

Determinants of Employee Innovation : A Case of NGOs and CSOs in Mae Sot, Thai-Myanmar Border

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ABSTRACT

This study examines the relationship between the leadership, innovation climate, organisational support and employee innovation among NGOs and CSOs employees in Mae Sot, Thai-Myanmar border. A convenience sampling from 179 NGOs and CSOs employees was used for the quantitative approach. The collected data were analysed using the PLS-SEM program and SPSS Version 27. The results show a significant relationship between leadership, innovation climate, organisational support and employee innovation. Moreover, innovation is an effective mediator between leadership and employee innovation. Also, organisational support is a significant mediator between leadership and employee innovation. The strategic planners should increase leadership, organisational support, and innovation climate because these determinants enhance employee innovation among NGOs and CSOs.

Keywords: *leadership, innovation climate, organisational support, employee innovation, NGOs & CSOs*

1. INTRODUCTION

1.1. Background of the Research

Today, there are extensive challenges in economic, social, political, technological and environmental changes. Even though various organisations try to meet their goals, maintain their position and survive, many have failed. Only organisations that can adapt to changes by reflecting the organisational culture are more likely to succeed. However, the driving force behind an organisation's success is its employees. Therefore, organisations need to have good employee innovative behaviour. Innovation leads businesses to gain a competitive advantage over competitors to achieve organisational objectives and goals. This factor is acknowledged extensively (Oukes, 2010; Yuang & Woodman, 2010). Non-government institutions have been one of the primary pillars for sustainable development goals (SDG) in international, national, regional and local geographic areas. Any non-profit voluntary citizens' group, organised on a local, national, or international level, is referred to as a civil society organisation (CSO) or non-governmental organisation (NGO). NGOs or CSOs have diverse mandates aligned with the goals

and principles of the United Nations. The key roles are humanitarian functions, upholding peace and security. These organisations defend human rights, protect the environment, advocate for social or political change, locally or internationally (Frennesson et al., 2020; Jacob, 2021). The Union of International Associations estimates 74,000 international NGOs from 300 countries and territories, and new ones are added, about 1,200 annually (Union of International Associations, n.d.). Over 7,000 registered Asia-Pacific NGOs are directed by the World Association of Non-Governmental Organisations (WANGO). Many NGOs have been operating in national, regional and local areas. For example, there are approximately 1.5 million NGOs in the US (World Association of Non-Governmental Organisations, n.d.). Along the Thai-Myanmar border, non-governmental organisations (NGOs) and civil society organisations (CSOs) have played significant roles in assisting refugees and migrants. There are different strategies to achieve their objectives and goals. Mae Sot is a critical 'cross-over' on the Thai-Myanmar border. Therefore, the employee innovation (employees' innovative behaviour) of NGOs and CSOs in Mae Sot, the Thai-Myanmar border, is a crucial topic to study.

1.2. Problem Statement

NGOs and CSOs have been operating along the Thai-Myanmar border, albeit with different goals for community development. The examples are education, health, human rights, humanitarian aid, news. Also, immigration and refugee services have been provided throughout the civil war in Burma (Myanmar). As the result of civil war between Karen separatists and the Burma/Myanmar government since the 1940s. About 400,000 people have been forced to become internally displaced persons (IDP). There were approximately 111,000 refugees who fled violence in Burma (Myanmar). There were relocated to nine refugee camps along the Thai-Myanmar border, including many more recent economic migrants. Consequently, Thailand has been a significant destination for Myanmar asylum seekers, refugees and migrant workers since 1984 (Dudley, 2010; Jagger, 2018; Legido-Quigley et al., 2020; Simpson, 2013). NGOs and CSOs in Mae Sot, Thai-Myanmar border play an essential role in humanitarian functions regarding upholding peace and security, defending human rights, protecting environmental issues, advocating, promoting and maintaining social cohesion among refugees and displaced persons along the Thai-Myanmar border. Although, many studies support the relationship between leadership, innovation climate, organisation support and employee innovation (Jung et al., 2003; Aragón-Correa et al., 2007; Sarros et al., 2011; Szczepańska-Woszczyna, 2015; Sethibe et al., 2018). Still, few support the relationship among NGOs and CSOs to create employees' innovative behaviour (employee innovation). Therefore, leadership, organisation support and innovation climate are related to employee innovation toward their organisational goal in this study. The study's findings could assist executive managers or strategic planners in their constant endeavour to strengthen employees' innovation behaviour.

