



The Effect of Organizational Climate on Innovative Work Behaviour with Organizational Learning Behaviour as an Intervening Variable in Employees of the West Nusa Tenggara Provincial Industry Office

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Abstract

This study aims to analyse and test the significance of the influence of Organizational Climate on Innovative Work Behavior and Organizational Learning Behavior, the significance of the influence of Organizational Learning Behavior on Innovative Work Behavior and the significance of the influence of Organizational Climate on Innovative Work Behavior with intervening Organizational Learning Behavior on employees of the Industry Office of West Nusa Tenggara Province. This type of research is associative with a form of causal relationship. The data collection method used is the census method with a respondent population of 105 employees. The questionnaire return rate reached 93.33% or a total of 98 questionnaires. This research uses structural equation model analysis (SEM analysis) with SmartPLS analysis tools. The results of this study indicate that Organizational Climate has a significant positive effect on Innovative Work Behavior and Organizational Learning Behavior, Organizational Learning Behavior has a positive and significant effect on Innovative Work Behavior and Organizational Learning Behavior can be a positive mediation of 36.7% between Organizational Climate and Innovative Work Behavior.

Keywords: *Innovative Work Behaviour; Organizational Climate; Organizational Learning Behaviour*

Introduction

Innovative work behaviour is needed for both companies engaged in private and organisations in the public sector. This is in order to increase the ability of the organisation in the field of creativity and be able to make its employees to continue to produce new breakthroughs (Afsar & Umrani, 2019; Edghiem & Mouzughi, 2018) and improve the performance of an organisation.

Innovative work behaviour is behaviour related to ideas or development of new technology in products and/or work procedures to improve individual performance (Nurjaman, Marta, Eliyana & Kurniasari, 2019). More effort is needed to achieve the success of innovative performance behaviour such as providing promotion and support for individuals (Shanker, Bhanogopan, Heijden & Farrell, 2017).

Various research results show that the source of innovation development at the organisational level starts from innovative individuals. There are 3 (three) main factors that influence innovation behaviour according to West & Farr (1989), namely; internal factors consisting of individual differences, individual personality, and motivation. Second, job factors consisting of Job complexity, job characteristics, and time pressure. The third is contextual factors consisting of support for innovation, organisational climate, availability of resources, leader-member exchange, transformational leadership, relationships at work, group factors, and organisational factors. Carlucci, Mura and Schiuma (2020) describe things that influence innovative work behaviour including characteristics, proactive attitudes, self-confidence, originality, motivation, and cognitive abilities at the individual level. At the job level, it consists of autonomy and job demands. At the group level includes structure, composition, climate, mood states, member characteristics, group processes, and leadership styles. While at the organisational level it tends to be more diverse ranging from individual to organisational characteristics such as knowledge structure, size, strategy, resources, culture, and organisational climate.

Organizational climate (OC) can increase innovative work behaviour at the organisational level of analysis. Organizational climate is the work environment of an organisation that can affect employees. A good environment makes employees happy, satisfied, and eager to work more for the company (Damianus, Alvin, Theogenia, Joy & Frelyn, 2021). According to Patterson, Kerrin and Roissard's (2009) theory, there are several factors that influence innovative behaviour, namely external factors and internal factors. Internal factors include cognitive, personality, motivation, and knowledge and learning. While external factors include work design, organisational resources and social resources. Organizational climate itself is an external factor that influences innovative behaviour.

Based on previous studies, it was found that organisational climate positively influences innovative work behaviour. According to Carlucci, et al (2020), innovative work behaviour tends to occur in a positive organisational climate because individuals will focus on work, participate in decision making, think freely, have open opinions. Organizational climate is a key indicator in promoting creativity and innovation in the work environment (Phung, Hawryszkiewicz & Binsawad, 2018). Shanker, et al. (2017) concluded that if the organisational climate is rated positively by individuals, then commitment, motivation and engagement will increase, triggering innovative behaviour.

