior of employees in palm oil industry.

Motivating Operation

Pinder (1998) defines motivation to work as "the energy that inspires a person to develop motivation or behavior at work and determines the direction and duration of that behavior in accomplishing that task." According to Domjan (2014), motivation is a situation that allows a person to raise or encourage their activity behavior in order to reach their desired goals. McClelland (1979) summed up the characteristics of highly motivated people with three demands that emphasized the motivation of individuals acting in order to attain their goals. They will not expect anything in return for their actions: 1) the desire for success, 2) the desire for commitment, and 3) the desire for power. Maslow (1954), identified human requirements. There are five different degrees of requirements: 1) Physiological requirements 2) Needs for security and safety 3) needs that are respected 4) Social needs, and 5) the desire to be successful in life and Herzberg (1959) presented the "2 factors theory", which the approach of encourage motivation that consisted of the motivation factors that are 1) achievement 2) recognition 3) work content 4) responsibility 5) advancement including maintenance factors are 1) company policies 2) supervision 3) interpersonal relation 4) operational condition 5) salary 6) personal lift 7) job security. This study defined the elements of motivating operation were as follows; 1) achievement 2) recognition 3) work content 4) responsibility 5) advancement.

Motivation and Creative Work Behavior

Lee & Kulviwat (2008) investigated the motivation of Korean employees and how it influences their innovative work behavior. have a substantial impact on the work This is in line with Thanakrit Saecow's (2014) study into organizational factors influencing innovative behavior in operations in order to improve the ASEAN meat processing industry's economy. In Bangkok and its surroundings, it was discovered that executive assistance in terms of work motivation and atmosphere has a beneficial impact on workplace innovation behavior. Furthermore, De Spiegelaere, Van Gyes, Vandekerckhove & Hootegem (2012) investigated employee motivation for work design and discovered that job design motivation components were positively connected with employee engagement and innovative behavior. Hypotheses 3a–3e arose from this review of the literature.

3a hypothesis: The motivating operation on work achievement positively affects creative work behavior of employees in palm oil industry.

3b hypothesis: The motivating operation on recognition positively affects creative work behavior of employees in palm oil industry.

3c hypothesis: The motivating operation on work content demonstrates the positive effects of employee's creative work behavior in palm oil industry.

3d hypothesis: The motivating operation on responsibility indicates the positive effects of employee's creative work behavior.

3e hypothesis: The motivating operation on advancement reveals the positive effects of employee's creative work behavior.

Transformational Leadership

Transformational leadership provides a form of creating and perceiving obviously and clearly for the subordinates including the leaders have intention for operation to change by using the subordinate's suggestion. This type of leader would prefer changing to persisting on his own concept mainly. The concept and theories utilized in this study is a general transformational leadership, leadership of changing offers the higher efficiency than business leader. (Avolio, K. B., 2008); (Albrecht & Andreatta, 2011); (Judge & Piccolo, 2004); (Kark, 2003) Burn (1987), transformational leadership emerges from the interaction of persons with varying levels of authority, motivation, and competence that lead to a common purpose. Transformationalism, according to Bass & Avolio (1994), is the process by which leaders influence their colleagues

and followers by transforming their associates' and followers' efforts to beyond the expected efforts. Increase awareness of the team's and organization's objective and vision by developing the abilities of their associates and followers to a higher level of potential. Bass and Avolio (1998) indicated the concept of transformational leadership consisted of 1) idealized influence 2) inspiration encouragement 3) intellectual stimulation 4) individualized consideration.

Transformational Leadership and Creative Work Behavior

Employee engagement indicates the significant connection which leadership of change through participation has a direct impact on leading change through behavioral engagement (Shahid, 2018). Employee engagement and transformational leadership are ways of motivating employees to their full potential and keeping them motivated to work in order to achieve organizational goals. Leaders instill faith and confidence in their followers to earn their trust and respect by providing visions, missions, and standards of work (van Saane, 2003). Hypotheses 4a–4d emerged from this review of the literature.