1.3. Research Objective

This study investigates the relationship between leadership, innovation climate, organisational supports, and employee innovation among NGOs and CSOs in Mae Sot, Thailand.

1.4. Research Question

How is the relationship between leadership, innovation climate, organisational support, and employee innovation among NGOs and CSOs in Mae Sot, Thailand?

2. LITERATURE REVIEW

2.1. Employee Innovation

The concept of innovation climate is broad. Scott and Bruce (1994) defined aspect innovation as a multistage process; distant actions and individual behaviour are essential in every stage. Regarding innovative behaviour in an organisation, ‘When an employee intentionally introduces or applies new ideas, products, processes and procedures to his/her team or organisation to achieve objectives, it is innovative behaviour’ (Yuang & Woodman, 2010). Innovation behaviour is vital for organisational success in a dynamic and unpredictable environment. According to Altunoğlu and Gürel (2015), innovation is considered a key to surviving in such environments. The prominent role of innovation is to provide a company competitive advantage. Sanders et al. (2018) also stated that employees’ innovative behaviour refers to a critical aspect of organisational effectiveness: creating, introducing, and applying new ideas within a group or organisation to benefit performance. Therefore, employee innovation refers to employees actively participating in the organisation’s innovation process. They perform activities that generate and transform creative ideas into innovative outcomes for organisations. Employees innovate when they create, introduce, and apply new ideas, processes, products, or services within their work role, group, or organisation (Odetunde, 2019). Innovation is for all organisations to overcome new challenges during rapid economic, social, political, technological, and environmental changes. According to the sustainable goals, NGOs and CSOs worldwide have been operating for the community’s sustainability, humanitarian functions, upholding peace and security, defending human rights, and protecting the environment. NGOs and CSOs in Mae Sot have played a significant role in protecting and supporting refugees, asylum seekers, migrant workers and IDPs (from Myanmar) for well over 25 years of civil war (still ongoing). NGOs and CSOs are critical in the lives of these unfortunate people. This study aims to reveal the factors that influence individual innovation in work, particularly the innovative behaviour of NGOs and CSOs in Mae Sot.

2.2. Leadership

Leaders can manage an organisation that promotes innovation, be product champions or heroic innovators who support innovation throughout its implementation, and make the organisational structure needed to support innovativeness. Strategic leadership indicates that top managers influence organisational outcomes by establishing an innovation climate and building the capacity for change and innovation (Szczepańska-Woszczyzna, 2015). According to previous research, there is a relationship between leadership and employee innovation. Innovation is mainly dependent on the interaction of others, and this innovative behaviour of employees enhances stimulating leadership; information, resources and support from leaders are the driving forces behind individual innovation (Oukes, 2010). Leadership style affects employees’ innovative behaviour in the construction context (Zheng et al., 2019). There is a positive relation between innovation-stimulating leadership on behavioural innovation (Oukes, 2010). The connection of leadership styles and innovation behaviour showed behavioural leadership patterns (participative, supportive, transformational, transactional and influence-based leadership). Leadership for sustainable innovation might include a manager's charisma, instrumental, strategic, interactive leadership style, and organisational knowledge. Information sharing has a significant impact on developing long-term innovation processes (Jong, 2007; Bossink, 2007). Therefore, leadership is related to innovation climate, organisational support and employee innovation outcome.

2.3. Innovation Climate

The climate refers to the feelings, attitudes and behavioural inclinations that characterise organisational life (Jong, 2007). Climate is crucial to a workgroup or organisation’s informal

structure. Organisational culture and climate are inextricably linked. The organisational climate is a factor that encourages employees to develop innovative behaviour without fear, bringing more efficiency and success to the organisation (Yuang & Woodman, 2010). The characteristics of organisational climate will show whether the organisation is open to change and new ideas and is willing to strive for innovation (is change advocated or avoided). The constructs as a whole measure organisational climate such as organisational support of innovation, change orientation, continuous development and organisational orientation towards change, creativity and taking risks (Bossink, 2007; Hartjes, 2010). Therefore, the innovation climate is related to leadership, organisational support and employee innovation.