According to Fiol and Lyles (1985) organisational learning means the process of improving actions through more knowledge and understanding. It can be interpreted that, every individual must always learn to gain knowledge and understanding which will affect the actions and innovations carried out in the organisation. Dessler (2008) adds that an organisation that continues to learn will be trained to create, acquire, transfer knowledge and modify its behaviour to reflect new (innovative) knowledge and insights. According to Farhadfar and Abtahi (2014) and Purwanto (2019) stated that organizational learning has a relationship with a significant positive direction on innovative work behaviour.

Knowledge sharing behaviour resulting from organizational learning was found to have a mediating role on innovative work behaviour. Kim and Lee's (2013) research found knowledge mediates the relationship between goal orientation and innovative behaviour of employees in the service sector. Organizational learning also acts as a mediator in the relationship between functional diversity and group innovation (Cheung, Gong, Wang & Zou, 2016). A study conducted by Akram, Lei, Haider and Hussain (2018) concluded that knowledge sharing in the form of knowledge donating and knowledge collecting is a potential predictor of employee innovative work behaviour. Some previous studies also suggest that knowledge sharing is significantly related to innovative work behaviour in the workplace (Asurakkody & Kim, 2020).

The West Nusa Tenggara Provincial Industry Office is a Regional Apparatus Unit of West Nusa Tenggara Province that organises government affairs in the industrial sector which requires high innovative work behaviour in the public sector. With the phenomenon that occurs in the Office, namely

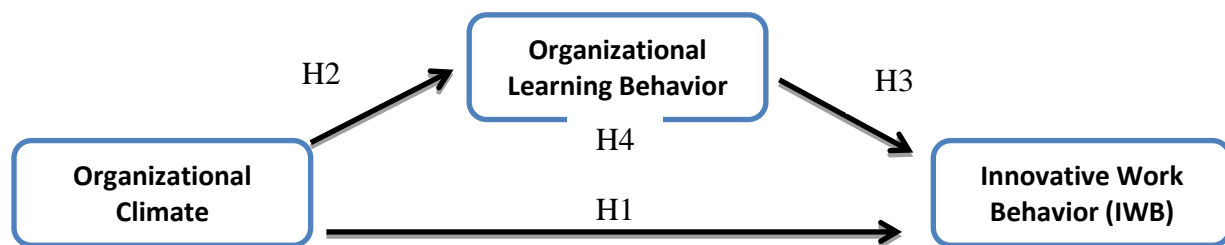
related to the creation of an organisational climate that is conducive to the implementation of tasks and the phenomenon of applying organisational learning indicators to Service employees, this study focuses on the effect of Organizational Climate on Innovative Work Behavior with Organizational Learning Behavior as an Intervening Variable in Employees of the West Nusa Tenggara Provincial Industry Office.

There are several benefits of research for the academic and practical fields for the organisation. This research is useful as a reference for further research that will examine the topic of innovative work behaviour in the future, especially in the public sector. Furthermore, this research is expected to be a reference for organisations, companies, institutions and agencies in managing and improving innovative work behavior of employees, in carrying out the vision and mission of the organisation so that it runs well, as input, suggestions and considerations for the government and public sector organisations in promoting the application of organizational climate and organizational learning in the organisational environment and as a reference for those who further research on matters that have an influence on innovative work behavior in the future.

Research Methods

This research is included in quantitative research with the type of research used is associative with the form of causal / causal relationships. Based on the research background, the following conceptual framework exists in this study:

Figure 1. Research Conceptual Framework



A. Data Collection Methods

The data collection method used in this research is the census method. The respondents used were the entire population of the research location, namely all employees of the West Nusa Tenggara Province Industry Office and UPTD Regional Product Packaging Center of West Nusa Tenggara Province totalling 105 (one hundred and five) people. With the number of questionnaires returned was a total of 98 questionnaires or with a questionnaire return rate of 93.33%. The characteristics of research participants can be seen in Table 1.

