

# INNOVATIVE WORK BEHAVIOR CAPABILITY AND JOB ENTHUSIASM FOR EXCELLENCE ON PROACTIVE JOB EFFECTIVENESS OF EMPLOYEES IN THE THAI TELECOMMUNICATIONS EQUIPMENT SECTOR

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## Abstract

This research aimed to study the effect of innovative work behavior capability on job enthusiasm for excellence and proactive job effectiveness of employees in the Thai telecommunications equipment sector. Data were collected via questionnaire from 110 employees working in 4 companies in the telecommunications equipment sector in Thailand. Correlation, research, and multiple regression analysis were used to statistically analyze the data. The study results indicated that: 1) innovative work behavior capability, including promotion of learning and enhancing skills, technology adoption and development, dissemination of knowledge skills for change, and promoting fair rewards had a significant positive influence on both job enthusiasm for excellence and proactive job effectiveness; and 2) job enthusiasm for excellence had a significant positive influence on proactive job effectiveness. In summary, innovative work behavior capability and job enthusiasm for excellence had a significant positive influence on the proactive work effectiveness of employees in the Thai telecommunications equipment sector. It is consequently recommended that the management of such companies focus on innovative work behavior capability, job enthusiasm for excellence, and proactive work efficiency. This should serve as a guideline for developing new knowledge as an important strategy for businesses and could be applied to increase the efficiency and effectiveness of competitive capability, which continuously changes.

**Keywords:** Innovative Work Behavior Capability, Job Enthusiasm for Excellence, and Proactive Work Efficiency

## INTRODUCTION

Innovation has become crucial for boosting organizational competitiveness in the contemporary era of globalized marketplaces and internationalized corporate activities. A nation's economic and business environments can significantly shift due to globalization. Numerous companies have taken chances to pursue and occasionally realize effectiveness. However, technological revolution poses significant difficulties for owners of organizations,

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particularly in some nations (Afsar, Badir, & Saeed, 2014). Many firms can manage growth and achieve economies of scale. For employees to work effectively, the organization must be eager to adapt and innovate at the anchor, especially regarding operational innovations. For a company to be successful, it must continually innovate and improve its products, services, and operating procedures. For this to be realized, each employee must be willing and able to be involved in operational innovations. The idea is that individual employee activities are critical to innovation and continuous improvement. This emphasizes adapting to change, employing new knowledge, or improving processes in order to foster enthusiasm for excellence and make advancements that increase proactive performance (De Jong & Den Hartog, 2008).

Organizations must create innovations to address new issues and challenges brought about by rising global rivalry, changing consumer demands, or shifting market conditions (Miller & Miller, 2020). Innovative work behavior capability is the outward expression of creative behavior in employees' work, based on their diligence and creativity in the work process. New occupations that are helpful for employment must be created through presentation, expression, application, and implementation of new ideas, as well as through the development, enhancement, and promotion of the work process. Employees' willingness to engage in creative work practices varies based on the impact managers have on them and their level of learning motivation, task complexity, and job enthusiasm for excellence (Afsar et al., 2014). Therefore, innovative work habits are necessary to solve emerging problems and support their competitive advantage. Finding new technologies or processes, introducing new ways to achieve goals, and finding resources are considered essential to applying new ideas, and using new workflows for operational benefits of organization units or organizations (De Jong & Den Hartog, 2008).

Due to the complexity of challenges, employees must work and have job enthusiasm for excellence, to develop novel and proactive job effectiveness solutions (Sariwulan et al., 2019). Job enthusiasm for excellence is the expressive behavior of employees who demonstrate competence, empathy, and responsibility for the assignments that they hold in the organization. Success factors in dealing with significant organizational changes that will lead to efficiency and whether the organization's efficiency can thrive depends on the efficiency of employees in their operations and the improvement of the organization to keep pace with the ever-changing business world. Job enthusiasm for excellence can improve proactive job effectiveness, decrease absenteeism, prevent employee relocation, and prevent employee complaints (Lantara, 2019). Therefore, enthusiasm for work incorporates alertness to new knowledge, listening to information, and solving problems competently and successfully.