2.4. Organisational Support

Leaders provide two types of support for their employees; psychological and physical assistance. Leaders and group members support organisational support for innovation. Examples include in and outside organisational meetings, group or individual corporations, providing time and resources to develop and implement ideas (Jong, 2007). It is also highlighted that team characteristics can affect individuals because idea championing and implementation are never solitary activities (Oukes, 2010). The support of innovation depends on a leader's acceptance of new ideas of implementation trials raised by employees. The support from a leader with confidence in his employees, reacting positively to the new suggestions, stimulates the employee's innovation in the organisation (Jong, 2007). As a result, employees perceive their innovative behaviour brings positive outcomes and contributes to change when they receive strong support from management (Yuang & Woodman, 2010). Therefore, organisational support is related to leadership, innovation climate and employee innovation.

2.5. Research Hypotheses Development

2.5.1. The Relationship Between Leadership and Innovation Climate

Aarons and Sommerfeld (2012) investigated the effects of transformational leadership and leader-member exchange on team innovation climate and provider attitudes toward evidence-based practise (EBP) adoption during a statewide evidence-based practice implementation (EBPI) of an intervention to reduce child neglect. Transformational leadership predicted a higher innovation climate during execution, whereas leader-member exchange predicted a higher innovation climate during services as usual. Zuraik and Kelly (2019) used exploration and exploitation to investigate the relationship between CEO transformational leadership, innovation climate, and organisational innovation. CEO transformational leadership was related to organisational innovation and innovation climate. Considering previous literature review on leadership and innovation climate suggests the following hypothesis:

H1: Leadership significantly affects innovation climate.

2.5.2. The Relationship Between Leadership and Organisational Support

Tumwesigye (2010) investigated the role of organisational commitment in the relationship between perceived organisational support and turnover intentions. There was a correlation between leadership and organisational support. Employee performance would be improved if leaders paid more attention to building trust among employees by ensuring open communication and fostering equitable social exchange relationships, which can go a long way toward increasing the level of perceived organisational support and commitment. Ahmad and Yekta (2010) investigated the effect of leadership behaviour and perceived organisational support on Iranian employees' job satisfaction. Leadership and organisational support are correlated. Leadership behaviour was

found to significantly impact intrinsic and extrinsic job satisfaction, whereas perceived organisational support was related to extrinsic employee satisfaction. Considering previous literature review on leadership and organisational support suggests the following hypothesis:

H2: Leadership significantly affects organisational support.

2.5.3. The Relationship Between Innovation Climate and Employee Innovation

Hsu and Chen (2017) investigated the cross-level mediating effect of psychological capital on the relationship between organisational innovation climate and innovative employee behaviour. Employee innovative behaviour (employee innovation) is significantly influenced by organisational innovation climate and employee psychological capital, and more importantly, employee psychological capital fully mediates this relationship. Ren and Zhang (2015) investigated how job stressors and organisational innovation climate affect employees' innovative behaviour. Employee innovation and the innovation climate were found to be related. There is a relationship between organisational innovation climate and innovative employee behaviour. The beneficial effect of organisational innovation climate on employee innovation became weaker for idea implementation and completely disappeared for idea generation. Considering previous literature review on innovation climate and employee innovation suggests the following hypothesis:

H3: Innovation climate significantly affects employee innovation.

2.5.4. The Relationship Between Organisational Support and Employee Innovation

Altunoğlu and Gürel (2015) investigated the effects of leader-member exchange and perceived organisational support on organisational innovation using a model. As the level of organisational innovation rises, so does the leader-member exchange level. Similarly, as perceived organisational support grows, organisations may perform well in innovation. As a result, it could be argued that organisational support significantly impacts employee innovation. Organisations focusing on creativity and innovation may consider leader selection, emphasising leader-member exchanges and employee organisational support facilities. Considering previous literature review on organisational support and employee innovation suggests the following hypothesis:

H4: Organisational support significantly affects employee innovation.