Table 1. Characteristics of Research Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	62	63,27
	Women	36	36,73
Marital Status	Married	81	82,65
	Unmarried	17	17,35
Length of Service	0-2 Years	14	14,29
	2-4 Years	38	38,78
	4-6 Years	46	46,94
Age	20-30 Years	25	25,51
	31-40 Years	23	23,47
	41-50 Years	36	36,73
	51-60 Years	14	14,29
Last Education	High School	22	22,45
	Diploma	10	10,20
	S1	53	54,08
	S2	13	13,27

B. Description of Research Variables

This study measures respondents' perceptions of three variables using a Likert scale interval 1-5. The variables involved are Innovative Work Behavior (Y), Organizational Climate (X), and Organizational Learning Behavior (Z). The Innovative Work Behavior variable was analysed using a measurement instrument by Jong Hartog (in Fibriandhini 2020) with 4 indicators and 12 question items. Indicators of Opportunity Exploration, Idea Generation, Championing and Application have an average value of 4.27 or with a very high category.

The Organizational Climate variable (X) is reflected by five indicators that describe the existing organisational climate at the West Nusa Tenggara Provincial Industry Office and UPTD Regional Product Packaging Center of Nusa Tenggara Province, namely Responsibility, Identity, Warmth, Support, and Conflict based on the instrument by Litwin and Stringer (in Hadinata 2019). With an average variable value of 4.14 or in the conducive category. With the highest value of the responsibility indicator at 4.65 and the conflict and support indicators having the lowest values of 3.95 and 3.92.

Organizational Learning Behaviour (Z) variable is reflected by five indicators, namely Systemic Thinking, Mental Models, Personal Mastery, Team Learning, and Building a Shared Vision based on Senge's instrument (in Suyantini, 2013). The average value of Organizational Learning Behaviour variable is 4.12 or with high category. With the lowest team learning indicator value of 4.03.

Results and Discussion

A. Data Analysis Results

The significance of the indicator's influence on the variable it reflects is indicated by the p-value. If the p-value of each indicator is <0.05 , it can be said that the indicator significantly reflects the research variable. Based on the results of the study, it can be seen that as many as fourteen indicators from 3 variables have a p-value of less than 0.05, indicating that the indicator can significantly reflect the

Innovative Work Behaviour (Y), Organizational Climate (X) and Organizational Learning Behaviour (Z) variables.

Table 2. Average Variance Extracted (AVE), Cronbach's Alpha and Composite Reliability of Research Variables

Value	IWB (Y)	OC (X)	OLB (Z)	Decision
AVE	0,509	0,696	0,643	Meets convergent validity because >0.5
Cronbach alpha	0,754	0,854	0,861	Meets internal consistency because >0.6
Composite Reliability	0,775	0,854	0,863	

Source: Results of Data Analysis using SmartPls (2023)

Table 3. Composite Reliability Value of Research Variable Indicators

Indicators	OC (X)	IWB (Y)	OLB (Z)	Decision
Responsibility (X.1)	0,676	0,625	0,414	The external load of all variable indicators is greater than the correlation of indicators with other variables. In connection with this, the entire measurement model of the research variables has fulfilled discriminant validity.
Identity (X.2)	0,827	0,740	0,484	
Warmth (X.3)	0,805	0,689	0,596	
Support (X.4)	0,620	0,601	0,305	
Conflict (X.5)	0,612	0,549	0,308	
Opportunity exploration (Y.1)	0,739	0,794	0,507	
Idea generation (Y.2)	0,770	0,837	0,474	
Championing (Y.3)	0,754	0,857	0,544	
Application (Y.4)	0,745	0,847	0,605	
Systemic Thinking (Z.1)	0,451	0,468	0,830	
Mental Model (Z.2)	0,537	0,580	0,794	
Personal Mastery (Z.3)	0,477	0,498	0,740	
Team Learning (Z.4)	0,496	0,499	0,857	
Building a shared vision (Z.5)	0,455	0,500	0,785	

