

THE EFFECT OF INNOVATIVE WORK CLIMATE AND KNOWLEDGE SHARING BEHAVIOR ON INNOVATIVE WORK BEHAVIOR IN THE ORGANIZATIONAL

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Abstract

The purpose of this study is to examine the influence of the organization's creative climate on innovative work behavior through knowledge-sharing behavior. The sample in this research is an employees within the manufacturing sector in Semarang City. The sample technique used in this study used proportionate random sampling technique. Data analysis using *Structure Equation Model-Partial Least Square* (SEM-PLS) using SmartPLS 3.0. The results showed that the creative climate of the organization has a positive and significant effect on innovative work behavior, and knowledge-sharing behavior has a positive and significant effect on innovative work behavior. Knowledge-sharing behavior successfully mediates the relationship of the organization's creative climate to innovative work behavior. Advice for hospital management to be able to improve the quality of the on-site environment and encourage employees to be more active in discussions and meetings to improve the innovative work behavior of employees.

Keywords: Organization Creative Climate, Knowledge Sharing Behavior, Innovative Work Behavior, Craetive Climate, Innovative

INTRODUCTION

Innovation is now acknowledged as a continuous process that transcends the exclusive domain of research and development departments; it has evolved into a fundamental necessity that is woven into every facet of an organization's operational framework (West & Sacramento, 2023). In order to successfully cultivate innovation, it is essential for organizations to grasp market needs and aspirations through the collection of precise and contemporary information. Organizations are required to identify the specific types of competencies necessary to navigate the challenges posed by escalating competition (Löfsten, 2014).

The notion of innovation and creativity within a professional context plays a pivotal role in enhancing employee performance and ensuring the sustained viability of the organization (Shanker et al., 2017). Innovative work behavior is characterized as the deliberate actions of individuals that create, implement, and utilize novel ideas pertinent to their work role, group, or organization, thereby yielding performance advantages (Janssen, 2000). Within contemporary organizations, the innovative work behavior of employees serves as a fundamental catalyst for generating additional value, enhancing operational efficiency, and formulating creative solutions to intricate business challenges (Hughes et al., 2023).

The workforce constitutes a pivotal element in the innovative processes that transpire within organizations; employees possess the ability to shape innovative outcomes through the introduction of novel concepts and solutions (Anderson et al., 2014). Employee innovative work behavior is defined as the generation, endorsement, and execution of new ideas pertaining to products,

technologies, and methodologies by individuals within the workforce (Yuan & Woodman, 2010). The inclination of employees to engage in innovative work behavior may fluctuate in accordance with the influence exerted by managerial personnel on employees, as well as with the interplay of factors such as employees' motivation to acquire knowledge, the challenges encountered in brand-related tasks, and the prevailing conditions of the innovation climate within the workplace (Afsar & Umrani, 2019).

The propensity of employees to engage in innovative work behaviors is contingent upon the managerial influence exerted upon them, in addition to their motivational levels to pursue knowledge, the obstacles encountered in the workplace, and the prevailing conditions of the innovation climate within the organization (Afsar & Umrani, 2019). The organizational atmosphere can exert a favorable effect on innovation at both individual and organizational tiers (Shanker et al., 2017). An innovative work climate pertains to the collective perceptions that employees possess regarding the degree to which their work environment encourages, nurtures, and rewards innovative activities (Zhou & George, 2001). This climate encompasses dimensions such as managerial endorsement of novel ideas, acceptance of failure, provision of resources for experimentation, and the delegation of decision-making authority (Carmeli et al., 2023).

The propensity of employees to engage in innovative work behavior is contingent upon the influence exerted by managers on their subordinates, in addition to the correlation with the degree of employee motivation to acquire knowledge, the obstacles encountered in the workplace, and the prevailing conditions of the innovation climate within the organization (Afsar & Umrani, 2019). The organizational atmosphere can exert a positive influence on innovation at both the individual and organizational strata (Shanker et al., 2017). An innovative work climate pertains to the collective perceptions held by employees regarding the extent to which the work environment encourages, nurtures, and rewards inventive initiatives (Zhou & George, 2001). This climate encompasses dimensions such as managerial endorsement of novel ideas, acceptance of failure, allocation of resources for experimentation, and the delegation of decision-making authority (Carmeli et al., 2023).

Empirical investigations indicate that an innovative work environment exhibits a favorable correlation with innovative work behavior. A study undertaken by Wang and Chen (2023) involving a sample of 450 employees within the technology sector demonstrated that when employees perceive robust organizational support for innovation, their intrinsic motivation to engage in innovative endeavors is 34%. In addition, a longitudinal study executed by Rodriguez et al. (2023) over a span of three years determined that organizations that consistently fostered a positive work climate experienced a 67% increase in the number of implemented ideas in contrast to organizations that failed to sustain a positive work environment.

Organizational initiatives that facilitate the enhancement of employee knowledge can be recognized through the presence of training programs specifically designed to augment competencies, which can yield significant insights for the organization, including the recognition of novel concepts emerging from educational experiences (Suryo Nugroho & Ranihusna, 2020). Knowledge constitutes the most vital asset within an organization and contributes to the enhancement of innovation performance across various organizational contexts (Akhavan & Hosseini, 2015). The processes of knowledge dissemination and skill augmentation are critical for the development of an innovation framework that profoundly influences organizational outcomes, including productivity, organizational learning, and innovation efficacy (Munir & Beh, 2019).