2.5.5. The Relationship Between Innovation Climate, Leadership and Employee Innovation

Sagnak (2012) investigated the relationship between empowering leadership, teachers' innovative behaviour and innovative climate in elementary schools. Principals' leadership empowerment behaviour was a significant predictor of teachers' innovative behaviour and innovation climate. It was determined that there was a substantial relationship between the innovation climate and teachers' innovative behaviour. The innovation climate partially mediated the relationship between principals' leadership empowerment behaviour and teachers' innovation behaviour. Considering previous literature review on innovation climate, leadership, and employee innovation suggests the following hypothesis:

H5: Innovation climate is a significant mediator between leadership and employee innovation.

2.5.6. The Relationship Between Organisational Support, Innovation Climate and Employee Innovation

Qi et al. (2019) investigated the role of perceived organisational support as a mediator in the influence of inclusive leadership on innovative employee behaviour. Inclusive leadership had a

significant positive impact on employee perceived organisational support and innovative behaviour. Moreover, perceived organisational support was positively related to innovative employee behaviour and served as a partial mediator between inclusive leadership and employee innovation. Considering previous literature review on organisational support, innovation climate, and employee innovation suggests the following hypothesis:

H6: Organisational support is a significant mediator between innovation climate and employee innovation.

2.6. Conceptual Framework

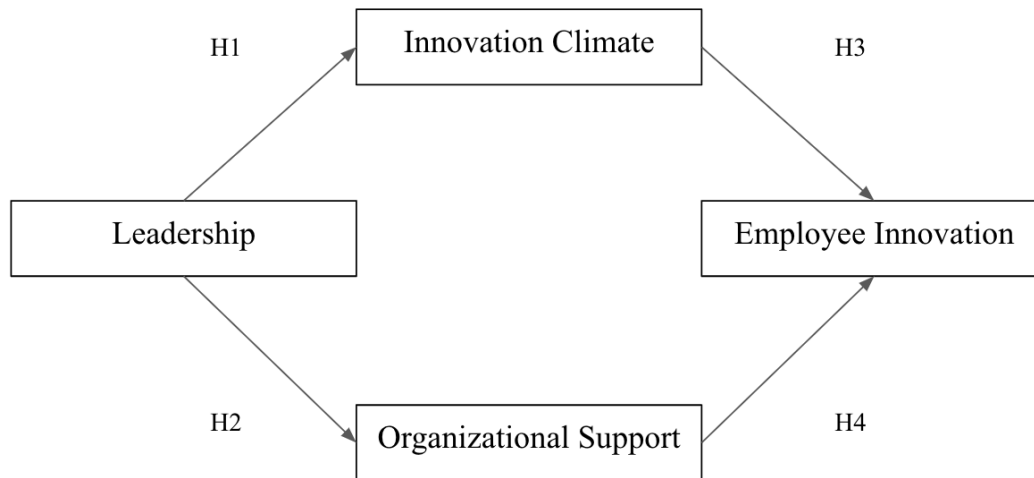


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1. Research Method

Closed-ended questionnaires (Likert's Rating Scale) were used to gather data. Testing was done on measuring instruments to determine their reliability and validity. It is critical to understand that the validity of an instrument refers to how well it measures the researcher's conceptual framework or hypothesis (Bootsurman et al., 2021; Chana et al., 2021). The main variables in this study were evaluated using a five-point Likert Scale ranging from 5 (strongly agree) to 1 (strongly disagree). An analysis of the demographics of those who responded to the survey questions was based on the study of Phetnoi et al. (2021) and Kanyama et al. (2022). The leadership, innovation climate, and organisational support questionnaire items were based on Jong (2007). The questionnaire items in the employee innovation construct were based on Jong (2007) and Kleysen & Street (2001).