The Thai telecommunications equipment sector is one among other sectors that is expanding and growing both nationally and internationally (Leong et al., 2014). However, the innovative expansion of the telecommunications equipment sector requires the internal motivation of employees that may be affected by a number of factors including job enthusiasm for excellence and proactive job effectiveness (Bin Saeed et al., 2019). Proactive work and efficient employees set the results in advance and focus on a timely operation. An employee becomes a vital and useful resource for a company to invest. Subsequently, this study can be justified to build innovative work behavior capability on the job enthusiasm for excellence of employees to create individual and service processes to develop customer satisfaction and loyalty (Vithayaporn & Ashton, 2019). Planning work in a proactive advanced productivity with care and responsibility leads to achieving goals based on quality and quantity by efficiently utilizing available resources. For example, employees may change how they work by introducing new structures, technologies, or approaches to increase work efficiency. Employees may also broaden the scope of their work goals and improve their responsibilities and missions (Wang, Demerouti, Blanc, & Lu, 2018). As a result, employees shape the significance of their jobs within the organization. Resources are more helpful when correctly used.

The researchers looked at the effect of inventive work behavior and operational attentiveness on employees' proactive performance based on the aforementioned significant situations. Information was gathered from the telecommunications equipment sector. Applying the findings to planning and developing potential active abilities creates helpful behaviors and increases work productivity (Momeni, et al., 2014). Additionally, the outcomes may be successfully competitive in the international trade market, allowing firms to boost productivity. Regarding the reality and necessity of having digitally developed organizations with highly digitally equipped leaders, sectors can gain competitive advantages regardless of their product or service. The current study evaluates and investigates this superiority within innovative work behavior capability (Vithayaporn, & Ashton, 2019). Telecommunications equipment includes telecommunications hardware such as transmission lines, multiplexers, and base transceiver stations as well as various communication technologies. Specifically, as in some countries, the telecommunications equipment sector requires many devices such as telephones, radios, and even computers, which must be produced with great care and speed to meet market demands (Erhan, et al., 2022). Therefore, this study examines and attempts to reveal the importance of innovative work behavior capability and job enthusiasm for excellence on the proactive job effectiveness of employees in the Thai telecommunications equipment sector.

The current study has two intended contributions to the resource-based view theory. First, it examines the impact of innovative work behavior capability (i.e., promoting learning and enhancing skills, technology adoption and development, disseminating knowledge skills for change, and promoting fair rewards) on two distinct facets of job enthusiasm for excellence and proactive work efficiency. Although much has been done on the relationship between innovative work behavior capability and job enthusiasm for excellence and proactive work efficiency, little is known about its impact on proactive work efficiency and converting ideas into reality, simultaneously. Second, the study investigates the effect of job enthusiasm for excellence on proactive work efficiency.

## **THEORIZING INNOVATIVE WORK BEHAVIOR**

The key to enhancing proactive job effectiveness, under the resource-based view of firms, is based on a firm's internal resources, which are valuable, rare, difficult to duplicate, and non-substitutable (Barney, 2001). Therefore, firms aim to obtain and put into use permanent or semi-permanent control over resources, providing them a competitive edge over rivals. Innovative work behavior refers to activities involving an employee's development, promotion, and implementation of practical innovations at any organizational level (Rank, Pace, & Frese, 2004). The development of new ideas, technologies, and techniques and the trial and application of new methods related to business procedures in specific work areas constitutes innovative work behavior (Afsar & Umrani, 2020).

This definition outlines the four fundamental functional components of innovative work behavior, including (De Jong and Den Hartog, 2008):

- 1) Promoting learning and enhancing skills, which refers to focusing on enhancing skills and learning with new pragmatic things. Employees can apply skills and knowledge to improve and modify them to enhance the quality of work (Momeni, et al., 2014).

- 2) Adopting technology and development is defined as adopting information technology, communications, management development, and improving application. This reduces communication time and increases operational efficiency (Javed et al., 2020).

- 3) Dissemination of knowledge skills for change refers to spreading knowledge, methods, and techniques in the organization for employees to implement the work process more efficiently. This also includes employees being ready to listen to feedback from both inside and outside the organization so that they can improve their efficiency (Raykov, 2014).

4) Promoting fair reward means giving employees priority in the organization and appropriate compensation. In addition, employees have proper and transparent assessment criteria for those who perform well and benefit the organization (Agarwal, 2014).