4a hypotheses: transformational leadership on idealized influence positively affects creative work behavior of employees in palm oil industry.

4b hypotheses: transformational leadership on inspiration encouragement indicates the positive effects of creative work behavior of employees in palm oil industry.

4c hypotheses: transformational leadership on intellectual stimulation indicates the positive impact of employees' creative work behavior in palm oil industry.

4d hypotheses: transformational leadership on individualized consideration reveals the positive impact of employees' creative work behavior in palm oil industry.

RESEARCH METHODOLOGY

The purpose of this study was to investigate the causes and outcomes of employees' creative behavior in the oil palm business. The study's participants are employees of an oil palm business in Thailand's Prachuap Khiri Khan Province, who were chosen from the top three large palm oil factories with the largest registered capital, a total of 450. (information technology system community enterprise. Community Enterprise Promotion Division. Department of Agricultural Extension, 2021) The sample size was calculated using the Krejcie & Morgan formula at an error level of 0.05. The sample size was 235 respondents using a questionnaire, which has been created according to the purpose, conceptual framework and operational definition as a research tool. Quality instrument determination is 1) Content validity assessed by 3 experts, examine the Index of Item - Objective Congruence (IOC) indicated that each aspect had values between at 0.67 - 1.00. This implies that all of the questions are relevant and consistent. (Rovinelli & Hambleton, 1976) 2) The value of reliability was 0.92, which must be larger than 0.70 to be acceptable (Hair et al., 2006). 3) Power of Discrimination are determined to be between 0.67 and 1.00 utilizing the correlation method between the question items and the overall score of the entire questionnaire (Item-Total correlation), which is consistent with Johnson Conley (2009) who indicated that the discriminant power must be 0.40 or higher.

In data analysis, statistics of Enter Multiple regression analysis are used multiple regression analysis, which is represented by the equation:

1 equation: operation efficiency

$$OE = \beta_0 + \beta_1 CWB1 + \beta_2 CWB2 + \beta_3 CWB3 + \beta_4 CWB4 + \varepsilon$$

Examining the effects of creative work behavior on opportunity seeking, initiative, thought leader and application related to operation efficiency as the hypothesis of 1a - 1d.

2 equation: creative work behavior

$$CWB = \beta_0 + \beta_5 OS1 + \beta_6 OS2 + \beta_7 OS3 + \varepsilon$$

Determining the effects of perceived organizational support on leader’s support, sufficient resource providing and perceived organizational achievement related to creative work behavior as the hypothesis of 2a -2c.

3 equation: creative work behavior

$$CWB = \beta_03 + \beta_8 WM1 + \beta_9 WM2 + \beta_{10} WM3 + \beta_{11} WM4 + \beta_{12} WM5 + \epsilon$$

Examining the impact of motivating operation on achievement, recognition, work content, responsibility and advancement related to creative work behavior as the hypothesis of 3a - 3e

4 equation: creative work behavior

$$CWB = \beta_04 + \beta_{13} TL1 + \beta_{14} TL2 + \beta_{15} TL3 + \beta_{16} TL4 + \epsilon$$

Examining the effects of transformational leadership on idealized influence, inspiration encouragement, intellectual stimulation, individualized consideration related to creative work behavior as the hypothesis of 4a – 4d.

RESEARCH RESULTS

The correlation coefficient analysis to examine the correlation between the independent variables used in the study revealed that the value ranged from 0.384 – 0.777, which did not exceed 0.80 (Cooper & Schindle, 2006). It was shown that the variables are not related to each other and can be used in forecasting. Additionally, the Variance Inflation Factor (VIF) to test Multicollinearity of the independent variables was between 1.629 – 3.041, with values less than 10 without multicollinearity as shown in Table 1.