3.2. Population and Sample

The study's target population was an unknown number of NGOs and CSOs employees (staff) in Mae Sot, Thai-Myanmar border. According to Hair et al. (2012), the general guideline is that there should be a minimum of 5 samples per question item (5:1). Therefore, the researchers determined the sample size from 19 question items multiplied by 5 = 95 required samples in this study.

Through convenience sampling, samples were NGOs and CSOs employees in Mae Sot, Thai-Myanmar border, 18 years old or over. The study's sample size was one hundred and seventy-nine (179) respondents over a minimal sample size of 95.

3.3. Data Collection

The researchers gathered the information through self-administered questionnaires. The study's purpose was explained to the respondents before online questionnaire distribution to participate. Data collection duration was between 19th November to 19th December 2021.

3.4. Data Analysis

Data were analysed with the SPSS program Version 27 and ADANCO 2.3. Descriptive statistics were used to investigate the demographic characteristics of the survey participants (frequency and percentage). Each variable's mean and standard deviation and questionnaire items were calculated using mean and standard deviation. Cronbach's Alpha reliability coefficient was used to assess the consistency and reliability of the data. Factor loadings were calculated for testing the validity of the instrument. The reliability of the data set was determined using Cronbach's Alpha, which was 0.6 in this case. The factor analysis was used to conduct the validity test, and the threshold was set at 0.6 following the recommendation of Morgan et al. (2004) and Bootsumran et al. (2021). The completed data was analysed using a structural equation model (SEM) to test the hypotheses. According to Pavlov et al. (2021), the Average Variance Extracted (AVE) should be set to 0.50. As a result, the construct measurements are valid and appropriate for this investigation.

4. RESULTS

Table 1. Demographic Characteristics of the Respondents (n=179)

Demographics		Frequency	Percentage
Gender	Female	113	63.1%
	Male	66	36.9%
Age	18-25 years old	55	30.7%
	26-35 years old	104	58.1%
	36-40 years old	15	8.4%
	41-45 years old	4	2.2%
	46 years old or over	1	0.6%
Occupation	NGOs	59	33.0%
	CSOs	120	67.0%
Operation Area	Thailand	90	50.3%
	Myanmar	43	24.0%
	Both	46	25.7%
Field of Work	Healthcare	67	38.1%
	Education	42	23.2%
	Human Rights	23	12.7%

	Humanitarian Aid	9	5.0%
	Immigration Refugee	9	5.0%
	News	6	3.3%
	Others	23	12.7%
Salary	Less than 15,000 THB	71	17.8%
	15,001- 20,000 THB	124	31.0%
	20,001- 25,000 THB	49	12.3%
	25,001- 30,000 THB	42	10.4%
	30,001- 40,000 THB	60	15.0%
	More than 40,001 THB	54	13.5%
Total		179	100%

One hundred and seventy-nine (179) respondents of NGOs and CSOs employees (staff) in Mae Sot, Thai-Myanmar border, completed online questionnaires were coded and analysed. The findings revealed that most respondents were female (63.1 %), age ranged between 26 and 35 (58.1 %), worked as CSOs employees (67.9 %), operation area based in Thailand (50.3 %), worked in the healthcare field (38.1 %), and earned salary 15,001-20,000 baht (31.0 %). The demographics represented the NGOs and CSOs staff in Mae Sot, Thai-Myanmar border.

4.1. PLS-SEM Results

Table 2: Item Loadings, Cronbach's Alpha and Average Variance Extracted (n=179)

Items	Factor Loadings	Cronbach's Alpha	Average Variance Extracted (AVE)
Leadership		0.8562	0.5446
1. My leader permits me to make decisions by myself to undertake my work with independence and freedom. (Mean = 3.82, SD. = 0.722)	0.6704		
2. My leader consults me for my opinion about important decision-making changes. (Mean = 3.74, SD. = 0.744)	0.7011		
3. My leader asks for my suggestion on carrying out assignments effectively. (Mean = 3.78, SD. = 0.736)	0.7452		
4. My leader regularly investigates the work progress and quality to keep up with the organisation/team. (Mean = 3.94, SD. = 0.712)	0.7662		
5. When I am innovative, my leader commends my contribution to raising innovative ideas. (Mean = 3.79, SD. = 0.678)	0.7997		
Innovation Climate		0.8666	0.5697