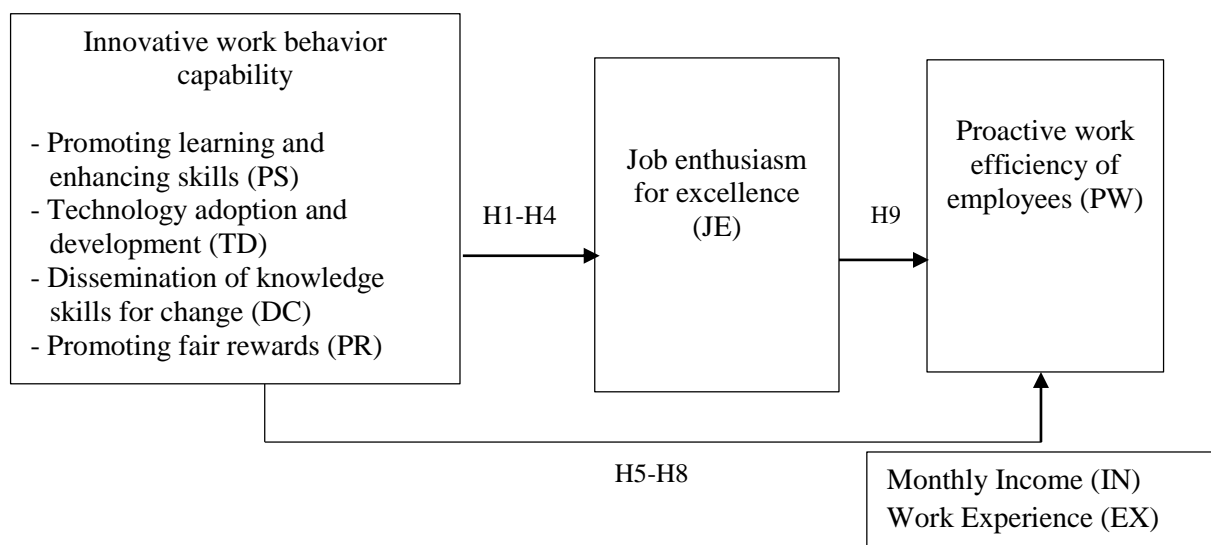
Innovative work behavior capability is a personal innovation activity that seeks to introduce and bring new ideas to the organization, applying it to work to enhance productivity. It follows encouraging staff to develop new solutions before settling on a workable one (Ali et al., 2020). The scope of this behavior includes significant changes or minor improvements in the product. De Jong and Den Hartog (2008) noted that neither innovation nor job enthusiasm for excellence provide enough knowledge about how innovative work behavior capability might stimulate job enthusiasm for excellence. Therefore, businesses must figure out how to generate and sustain the energy and enthusiasm required by their employees, and this requires more role behavior (Janssen, 2000). In addition, as an employee, innovative work behavior capability involves promoting learning and enhancing skills, technology adoption and development, dissemination of knowledge skills for change, and promoting fair rewards. It can be expected that such behavior can lead to better coping with uncertainties at work (i.e., job enthusiasm for excellence). In particular, employees may anticipate changes in job enthusiasm for excellence in their organizations and make better preparations in advance. In sum, it is plausible that innovative work behavior capability enhances job enthusiasm for excellence. Innovative work behavior is a stimulant to providing job enthusiasm for excellence to apply new knowledge and skills at work (Gao, Xu, Tao, Liu, & Wu, 2020). Empirically, Yuan and Woodman (2010) conducted an empirical study that demonstrated the positive effect of innovative work behavior capability traits on employees' performance results. The following hypotheses are presumed:

H1. Promoting learning and enhancing skills is positively and significantly associated with job enthusiasm for excellence.

H2. Technology adoption and development are positively and significantly associated with job enthusiasm for excellence.

H3. Skills for the dissemination of knowledge for change are positively and significantly associated with job enthusiasm for excellence.

H4. Promoting fair rewards is positively and significantly associated with job enthusiasm for excellence.