Table 1
CORRELATION BETWEEN VARIABLES ANALYSIS

V	OS1	OS2	OS3	WM1	WM2	WM3	WM4	WM5	TL1	TL2	TL3	TL4	CWB1	CWB2	CWB3	CWB4	VIF
Mean	3.84	3.79	3.68	4.03	3.86	3.91	4.09	3.88	3.75	3.9	3.82	4.05	3.96	4.02	3.89	4.02	
S.D.	0.68	0.76	0.83	0.57	0.67	0.65	0.57	0.77	0.58	0.72	0.63	0.54	0.58	0.65	0.66	0.61	
OS1																	2.12
OS2	0.706**																3.04
OS3	0.657**	0.777**															2.68
WM1	0.589**	0.515**	0.487**														1.86
WM2	0.698**	0.543**	0.568**	0.618**													2.58
WM3	0.595**	0.565**	0.614**	0.576**	0.716**												2.42
WM4	0.512**	0.548**	0.558**	0.577**	0.625**	0.630**											2.07
WM5	0.592**	0.725**	0.692**	0.482**	0.543**	0.528**	0.545**										1.63
TL1	0.512**	0.393**	0.384**	0.552**	0.577**	0.598**	0.598**	0.400**									2.64
TL2	0.495**	0.469**	0.451**	0.512**	0.542**	0.480**	0.564**	0.470**	0.652**								2.28
TL3	0.652**	0.538**	0.617**	0.511**	0.675**	0.654**	0.586**	0.573**	0.588**	0.675**							2.24
TL4	0.499**	0.400**	0.397**	0.549**	0.581**	0.543**	0.621**	0.413**	0.757**	0.640**	0.671**						2.9
CWB1	0.393**	0.384**	0.595**	0.565**	0.614**	0.576**	0.545**	0.568**	0.614**	0.398**	0.384**	0.582**					2.35
CWB2	0.511**	0.675**	0.393**	0.384**	0.552**	0.577**	0.498**	0.493**	0.484**	0.552**	0.577**	0.598**					1.97
CWB3	0.552**	0.560**	0.614**	0.526**	0.515**	0.650**	0.646**	0.526**	0.455**	0.565**	0.614**	0.576**	0.384**				2.62
CWB4	0.540**	0.561**	0.614**	0.532**	0.716**	0.545**	0.565**	0.614**	0.576**	0.716**	0.355**	0.365**	0.376**	0.616**	0.635**		2.61

** statistically significant at .01, * statistically significant at .05

Multiple Regression Analysis of creative working behavior that affects operation efficiency. It was discovered that creative working behavior in seeking opportunities, thought leadership, and application assisted to test the first hypothesis (H1a–H1d). The finding was a statistically significant positive effect on employee productivity in the palm oil industry. ($\beta=0.187, p<0.01$), ($\beta=0.148, p>0.05$), ($\beta=0.374, p<0.01$), ($\beta=0.212, p<0.01$) The independent variables in creative working behavior were effective in predicting and explaining the dependent variables in all four categories in this regard. Employees in the palm oil business were 64.0 percent productive. The details are as in Table

Creative working behavior	Dependent variable
	Operation efficiency
Opportunity seeking aspect	0.187** (0.058)
Initiative aspect demonstrates	0.148** (0.049)
Thought leader aspect indicates	0.374** (0.047)
Application aspect	0.212** (0.058)
Adjusted r ²	0.634
Maximum VIF	3.041

** statistically significant at .01, * statistically significant at .05

Multiple Regression Analysis of Organizational Sponsorship Recognition that affects employees in the palm oil industry's creative working behavior to test hypothesis 2 (H2a–H2c), it was discovered that the perception of organizational support and the perception of the organization's work are linked. Employees in the palm oil business have a statistically significant positive impact on their innovative working behavior ($\beta=0.467$, $p<0.01$), ($\beta=0.208$, $p<0.01$). Sufficient resource encouragement could not reveal statistically significant impact on the palm oil industry's creative working behavior. ($\beta=0.032$, $p<0.01$) In this case, the dependent variables were predicted and explained by the independent variables in three dimensions of efficiency. Employees in the palm oil industry were 42.1 percent creative in their work. The details are as in Table 3.