6. My colleagues are comfortable cooperating, understanding, and accepting each other. (Mean = 4.02, SD. = 0.753)	0.6914		
7. My colleagues listen to each other regardless of whether they have a minority perspective. (Mean = 3.88, SD. = 0.700)	0.6969		
8. My colleagues accept deviating views. (Mean = 3.68, SD. = 0.716)	0.7297		
9. My colleagues combine all provided useful ideas for each other for the best work result. (Mean = 3.86, SD. = 0.740)	0.8461		
10. My colleagues always work together to develop new ideas for the best solution to the problems. (Mean = 3.93, SD. = 0.760)	0.7977		
Organisational Support		0.8534	0.5993
11. My leader pays sincere attention whenever I raise my opinion. (Mean = 3.86, SD. = 0.709)	0.7873		
12. My leader acts enthusiastically toward my creative ideas. (Mean = 3.80, SD. = 0.698)	0.8214		
13. My leader holds up with me when I desire improvement. (Mean = 3.78, SD. = 0.746)	0.7938		
14. My leader is the one I can call even in unsuccessful situations. (Mean = 3.65, SD. = 0.809)	0.6873		
Employee Innovation		0.9086	0.6657
15. My colleagues look for new methods, techniques, or instruments to accomplish work tasks. (Mean = 3.80, SD. = 0.696)	0.8042		
16. My colleagues create primary solutions for problem-solving. (Mean = 3.78, SD. = 0.691)	0.8162		
17. My colleagues encourage the key organisational staff to be enthusiastic about innovative ideas. (Mean = 3.74, SD. = 0.706)	0.8273		
18. My colleagues encourage other staff to support an innovative idea. (Mean = 3.73, SD. = 0.716)	0.8148		
19. My colleagues present their innovative ideas in actual work consistently. (Mean = 3.70, SD. = 0.694)	0.8168		

Table 3. The Goodness of Model Fit (n=179)

Saturated Model	SRMR=0.0436
Estimated Model	SRMR=0.0468

Table 4: R-Squared (n=179)

Construct	Coefficient of Determination (R ²)	Adjusted R ²
Innovation Climate	0.7895	0.7883
Organisational Support	0.7765	0.7752
Employee Innovation	0.8304	0.8285

Table 5: Effect Overview (n=179)

Effect	Beta	Indirect Effect	Total Effect	Cohen's f ²
Leadership -> Innovation Climate	0.8885		0.8885	3.7508
Leadership -> Organisational Support	0.8812		0.8812	3.4745
Leadership -> Employee Innovation		0.8615	0.8615	
Innovation Climate -> Employee Innovation	0.4668		0.4668	0.5599
Organisational Support -> Employee Innovation	0.5069		0.5069	0.6603

Table 6: Total Effects Inference (n=179)

Effect	Original Coefficient	Standard Bootstrap Results					Percentile Bootstrap Quantiles		
		Mean Value	Standard Error	T-Value	P-Value (2-Sided)	P-Value (1-Sided)	0.5%	2.5%	97.5%
Leadership -> Innovation Climate	0.8885	0.8862	0.0388	22.9116	0.0000	0.0000	0.7710	0.7978	0.9530
Leadership -> Organisational Support	0.8812	0.8805	0.0490	17.9656	0.0000	0.0000	0.6991	0.7699	0.9636
Leadership -> Employee Innovation	0.8615	0.8611	0.0376	22.9296	0.0000	0.0000	0.7442	0.7795	0.9283
Innovation Climate -> Employee Innovation	0.4668	0.4698	0.1027	4.5474	0.0000	0.0000	0.1593	0.2595	0.6654
Organisational Support -> Employee Innovation	0.5069	0.5067	0.1018	4.9792	0.0000	0.0000	0.1949	0.3026	0.7035