**Figure 1** Impact of Innovative Work Behavior Capability and Job Enthusiasm for Excellence on the Proactive Job Effectiveness of Employees in the Thai Telecommunications Equipment Sector

Innovative work behavior capability increases learning promotion, and enhances skills, work processes and procedures (Erhan, Uzunbacak, & Aydin, 2022). Adoption of technology and development of knowledge dissemination skills for change and advancement of equitable rewards due to the volatile global business environment and the considerable need to respond to challenges faced at the national level, as well as the implementation of new ideas (Janssen, 2000). It is not a good idea (Reuvers, Van Engen, Vinkenburg, & Wilson-Evered, 2008) to involve express behavior in initiatives that respond to the greater need for the continuous innovation of workflows or new approaches. The need for greater knowledge about how each segment coordinates has a creative and proactive effect on work (Bilton & Cummings, 2010). In addition, Davila, Epstein, and Shelton (2005) found that applying innovation contributed to proactive productivity. Rubera and Kirca (2012) found that employees' creativity indirectly affects the organization's value through their impact on the market and financial position. However, innovative work behavior capability contributes to proactive productivity, and focusing on creative work increases competitiveness in maintaining sales. Increased customer satisfaction can lead to high revenue and profits (García-Morales, Lloréns-Montes, & Verdú-Jover, 2008; Shanker, Bhanugopan, Van der Heijden, & Farrell, 2017). The following hypotheses are presumed:

H5. Promoting learning and enhancing skills is positively and significantly associated with the proactive work efficiency of employees.

H6. Technology adoption and development are positively and significantly associated with the proactive work efficiency of employees.

H7. Skills for the dissemination of knowledge for change are positively and significantly associated with the proactive work efficiency of employees.

H8. Promoting fair rewards is positively and significantly associated with the proactive work efficiency of employees.

Job enthusiasm for excellence refers to work commitment, instant work when assigned, indomitability in obstacles and challenging tasks, and always seeking new knowledge and ways to work, with excellence encouraging change (Sariwulan et al., 2019). The focus is on crisis-induced change activities that contribute to the proactive productivity of individuals. Employee commitment may also increase if employees believe that their job enthusiasm for excellence will pay off in the long run. Positive attitudes should also motivate workers to take on more challenging tasks; in other words, positive attitudes promote the proactive work efficiency of employees (Taormina & Gao, 2008). As crises challenge organizational assumptions, active alertness helps employees to strive for work and a willingness to do (Lantara, 2019). It also allows individuals to introduce new methods to their superiors, to management, or the job. During a transition process (Moran & Brightman, 2000), operational alertness tends to be indomitable to obstacles and affects proactive productivity (Yukl, 2004). Attention to work can improve the proactive productivity of employees, reduce absences, avoid moving employees and avoid employee complaints (Lantara, 2019). The following hypothesis is presumed:

H9. Job enthusiasm for excellence is positively and significantly associated with the proactive work efficiency of employees.

## **RESEARCH METHODOLOGY**

### **Population and Sample**

The telecommunications equipment sector is essential to the Thai economy. In this study, the sample population consisted of 116 employees from the telecommunications equipment sector in Thailand at the department of industrial works, ministry of industry

(because the Thai government has implemented policies to support the telecommunications equipment sector at higher safety and quality standards to increase employment, national income, country development, and growth promotion). For the purpose of this study, 4 organizations located in Thailand were contacted. The authorities from the 4 organizations showed their willingness to participate in the study. The overall sample size was determined by simple random sampling, with an error of less than 5% using the Taro Yamane formula at a confidence level of 95% (Yamane, 1973). The size of the sample group was 92 people. Simple random sampling was performed by drawing lots using a non-returning random method and creating 18 backups in total to avoid data forms being incomplete. The total sample size was 116 people.

The questionnaire was first pilot tested on 30 respondents from the telecommunications equipment sector before actual data was collected. The pilot study's goal was to investigate inconsistent wording and any ambiguous or confusing nature among the items. The questionnaire was improved for the broader study using feedback from the pilot study. Envelopes containing a questionnaire, cover letter, and return envelope were hand-delivered. The participants were requested to personally complete them and return them in a sealed envelope to the researcher. Full time employees were asked to voluntarily fill out questionnaires containing statements on demographics, innovative work behavior, job enthusiasm for excellence, and proactive job effectiveness. In total, 110 employees (a response rate of 94.83 %) provided complete responses. Of these, 6 questionnaires were unusable due to missing values, unengaged responses, or outliers (employee retired, was a temporary worker, or no longer employed (Hair, Black, Babin, Anderson, & Tatham, 2010). The assessment and investigation of non-response bias were centered on comparing the first and second wave data, as recommended by Nunnally and Berstein (1994), to test for potential non-response bias and detect possible problems with non-response errors. At a 95% confidence level, there were no statistically significant differences between the first and second groups in terms of age ( $t = .14$ ,  $p > .05$ ) or work experience ( $t = -.069$ ,  $p > .05$ ). In this regard, neither procedure demonstrated statistically significant differences. As a result, the samples from this study were a good fit, and could be used for testing research relationships and approving research results.