Source: Results of Data Analysis using SmartPls (2023)

Table 4. Hypothesis Testing Results

	Hypothesis	Path Coefficient	P-value	Decision
H1	OC (X) □ IWB (Y)	0,814	0,000	Positive and Significant
H2	OC (X) □ OLB (Z)	0,606	0,000	
H3	OLB (Z) □ IWB (Y)	0,145	0,031	
H4	OC (X) □ OLB (Z) □ IWB (Y)	0,088	0,032	

Source: Results of Data Analysis using SmartPls (2023)

The result of the Coefficient of Determination R^2 shows that the combined effect of exogenous variables in predicting Innovative Work Behaviour (Y) is 0.827. This means that 82.7% of the variation in Innovative Work Behaviour (Y) can be explained by this research model, while the other 17.3% is explained by other variables not included in the model and research variables. Furthermore, the combined effect of exogenous variables in predicting Organizational Learning Behaviour (Z) is 0.367. This means that 36.7% of the variation in Organizational Learning Behaviour (Z) can be explained by this research model, while the other 63.3% is explained by other variables not included in this research model.

B. Discussion

1.H1: Effect of Organizational Climate on Innovative Work Behaviour

In accordance with the theory expressed by Scoot and Bruce (1994), it shows that the dimensions of organisational climate provide a strong relationship with the dimensions of innovative behaviour. This can be due to the goals that the organisation wants to achieve are closely related to the implementation of responsibilities, the development of organizational structures, decentralisation, and flexible employee decision-making participation. Innovative work behaviour carried out in a structured and systematic manner requires commitment, involvement, and a conducive organisational climate.

Damirch, Rahimi, and Seyyedi (2011), state that organisational climate prepares employee innovation by providing support and flexible change. Organisational climate reflects the beliefs and psychological meanings of each individual to their work environment and try to make it happen (Schneider & Reichers, in Octara 2013). A positive organisational climate can influence innovative behaviour by providing intrinsic motivation to employees and making employees feel supported by the company where they work. These conditions make employees not hesitate to display their innovative behaviour (Shalley, 2004).

Organisational climate is an important factor for the emergence of innovative behaviour, especially in taking risks and encouraging the development of ideas. A supportive and challenging organisational climate will encourage innovation in employees. The results of this study are in line with some previous research results. For example, the results of research conducted by Lone, Bjorkli, Ulleberg, and Hoff (2011) showed a significant positive relationship between organisational climate and innovative behaviour. The results of research conducted by Tastan (2013) found that organisational climate dimensions affect the emergence of innovative behaviour in employees. In addition to the organisational climate, it was also found that the presence of a proactive personality in employees also influenced the emergence of innovative behaviour. Organisational climate is a key indicator in promoting creativity and innovation in the work environment (Phung, et al, 2018).

The findings of the research show that the innovative performance behaviour of employees at the West Nusa Tenggara Provincial Industry Office is highly dependent on the organisational climate provided and manifested to employees. The existing organisational climate is of course reinforced by adjusting the objectives of the establishment of the West Nusa Tenggara Provincial Industry Office as the leading sector in industrial affairs, technology and innovation in West Nusa Tenggara so that employees are accustomed to creating an innovation-oriented organisational climate through the innovative performance behaviour of all employees.

2.H2: Effect of Organizational Climate on Organizational Learning Behaviour

Organisational learning can grow and occur when nurtured by a positive organisational climate (Senge 1990). When employees are given support, autonomy, recognition, treated fairly and work as a cohesive team, individual employee learning motivation will emerge and develop. The results of this study are in line with the results of research conducted by Kim and Park (2020) which revealed that Organizational Climate is positively related and affects the level of organizational learning of employees. The more conducive the level of organisational climate owned by the organisation, the higher the level of organisational learning (Subramaniam 2005; Celik, Akyazi and Akgemci, 2016; Jaafari, Karami and Soleimani N, 2012).