Leadership can predict innovation climate at $\beta=0.889$, and $p<0.001$ (Two tails at 0.000 and one tail at 0.000). Leadership can indicate organisational support at $\beta=0.881$ and $p<0.001$ (Two sides at 0.000 and one side at 0.000). Innovation climate can predict employee innovation at $\beta=0.467$ and $p<0.001$ (Two tails at 0.000 and one tail at 0.000). Organisational support can expect employee innovation at $\beta=0.507$, $p<0.001$ (Two tails at 0.000 and one side at 0.000). Innovation climate is a significant mediator between leadership and employee innovation by 79.0% ($R^2=0.79$). Finally, organisational support is an effective mediator between leadership and employee innovation by

about 77.7% ($R^2=0.77$). Overall, the conceptual framework can explain the sector phenomenon by about 83% ($R^2=0.83$).

4.2 Assumptions

Table 7: Summary of Hypothesis Testing.

Hypotheses	Results	Actions
H1: Leadership -> Innovation Climate	$\beta=0.889$ at $p<0.001$	Accepted
H2: Leadership -> Organisational Support	$\beta=0.881$ at $p<0.001$	Accepted
H3: Innovation Climate -> Employee Innovation	$\beta= 0.467$ at $p<0.001$	Accepted
H4: Organisational Support -> Employee Innovation	$\beta=0.507$ at $p<0.001$	Accepted
H5: Innovation Climate is the mediator between Leadership and Employee Innovation	$R^2=0.79$ at $p<0.001$	Accepted
H6: Organisational Support is the mediator between Leadership and Employee Innovation	$R^2=0.77$ at $p<0.001$	Accepted

Overall explanatory power equals 83 % ($R^2 = 0.83$)

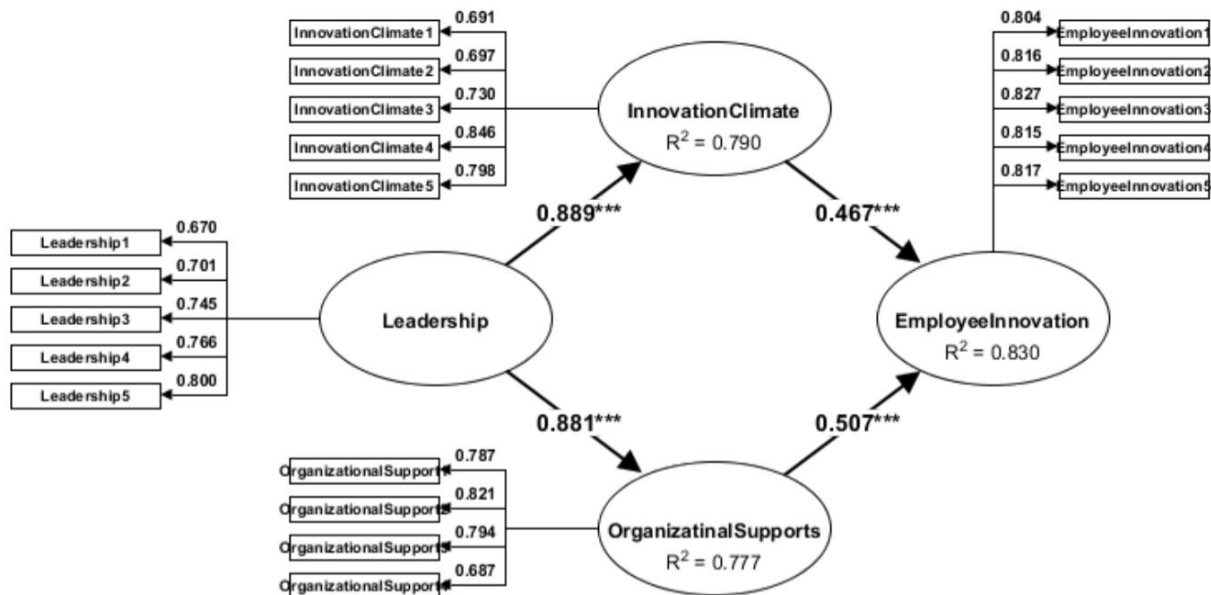


Figure 2: PLS-Structural Equation Model of the Study.