The majority of respondents were women (71%). The work experience of the respondents was 5-10 years with a monthly income of 10,000-15,000 baht. The average age of the respondents was 31-40 years.

## Measures

Innovative work behavior capability, job enthusiasm for excellence, and the proactive job effectiveness of employees scales were used to collect the data. Each scale's items were rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

**Innovative work behavior.** A twenty-item scale measuring innovative work behavior was modified from the scale developed by Janssen, Van de Vliert, and West (2004) and De Jong and Den Hartog (2010). A sample of question items comprised of promoting learning and enhancing skills – “placing a high value on learning new things for the benefit of better work”; technology adoption and development – “applying information technology system for communication within the organization to always reduce communication time.”; skills for the dissemination of knowledge for change – “focusing on disseminating knowledge and techniques to use in work efficiently” and promoting fair rewards – “realizing justice and transparency of the assessment criteria of employee performance in the organization”.

**Job enthusiasm for excellence.** A four-item scale measuring job enthusiasm for excellence was modified from the scale developed by Gao and Taormina (2003). The four items in their study were drawn from published performance appraisal literature and actual performance appraisal forms used in Chinese organizations. The items were subjected to

principal components and factor analysis to identify patterns and correlations. The four items were: (1) commitment to work; (2) work immediately when assigned; (3) indifference to obstacles; and (4) working to the end. When used on the scale, the reliability was 0.87.

**Proactive job effectiveness.** A four-item scale measuring proactive job effectiveness was modified from the scale developed by Lin (2011). The four items were: (1) achieving goals at work; (2) cost savings; (3) work done on time; and (4) quality of work according to standards.

### Control Variables

Control Variables which might have an influence on the hypothesized relationships included monthly income and work experience. Monthly income was measured by the number of months, while work experience was measured by the number of years.

### Validity and Reliability

Validity and reliability were evaluated using factor analysis to initially investigate the underlying relationships of the large number of items and to determine whether they could be reduced to a smaller set of factors. The factor analyses conducted were done separately on each set of items representing a particular scale due to the limited observations. Confirmatory factor analysis has a high potential to inflate the component loadings. Thus, as a rule of thumb, a cut-off value of 0.40 is adopted (Nunnally & Bernstein, 1994). All factor loadings greater than the 0.40 cut-off were statistically significant. The reliability of the measurements was subsequently evaluated by Cronbach's alpha coefficients where the rule of thumb is that 0.70 or higher indicates reliability (Hair, Black, Babin, Anderson, & Tatham, 2010). All scales appeared to have produced internally consistent results; thus, these measures were deemed appropriate for further analysis in the study as they expressed acceptable validity and reliability. The results for the factor loadings and Cronbach's alpha for the multiple-item scales used in this study are shown in Table 1.

**Table 1** Factor Loadings and Alpha Coefficients (Cronbach's Alpha coefficient)

Variable	Factor Loadings	Cronbach's Alpha coefficient
Proactive work efficiency of employees (PW)	0.70-0.84	0.91
Job enthusiasm for excellence (JE)	0.82-0.87	0.87
Promoting learning and enhancing skills (PS)	0.81-0.87	0.88
Technology adoption and development (TD)	0.63-0.81	0.83
Dissemination of knowledge skills for change (DC)	0.70-0.80	0.78
Promotion of fair rewards (PR)	0.78-0.89	0.90

### Statistics

The Ordinary Least Squares (OLS) regression analysis was used to test the hypothesized relationships and estimate factors affecting the proactive job effectiveness of employees. Data were analysed with descriptive statistics and influence tests were performed.

