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Keywords: Innovative capacity; Individual capacity; Potential innovative employee; ai Innovator; Innovator DNA; ailand

Introduction

e word “innovation” is widely used in ailand recently; however, innovation ” i(i)20(e)Lion2(”)56(224)56(i(i)20ITn)-1252(”)56(i(i)20(e)34 Tva)19(t)-(i(/Lang (fr-FR)/MCID 19 21 >>m 06(i(i)t)-os(224)56(1 >>m 0

ai manufacturing rms and to nd out factor that highly a ected innovative capacity based on western and eastern theories.

Individual Study: Western eory Approaches: Individual di erences theory is widely used in individual study for many decades in western country. Generally individual study is composed of two variables; surface-level composition variables and deep-level composition variables. Surface-level composition variables are obvious characteristics that can be seen easily such as age, race, gender, tenure, and educational level. On the contrast, Deep-level composition variables are intrinsic characteristics such as traits, values, and attitudes. ese characteristics are di cult to change and prior to the birth of such person [9]

In a study reported by Brandstätter [10], western scholars have been researching individual di erences by using the psychometrics theory typically includes;

- Trait & dispositional perspectives on deep-level composition variables

- Cognitive perspectives on Surface-level composition variables

Trait Approach: e uses of trait approach are accepted by many scholars in the eld of industrial and organizational psychology [11]. In 1992, Costa and McCrae introduced a model of the individual study system called " e Five-Factor Model (FFM)", it is based on trait theory and it is the predominant theory for studying individual di erent. According to this approach, traits are not changed, and in uence behaviour [10,12-14]. e Big Five are Neuroticism (Emotional Stability), Extraversion (Introversion), and Openness to Experience (Closeness to experiences), Agreeableness (Disagreeableness) and Conscientiousness (Lack of conscientiousness). Each Super trait is measured by 6 facets (or subordinate traits). Many studies use FFM as a measurement based theory to de ne individual styles and potential behaviour such as; Furnham and Bachtiar [15] used it to prove relationship between intelligence and creativity. e resulted shown that intelligence is unable to use for predicting the creativity. Whilst, Brandstätter [10] did a meta-analysis on individual di erences of entrepreneurship. He found that entrepreneurs

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managers are always targeted since they usually are mainly involved in the innovation process from the start and they also involved in various business activities from R&D, marketing, to customer support. Moreover, large-scale rms are mostly in matured stage, they are facing change that cannot be addressed with traditional method.

e study started collecting the survey from Mid-August 2011 a er nalized variables with innovators and verifying the que37e >BDC 1c6les er

Results and Discussion

Data analysis involves constructing a frequency distribution, recording of the number of scores that fall within each response level of Likert scale done in SPSS. Correlation analysis was also applied to determine the relationships between the observed variables. Factor analysis was used to describe variability among the observed determinants to identify the potentially lower number of the unobserved determinants.

Descriptive and EFA analysis evidence

From 452 surveyed received, the study undertook frequency analysis to see the mean value from the survey as well as standard error of the mean as shown in table 4.

is table 4 demonstrate means, standard deviations and pair-wise correlations. e mean value from frequency test shows that from 452 returned surveys, the variables highly a ected to innovative capacity are the Positive thinking (4.31) and with standard deviation of 0.805 and Creativity (4.29) with standard deviation of 0.846, follows by Adaptable, Excite seeking, Achievement striving, Lateral inking, e intellectual behaviour (Buddhi carita), Good mental Health, Self Discipline and Motivating emotion respectively.

For correlation analysis, some variables had high positive relationships (Pearson Correlation > 0.5) as showing in table 5.

e coe cient of multiplication between factors are for example Positive inking and Adaptable with the value 0.617, Excite Seeking and Adaptable with the value 0.560, Lateral inking and Excite Seeking with the value 0.604, Good physical health and Good mental

*Observed Independent variable	Dependent variable	Relation
Factors		
Hypothesis		
1		
2		
3		
4		
5		
6		
7		

	>10 years	Vocational
) H P D O H		Bachelor
!		0 D V W H U
		3 K G

Table 2: Demography of empirical data (N =434)

health with the value 0.752 and Leadership and Regulation of Emotion in the Self with the value 0.543 as shown in Table 5.

It shown that the observed variables have highly correlated with each other. As the result, factor analysis need to be done to categorize factors for later analysis. e data set were also con rmed by KMO and Bartlett's Test that Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.912 that means factor analysis is required to be done in this research.

Eigen value that greater than 1 determines that only 4 factors should be used to explain variance (Table 6).