5. DISCUSSION AND CONCLUSION

5.1. Discussion

The study's objective explores the relationship between leadership, innovation climate, organisational supports, and employee innovation among NGOs and CSOs in Mae Sot, Thailand. The findings revealed a relationship between leadership, the innovation climate, organisational support, and employee innovation. The results supported previous research of Aarons and Sommerfeld (2012), Szczepańska-Woszczyna (2015) and Zuraik and Kelly (2019) that leadership significantly affects innovation climate. Leaders can influence organisational outcomes by creating an innovation climate and increasing organisational capacity for change and innovation. The results supported previous research of Ahmad and Yekta (2010), Jong (2007), and Tumwesigye (2010) that leadership significantly affects organisational support. Leaders should increase organisational outcomes by establishing organisational support for employees, such as paying genuine attention, encouraging creativity, and respecting all employees' ability to apply creativity. The results supported previous research of Hsu and Chen (2017), Ren and Zhang (2015), and Yuang and Woodman (2010) that the innovation climate significantly affects employee innovation. Organisations should increase the innovation climate as it is a factor that encourages employees to develop innovative behaviour without fear, resulting in increased efficiency and success for the organisation. The results supported previous research of Altunoğlu and Gürel (2015) and Yuang and Woodman (2010) that organisational support significantly affects employee innovation. Employees' perceived innovative behaviour produces positive outcomes and contributes to change when they receive strong management support. The results supported previous research of Sagnak (2012) that innovation climate is a significant mediator between leadership and employee innovation. Organisations should encourage executives and leaders to be enthusiastic about innovative ideas to achieve adequate performance. Finally, the results supported previous research of Qi et al. (2019) that organisational support is a significant mediator between innovation climate and employee innovation. Leaders should consider strategies to raise organisational support, such as showing openness and inclusiveness to new ideas and valuing their efforts. Furthermore, leaders may provide other types of support to employees, such as opportunities, resources, and autonomy to encourage more innovative behaviour.

5.2. Conclusion

The findings indicate a link between leadership, the innovation climate, organisational support, and employee innovation. Furthermore, innovation serves as an effective bridge between leadership and employee innovation. Also, organisational support plays a critical role in mediating the relationship between leadership and employee innovation. Strategic planners can motivate leadership through regularly investigating the work progress and quality to keep up with the organisation and team. Improving the innovation climate by inspiring all colleagues to cooperate, understand, and accept each other and developing organisational support by increasing the leaders to pay intense attention whenever employees (staff) raise their opinions. Finally, the employee innovation or innovative employee behaviour will incur. As a result, strategic planners should improve leadership, organisational support, and the innovation climate because these factors boost employee innovation in NGOs and CSOs.

5.3. Research Implication

According to the study's findings, there is a positive relationship between leadership, organisational support, and the innovation climate because these factors boost employee innovation in NGOs and CSOs. The strategic planners should motivate leadership, organisational

support, and innovation climate because these factors encourage employee innovation in NGOs and CSOs to meet employee innovation. It may be beneficial for strategic planners to develop an appropriate strategy for their work in NGOs and CSOs. The outcome is focused on a particular innovative employee behaviour or employee innovation. In this study, employee innovation toward organisational goals is related to leadership, organisational support, and the innovation climate. The contribution could be applied and assist business owners and executive managers in their enduring efforts to strengthen employee innovation.

5.4. Limitations and Recommendations

The study focuses on the NGOs and CSOs sector on the Thai-Myanmar border. It would not include other destinations. Comprehensive coverage of organisations should be considered in different fields such as business companies and the services sector. It could provide more insights into different sectors. The nature of this study is a self-administered questionnaire to identify the relationship between leadership, organisational support, and innovation climate because these factors boost employee innovation in NGOs and CSOs. Qualitative research, such as interviews and focus groups could give more insight into future research. The novel coronavirus (COVID-19) could impact all sectors in management. Moreover, innovative behaviour management is related to many factors. The researchers recommended further study about the impact of COVID-19 and additional variables that may influence employee innovation behaviours in any sector.

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