Preliminary agreements, including: (1) normality, (2), homoscedasticity, and (3) linearity, were examined and the affirmative elements then analyzed to determine the presumption integrity of each passive variable. Convergent validity and multicollinearity tests were also conducted (Hair, Black, Babin, & Anderson, 2014). Data analysis showed that the data of all variables followed the preliminary agreements.

$$\text{Equation 1: } JE = \beta_{001} + \beta_1 PS + \beta_2 TD + \beta_3 DC + \beta_4 PR + \beta_5 IN + \beta_6 EX + \varepsilon$$

$$\text{Equation 2: } PW = \beta_{002} + \beta_7 PS + \beta_8 TD + \beta_9 DC + \beta_{10} PR + \beta_{11} IN + \beta_{12} EX + \varepsilon$$

$$\text{Equation 3: } PW = \beta_{003} + \beta_{13} JE + \beta_{14} IN + \beta_{15} EX + \varepsilon$$

## RESULTS AND DISCUSSION

The descriptive statistics and correlation matrix for all variables are shown in Table 2. Concerning potential multicollinearity issues, variance inflation factors (VIF) were used to provide information on how much non-orthogonality existed among independent variables. Multicollinearity refers to the relationship between two or more predictors that is primarily linear. The potential linkages between the variables of the conceptual model were tested as the correlations varied from 0.48 to 0.83 at a p-value <0.01. The significance of multicollinearity specifies the correlation value between variables, which must not exceed 0.90 and must be devoid of redundant information (Black et al., 2010).

**Table 2** Correlation Analysis Results

Variables	PW	JE	PS	TD	DC	PR	IN	EX
Mean	4.02	4.05	4.11	3.81	4.03	3.99	3.16	2.15
Std.	0.47	0.46	0.49	0.52	0.48	0.57	0.58	0.83
PW								
JE	0.83**							
PS	0.61**	0.62**						
TD	0.59**	0.62**	0.64**					
DC	0.58**	0.82**	0.49**	0.53**				
PR	0.59**	0.83**	0.48**	0.49**	0.59**			
IN	-0.11	-0.11	-0.05	-0.07	-0.07	-0.14		
EX	-0.29**	-0.26**	-0.29**	-0.28**	-0.19*	-0.19**	0.20*	

Note. \*\*p<.05, \*\*\*p<.01

The Thai telecommunications equipment industry was examined for multicollinearity using the proper variance inflation factor (VIF), which should not exceed 10. The sector's overall relationship may have a multicollinearity problem (Lee, Lee, & Lee, 2000). The VIF value of the independent variables was lower than 10, 1.02– 1.89, indicating that there was no internal relationship between the independent variables (Neter, Wasserman, & Kutner, 1985).

**Table 3** Multiple Regression Analysis Results of the Relationship Between Innovative Work Behavior Capability and Job Enthusiasm for Excellence

Independent variables innovative work behavior capability	Dependent variables	
	Job enthusiasm for excellence (JE)	Proactive work efficiency of employees (PW)
	Equation 1	Equation 2
Promoting learning and enhancing skills (PS)	0.09*** (0.04)	0.29*** (0.11)
Technology adoption and development (TD)	0.08*** (0.04)	0.20*** (0.10)



**Table 3** (Continued)

Independent variables innovative work behavior capability	Dependent variables	
	Job enthusiasm for excellence (JE)	Proactive work efficiency of employees (PW)
	Equation 1	Equation 2
Dissemination of knowledge skills for change (DC)	0.41*** (0.03)	0.21*** (0.09)
Promoting fair rewards (PR)	0.39*** (0.03)	0.31*** (0.08)
Monthly income (IN)	0.04 (0.03)	0.04 (0.07)
Work experience (EX)	-0.01 (0.02)	-0.03 (0.06)
Adjusted R <sup>2</sup>	0.90	0.55

Note. \*\*\*p<.01, <sup>a</sup> Beta coefficients with standard errors in parenthesis.

Table 3 shows that innovative work behavior capability consisting of promoting learning and enhancing skills (H1:  $b_1=0.09$ ,  $p < 0.03$ ), technology adoption and development (H2:  $b_2=0.08$ ,  $p < .03$ ) the dissemination of knowledge skills for change (H3:  $b_3=0.41$ ,  $p < .00$ ), and promoting fair rewards (H4:  $b_4=0.39$ ,  $p < .00$ ) had a statistically significant impact on job enthusiasm for excellence at the 0.01 confidence level, thus supporting the hypotheses H1-H4. The control variables of monthly income and experience were statistically insignificant ( $P > 0.05$ ). The impact of innovative work habits on operational alertness was 76%, while the remaining variation may be due to other factors.

Innovative work behavior capability consisting of promoting learning and enhancing skills (H5:  $b_7=0.29$ ,  $p < 0.01$ ), technology adoption and development (H6:  $b_8=0.20$ ,  $p < .04$ ), skills for the dissemination of knowledge for change (H7:  $b_9=0.21$ ,  $p < .02$ ), and promoting fair rewards (H8:  $b_{10}=0.31$ ,  $p < .00$ ) affected the proactive work efficiency of employees with a statistical significance of 0.01. The impact of innovative work behavior capability on job enthusiasm for excellence was 90%, while the remaining variation may be due to other factors.