Extraction Method: Principal Component Analysis. Rotation Method: Equamax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

From table 7, a er several testing by statistic, the ndings of research emphasize four groups of variable predictors:

- Factor 1 should consist of Good Mental Health (4.10), Motivating emotion (4.02), Good Physical Health (4.02), Regulation of Emotion in the Self (4.00), Regulation of Emotion in others (3.96), Positive emotion (3.83) and Leadership (3.82).
- Factor 2 should consist of Positive inking (4.31), Creativity (4.29), Adaptable, Excite Seeking (4.26), Lateral inking (4.23) and Buddhi Carita (4.13).
- Factor 3 should consist of Achievement striving (4.26), self discipline (4.06) and Deliberation (4.02).
- Factor 4 should consist of Experience (3.87), Knowledge (3.70), Entrepreneurship (3.63) and Fantasy (3.63).

Based on these ndings, this study found that variables in group 2 are of highest value from accumulation of mean counted and some variable such as creativity is clearly perceived as one of the very important characteristics of innovator at the beginning of the innovation process (Figure 2).

e variables in Factor 1 are mostly from of EI's variables and a big characteristic that is Leaderships. Factor 2's variables are mixing from FFM; Openness to experience (Positive inking, Lateral inking, Adaptable) Extraversion; Excite Seeking and a big characteristic that are e Intellectual Behaviour: (Buddhi Carita) and creative. Factor 3's variables are FFM- Conscientiousness. Factor 4 is mixing from big character of Entrepreneurship, Openness to experience (Fantasy), Knowledge and experience.

For the development of e ective behaviours, it is necessary to understand the innovation process. Consequently, we can set appropriated characteristics required for each stage, for example, idea generation stage requires high creativity. Conversion stage requires leadership whilst at the di usion stage it requires entrepreneurship.

We can interpret from this empirical data that factor 1's variables

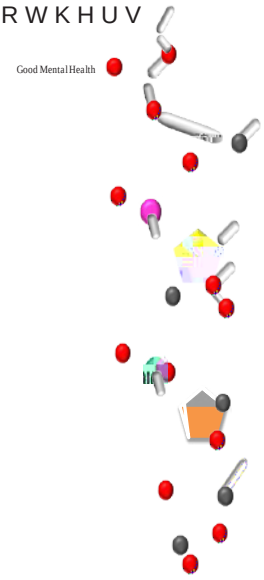
lead-6(i)-3(a)8695g (319(t)-612(p)in)19(t)6g (-t0 >8695m1(p)12(ry >8695[(a)1

Government

V H F W R U

Entrepreneur

R W K H U V



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The coeffcient of multiplication between	Pearson Correlation	with statistically signifcance difference relationship at level;	
Positive Thinking	Adaptable	.617*	.000
Positive Thinking	Excite Seeking	.570*	.000
Positive Thinking	Lateral Thinking	558*	.000
Excite Seeking	Adaptable	.560*	.000
Lateral Thinking	Creativity	.510*	.000
Lateral Thinking	Adaptable	.567*	.000
Lateral Thinking	Excite Seeking	.604*	.000
Buddhi Carita	Creativity	535*	.000
Motivating emotion	Good mental health	.518*	.000
Good physical health	Good mental health	.752*	.000
Good physical health	Motivating emotion	.501*	.000
Deliberation	Self discipline	.508*	.000
Regulation of Emotion in the Self	Good mental health	.564*	.000
Regulation of Emotion in the Self	Motivating emotion	.571*	.000
Regulation of Emotion in the Self	Good physical health	.573*	.000
Regulation of Emotion in others	Good physical health	.518*	.000
Regulation of Emotion in others	Good mental health	.564*	.000
Regulation of Emotion in others	Regulation of Emotion in the Self	.625*	.000
Leadership	Good physical health	.508*	.000
Leadership	Regulation of Emotion in the Self	.543*	.000
Leadership	Regulation of Emotion in others	521*	.000

Table 5: The Coeffcient of Multiplication between Factors

to succeed, spontaneous decision to be successful and commitment to be successful in innovation process.

Factor 4 explains the capacity of people who manage work with the high risk-taker personality that is entrepreneurship characteristic, and go the extra mile to achieve better things and do their own work with standard which need knowledge and experience.

According to the nding from descriptive analysis and factor analysis we can summarize the hypotheses as following table 8;

is nding subsequently is interpreted in terms of desired behaviors and skills needed to provide to implement an innovative strategy succeed. e model provides strategic alignment for innovative competencies and it will be more useful for being innovative organization to transit to competencies.

Another outcome of this study is a comprehensive list of competencies for innovator, providing the foundation for recruiting, development, competencies management, and performance appraisal to help rms create and manage the "Innopreneur" and "Intrapreneurship".

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