Organization Supportiveness	Dependent Variable
	Creative Work Behavior
Leader support	0.467** (0.058)
Sufficient providing resources	0.032 (0.062)
Perceived organizational achievement	0.208** (0.053)
Adjusted R ²	0.414
Maximum VIF	2.796

** statistically significant at .01, * statistically significant at .05

Multiple regression investigation of work motivation as it relates to employees in the oil palm industry's creative working behavior. To test hypothesis 3 (H3a–H3e), it was discovered that motivation to work is a factor which consisted of achievement, recognition, work content and responsibility have a statistically significant favorable impact on employees' creative working behavior in the palm oil business ($\beta=0.154$, $p<0.01$), ($\beta=0.225$, $p<0.01$), ($\beta=0.202$, $p<0.01$), and ($\beta=0.282$, $p<0.01$). Employees in the palm oil industry's creative working behavior was not affected by advancement chances. ($\beta=0.084$, $p>0.05$) The independent variables in all five efficiency categories combined predicted and explained the dependent variables in this regard. Employees in the oil palm business were 64.2 percent greater creative at work. The details are as in Table 4.

Work motivation	Dependent Variable
	Creative Work Behavior
Work achievement	0.154** (0.053)
Recognition positively	0.225** (0.053)
Work content demonstrates	0.202** (0.053)
Responsibility indicates	0.282 ** (0.056)
Advancement reveals	0.084 (0.037)
Adjusted R ²	0.616
Maximum VIF	2.579

** statistically significant at .01, * statistically significant at .05

Multiple regression analysis of transformational leadership affecting creative work behavior of the employee in palm oil industry to examine the fourth hypothesis (H4a – H4d) demonstrated that the transformational leadership of idealized influence, inspiration encouragement, intellectual stimulation and individualized consideration positively influenced the creative work behavior of the employee in palm oil industry statistically significant ($\beta=0.185$, $p<0.01$), ($\beta=0.185$, $p<0.01$), ($\beta=0.209$, $p<0.01$), and ($\beta=0.184$, $p<0.05$) The independent variables in all four categories were successful in predicting and explaining the dependent variables in this regard. Employees in the oil palm business were 54.8 percent more creative at work. The details are as in Table 5.

Transformational leadership	Dependent Variable
	Creative Work Behavior
Idealized influence positively	0.185** (0.051)
Inspiration encouragement indicates	0.215** (0.063)
Intellectual stimulation	0.209** (0.044)
Indicates individualized consideration reveals	0.184 * (0.056)
Adjusted R ²	0.548
Maximum VIF	2.899

** statistically significant at .01, * statistically significant at .05

DISCUSSION AND CONCLUSION

According to a multiple regression analysis of creative working behaviors affecting employee performance in the oil palm industry, creative working behaviors in seeking opportunities, thought leadership, and application aspects had a statistically significant positive impact on employee productivity in the palm oil industry. So according Kaewta Sornadisak and Chuanchuen Akkawanitcha's research (2018) investigated the causal and effect factors of the innovative behaviors of Bangkok Bank's employees in Nakhon Pathom province which found that the employees' innovation behavior had a positive influence on the performance of Bangkok Bank's employees. Aruno Isarawichitchakul (2003) discovered that variables of creative

behavior in work performance had a favorable influence on performance efficiency in a study of factors connected to efficiency in work performance of government officials and employees of Rayong Provincial Administrative Organization, a significant number of government officials and Rayong Provincial Administrative Organization employees is further supported by findings from studies by Kleysen & Street (2001), Terje Slitten & Mehmet Mehmetoglu (2011), Porntip Chairerk & Kwankamol Donkhwa, (2014) indicated that the creative work behavior was the factors that influence operation efficiency of the employee in the organization.