**Table 4** Multiple Regression Analysis Results of the Relationship Between Job Enthusiasm for Excellence and the Proactive Work Efficiency of Employees

Independent variables	Dependent variables	
	Proactive work efficiency of employees (PW)	
	Equation 9	
Job enthusiasm for excellence (JE)	1.03*** (0.07)	
Monthly income (IN)	0.02 (0.06)	
Work experience (EX)	0.00 (0.05)	
Adjusted R <sup>2</sup>	0.67	

Note. \*\*\*p<.01, <sup>a</sup> Beta-coefficients with standard errors in parenthesis.

Table 4 shows that job enthusiasm for excellence (H9:  $b_{13}=1.03$ ,  $p < .00$ ) had a statistically significant effect on the proactive work efficiency of employees at the 0.01 confidence level, thus supporting hypothesis H9. Control variables were found to be statistically insignificant, indicating income (baht/ month) and work experience did not impact the workers' proactive work efficiency. The impact of innovative work behavior capability on the proactive work efficiency of employees was 67%, with the remaining variation possibly due to other factors.

## CONCLUSION

This study marks the first attempt to directly theorize and test major determinants associated with innovative work behavior capability in the Thai telecommunications equipment sector. The model tested here provides a theoretical framework for understanding why employees engage in innovative behavior in relation to promoting learning and enhancing skills, technology adoption and development, skills for the dissemination of knowledge for change, and promoting fair rewards. Rapid and continuous development is one of the most obvious things in the contemporary environment and work organization. An organization is strongly motivated to implement lasting changes through the current economic uncertainty and challenges. As such organizations must pay attention to changes and prepare employees who are open to meet the demands of these changes. Employees' innovative work behavior capability and job enthusiasm for excellence, which impact their proactive job effectiveness, are vital to success in this change. The results showed that: 1) skills for innovative work behavior capability such as promoting learning and enhancing skills, technology adoption, development of dissemination of knowledge for change, and promoting fair rewards, affected job enthusiasm for excellence and the proactive job effectiveness of employees in the Thai telecommunications equipment sector; and 2) job enthusiasm for excellence affected the proactive work efficiency of employees in this case study.

## CONTRIBUTIONS AND DIRECTIONS FOR FUTURE RESEARCH

### Managerial Contributions

1) Executives should focus on innovative work behavior capability which promotes learning and enhancing skills, technology adoption and development, skills for the dissemination of knowledge for change, and promoting fair rewards, so that employees can complete their assigned tasks effectively. Committing to work results in job enthusiasm for excellence and the proactive work efficiency of employees, who can effectively work to achieve the goals that have been laid out for them.

2) Executives should enable employees to adopt innovative work behavior capability and to apply this to their work effectively, allowing the worker to meet their goals and to achieved them on time, producing work which is of high quality and meets the standards set by the organization.

3) Executives should focus on job enthusiasm for excellence, specifically work commitment. To encourage an increased ability to work on challenging tasks, work immediately upon assignment, and possess indomitability to obstacles. Work commitment refers to the ability to use ones' full range of available knowledge in working to achieve the desired result in time, with this work being of the same quality as the standard of the organization.

4) Executives should use the findings of this study as a strategy to encourage employees to be innovative. Work behavior and alertness encourage employees to be productive in their

work, achieving and following cost-saving goals and producing work that meets the standards set by the organization.

## LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

1) Qualitative data analysis methods should be used to improve innovative work behaviors and maximize the organizational benefits.

2) Causal variables should be added to study the effect of job enthusiasm for excellence and the proactive work efficiency of employees, such as preparation and training, the work environment and supervisor, or maximizing the benefits of the organization.

3) It is worth studying the problems and characteristics of job enthusiasm for excellence and the proactive work efficiency of employees, to inform the organization of weaknesses, strengths, problems, and obstacles, and to find ways to make improvements.

4) The sample could be changed in future studies, for example conducting studies with other companies.

Organizations must acknowledge the approach of job enthusiasm for excellence and proactive work efficiency of employees to ensure that employees in the organization have a work environment that allows the achievement of goals.

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