The five dimensions of organisational climate have a significant influence on learning through the five indicators of organisational learning, namely systemic thinking, mental models, personal mastery, team learning, and building a shared vision. At the Industry Office of West Nusa Tenggara Province, responsibility is practised as the main tasks and functions of each individual/employee. A conducive organisational climate implies that the implementation of duties and responsibilities can run well. With a high level of employee responsibility for their main tasks and functions, the level of organisational learning will also be high in accordance with innovative organisational goals.

3.H3: Effect of Organizational Learning Behaviour on Innovative Work Behaviour

The findings of this study reinforce the literature supporting the notion that innovation is a form of learning (Reis and Trout, 1981). In other words, innovation is about learning new ways of understanding and applying new ideas and findings to practice in the environment. The findings of this study have reinforced Amabile's (1996) conclusions on creativity and innovation by establishing that creativity enables employees to learn on the job and strengthens the relationship between organisational learning and innovative work behaviour.

This research is in line with research conducted by Sari and Palupiningdyah (2020), Parhizgar, Hajjghasemi and Azizi (2017) Imani, Foroudi, Seyyedamiri and Dehghani (2020) which reveal that there is an effect of Organizational Learning which has a positive and significant effect on organisational innovation behaviour. Other studies also show that organisational learning capabilities have a positive effect on innovative performance (Chiva & Alegre, 2005; Chiva et, al. 2007; Jiménez & Cegarra, 2007; Jiménez & Sanz, 2011). Innovation requires individuals to acquire existing knowledge and share this knowledge within the organisation. The results of Hsu and Fang (2009) showed that organisational learning has a positive effect on innovation. The results of Gomes and Wojahn (2017) also prove that organisational learning capability has a positive effect on innovation performance.

The findings of this study indicate that organisational learning and innovative behaviour are complementary and the importance of learning in the process of creating innovation in the workplace. The Department of Industry of West Nusa Tenggara Province as one of the leading sectors of public services in the field of industry, technology and innovation is very complex and closely related to more innovative services. So that public satisfaction depends on the quality of service provided by each employee who will carry the name of the organisation as a whole.

4.H4: The Influence of Organizational Learning Behaviour in Mediating the [nfluence of Organizational Climate on Innovative Work Behaviour

Innovation is a form of learning (Reis and Trout, 1981), so the influence of a positive organisational climate on the level of innovation behaviour can be strengthened and mediated through the learning process that exists in an organisation, starting at the individual level and continuing to team learning.

The development of good organisational behaviour has an impact on a good organisational climate and leads to a learning organisation (Robbins & Judge 2013). According to Fiol & Lyles (1985) Organizational Learning affects the actions and innovations carried out in the organisation. Dessler (2008) added that a learning organisation reflects new/innovative knowledge and insights.

The results of this study are in line with Kim and Lee's (2013) research which found knowledge mediates the relationship between goal orientation and innovative behaviour of employees in the service sector. Organizational learning also acts as a mediator in the relationship between functional diversity and group innovation (Cheung, Gong, Wang & Zou, 2016). A study conducted by Akram et al (2018) concluded that knowledge sharing is a potential predictor of employee innovative work behaviour. Some previous studies also suggest that knowledge sharing and vision sharing which are indicators of organizational learning are significantly related to innovative work behaviour in the workplace (Asurakkody & Kim, 2020).

The Industry Office of West Nusa Tenggara Province itself, has implemented a conducive organisational climate in order to create and realise innovative work behaviour of employees in the work environment. The organisational climate that has been created can be strengthened and mediated by prioritising the learning process for employees in the office, both formal and informal learning. Employees will be more creative and innovative if there is motivation which is the result of the learning process and a conducive organisational climate. So that researchers can conclude that how organisational learning behaviour can mediate the significant positive effect of organisational climate on employee innovative work behaviour is to start by creating a conducive organisational climate with existing indicators then continuing to a high sense of responsibility by all employees for their respective main tasks and functions so that a sense of wanting to continue to learn and improve personal capacity through a continuous learning process and leads to the influence of innovative performance behaviour.