According to the findings of a multiple regression analysis of perceived organizational support that affects employees' creative working behavior in the palm oil industry, the perception of the organization's support for the support of the organization leader and the perception of the organization's achievement have a statistically significant positive impact on employees' creative working behavior in the palm oil industry consistent with the research of Porntip Chairerk (2012) determined the employee engagement on the perceived organizational support positively affect innovative working behavior on seeking opportunity, initiative, thought leader and application according Kaewta Sornadisak & Chuanchuen Akkawanitcha's research (2018) investigated the causal and effect factors of the innovative behaviors of Bangkok Bank's employees in Nakhon Pathom province which found that the employees' innovation behavior had a positive influence on the performance of Bangkok Bank's employees. Riquelme (2000) discovered that open-minded creative behavior was positively influenced by perceived support. Sufficient resource assistance has no statistically significant impact on the palm oil industry's creative working behavior. This contradicts Crespell & Hansen (2008), who found that organizational innovation was connected with leadership support and adequate resource provision; Boonyam (2011) discovered that organizational support for resources affected organizational innovation behavior.

In a multiple regression examination of how work motivation affects employees' creative behavior in the palm oil business, it was discovered that respect for the workplace is the most important motivator. The nature of the job and the level of responsibility Employees in the palm oil business have a statistically significant positive impact on their innovative working behavior, according to research of Kaewta Sornadisak & Chuanchuen Akkawanitcha (2018) indicated work motivation positively promotes innovation behavior of Bangkok Bank workers in Nakhon Pathom Province, according to Thanakrit Saecow (2014), who investigated organizational determinants affecting innovation behavior in operations. It was discovered that work motivation and atmosphere positively influenced innovative behavior in work performance to promote the ASEAN economy of the meat processing industry in Bangkok and its environs. As similar as Lee & Kulviwat (2008) found that Korean employees' job motivation has a considerable favorable impact on their innovative work behavior. The desire to work in a position where you can progress your career Employees in the palm oil industry's creative working behavior is unaffected.

Multiple Regression Analysis of transformational leadership that affect the creative working behavior of employees in the oil palm industry. The aspect idealized influence, inspiration, intellectual stimulation, and individualized consideration indicated the positive impact for the employees' creative work behaviors in palm oil industry, which related to Reuvers, Enger, Vinkenbug & Wilson-Evered (2008) determined positive relation leadership and innovative work behaviors and Khan, Rehman & Fattima (2009) demonstrated transformational leadership influenced organizational innovation including Abbas, Iqbql, Waheed & Riaz (2012) found that transformational leadership indicated a positive relationship with innovative work behaviors.

SUGGESTIONS

1. Employees' creative working behavior should be facilitated by the organization, whether in the seeking opportunities, thought leadership, or application elements, because these behaviors will contribute to productivity.

2. The component of leader support and perceived organizational achievement should be the emphasis of organizational support. This will be a factor that promotes or motivates people to engage in creative working behaviors, which will lead to the organization's continued success.
3. The administrator should have a transformational leadership which indicated the desired qualification of operation with ideal, willingness, good role model for the employee, the recognition and pleasant of working together was occurred which stimulate the employee's life with the inspiration for effective performance including administrators must be very ethical and avoid using authority for personal advantage, which includes being an intellectual stimulant, assisting and encouraging people to enhance their knowledge skills on a regular basis. These are all variables that motivate or encourage employees to engage in innovative work practices, hence improving the organization's performance.
4. Supervisors should have a motivating operation strategy. Considering from needs, motivation and expectations of the personnel precisely and clearly in order to provide incentives that are consistent and appropriate for the organization's employees, and also provide the effective motivation which result in the employee's creative work behaviors lead to the effective performance of the organization further.

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