Conclusions and Suggestions

1. Organizational Climate has a positive and significant effect on Innovative Work Behaviour in Employees of the Industry Office of West Nusa Tenggara Province. This indicates that the more conducive and better the organisational climate is, the better the level of innovative performance behaviour of employees in the organisation will be.
2. Organizational Climate has a positive and significant effect on Organizational Learning Behaviour in Employees of the Industry Office of West Nusa Tenggara Province. This shows that a conducive organisational climate in an organisation can foster organisational learning behaviour in an organisation.
3. Organizational Learning Behaviour has a positive and significant effect on Innovative Work Behaviour in Employees of the Industry Service of West Nusa Tenggara Province. This means that the higher and better the Organizational Learning Behavior of employees in an organisation, the better the level of Innovative Work Behavior in employees, and vice versa, if the Organizational Learning Behavior of employees is low, Innovative Work Behavior will be low and difficult to implement.
4. Organizational Learning Behaviour mediates the positive and significant influence of Organizational Climate on Innovative Work Behaviour in Employees of the Industry Office of West Nusa Tenggara Province. In other words, organisational learning behaviour can have a positive impact and mediate the significant positive effect of Organizational Climate on the level of Innovative Work Behavior of Employees. The more conducive the Organizational Climate is, it will affect the high level of Organizational Learning Behaviour and will ultimately lead to Innovative Work Behaviour in employees.

The results of this study ultimately help to reveal the complexities that surround the concepts of organisational innovative performance, organisational climate and organisational learning behaviour. Furthermore, this study for the first time provides insight into the direct and indirect/mediated relationships between innovative work behaviour, organisational climate, and organisational learning behaviour as a whole.

The findings of this research will help managers, organisational leaders, heads of departments and local governments in making policies and identifying employees related to issues that can hinder the process of organisational learning and employee innovation behaviour in the workplace and the findings of this research will have a direct impact on employee development strategies and policies, and the organisational climate that will be taken by agencies and similar organisations. In addition, the research results will also assist management in developing employee competencies based on the needs, differences and specificities of each employee while still paying attention to the needs of the organisation as one of the importance of the organisation in managing the human resources/apparatus they have in the organisation's strategic goals.

Some suggestions and recommendations that researchers can provide as practical input are to ensure that the organisation in general continues to create a more conducive organisational climate by providing support for all employees, increasing intensive schemes, providing awards, moral and social support and attention to employee career paths and conducting conflict management transparency that will encourage the creation of organisational learning behaviour and innovation, which ultimately leads to increased productivity and achievement of common goals of the organisation. Organisational leaders can pay more attention to the division of tasks for all employees related to work behaviour and the resulting innovation, so that the division of tasks is not only carried out by a few people but by all existing organisational members.

Employees are expected to continue to increase their sense of responsibility for the tasks they have been given, be able to distinguish between personal and organisational interests, foster a sense of togetherness among employees and strengthen a culture of knowledge sharing and team learning in the context of creating joint innovation. Changing the paradigm of innovation that was previously result-oriented into a process of continuous learning culture both formal and non-formal. This makes the learning process of organisations and employees not only a formality, but a very important thing for future organisational development.

This research is certainly very limited, with factors and variables that influence Innovative Work Behaviour in this study consisting of only two variables, namely Organizational Climate and Organizational Learning Behaviour, while there are still many other factors and variables that influence the level of Innovative Work Behaviour of employees as a whole. Limitations of respondents and research locations that focus on only 1 research locus. Future research is expected to use a more comprehensive and in-depth research locus with various populations and characteristics of research respondents. Limitations in the research data collection process, where the collection of questionnaires is done manually so that researchers have difficulty collecting data and take a long time. As well as the limitations of the intervening variables used in this study, namely only using the Organizational Learning Behavior variable, so it is hoped that further research can expand the intervening variables that mediate employee innovative performance behaviour.

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