Empirical investigations elucidating the significant nexus between knowledge sharing behaviors and innovative work behaviors consistently yield statistically significant outcomes. The meta-analytical study executed by Zhang et al. (2023), encompassing 127 studies with an aggregate sample of 89,324 participants, robustly affirmed the presence of a positive correlation between the intensity of knowledge sharing and the prevalence of innovative behaviors among employees. These conclusions were further substantiated by a qualitative inquiry conducted by Lee & Park (2023),

which elucidated the causal mechanisms through which knowledge sharing enhances creative self-efficacy and psychological safety, thereby motivating employees to engage in innovative risk-taking. Although extensive research has been conducted on the individual impacts of innovative work climate and innovative work behavior, there remains a significant gap in comprehending the manner in which these two variables interact to shape innovative work behavior. Certain studies indicate that an innovative work climate may act as a precursor to knowledge-sharing behavior (Thompson et al., 2023), while other investigations propose that knowledge sharing can enhance employees' perceptions of an innovative climate (Kumar & Singh, 2023). Furthermore, the organizational milieu in Indonesia possesses distinctive characteristics that have not been thoroughly examined within the global academic discourse. A robust culture of collectivism, relatively rigid organizational hierarchies, and entrenched traditional values within the work setting may significantly affect the interplay between innovative work climate and knowledge-sharing behavior (Wijaya & Sari, 2023). Empirical evidence from local studies indicates that organizations in Indonesia frequently encounter obstacles in cultivating a climate conducive to innovation, primarily due to risk aversion and a tendency to maintain the existing status quo (Handayani et al., 2023).

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The Influence of The Organization's Creative Climate and Innovative Work Behavior

Innovation and creativity in the workplace are becoming increasingly important determinants for company performance, success, and company sustainability for the long term (Anderson et al., 2014). The organizational climate plays an important role for innovation in a company (Sethibe & Steyn, 2016). The realization of a harmonious organizational climate will improve the performance of employees who are more creative and innovative to find ideas and be more independent when carrying out tasks (Munir & Beh, 2019). The organizational climate shows the employee's perception of the company's reward system, leadership credibility, company policies, official and unofficial procedures, and finally a sense of belonging and trust in the company arises (Sethibe & Steyn, 2016). When the support from the company is felt by employees, it will maximize the innovation that will be produced (DiLiello & Houghton, 2006: 322) Creating an atmosphere or climate that fosters employee creativity will encourage innovation in the company (Shanker & Bhanugopan, 2014).

H1: Organizational creative climate has a positive and significant effect on innovative work behavior

The Influence of the Organization's Creative Climate on Knowledge-Sharing Behavior

Changes to the rapid business environment and increasingly fierce competition require companies to develop knowledge as a competitive advantage in the face of competition (C. J. Chen & Lin, 2004). The organizational climate plays an important role in shaping employee behavior and influencing views on knowledge sharing in the company (Munir & Beh, 2019).

According to Phung et al (2017), the willingness of employees to engage in knowledge sharing, along with a high level of trust in their relationships with colleagues can guarantee the effectiveness of knowledge sharing. The effectiveness of knowledge sharing requires a conducive and appropriate environment or climate. Therefore a conducive organizational climate is considered an important determinant of the intention of employees to share knowledge with colleagues mereka (Akhavan et al., 2015).

H2: Organizational Creative Climate has a positive and significant effect on knowledge sharing behavior

The Influence of Knowledge-Sharing Behavior on Innovative Work Behaviors

Knowledge has been known to be an important element of the innovation process (Akram et al., 2018). Knowledge sharing and capability development are critical to developing innovations that

have a big impact on the company (Hiram Ting, 2016). In the context of the organization, knowledge sharing among employees involves valuable information that leads to the creation of new knowledge, develops organizational knowledge and brings benefits to the organization (Kmieciak, 2020).

Knowledge sharing is clearly seen when employees are willing to help each other generate new ideas and improve their abilities (Munir & Beh, 2019). When employees share knowledge, it encourages the lack of information between them, which ultimately encourages them to think more critically, develop new knowledge and encourage innovation (Xiao & Xuan, 2021).

H3: Knowledge-sharing behavior has a positive and significant effect on innovative work behaviors

The Organization's Creative Climate on Innovative Work Behavior with Knowledge-Sharing Behavior as a Mediator

The organizational climate is considered an important factor to see how the background of an enterprise, the environment in which it is located, and the way it is run affect how its employees act. The climate of internal innovation can also be seen (Xiao & Xuan, 2021). To implement creative and innovative employee behavior requires a supportive climate. A climate that supports innovation is a climate that supports change and creativity, affirming that the climate is managed to create an appropriate climate so that employees can share and build ideas and suggestions with each other (Isaksen & Ekvall, 2010).

The competitive advantage of the company is built on the basis of knowledge, which is an important source of creativity (Kim et al., 2021). New ideas cannot be developed and implemented without the help of employees in the workplace, employees can exchange information and sufficient knowledge as resources to create innovations (Anderson et al., 2014). According to Xiao & Xuan (2021) knowledge sharing serves as an intermediary in the role of moderator. The greater the level at which employees share information and knowledge, the easier it is for employees to interact with their colleagues and superiors, increase the growth of new knowledge and technologies within the company, encourage employees to be more creative and innovative.

H4 : Organizational creative climate has a positive and significant effect on innovative work behaviors through knowledge-sharing behaviors

RESEARCH METHODS

The type of research used in this study is descriptive research which is interpreted as research that describes a series of processes. Descriptive research only explains what happened and does not explain the situation that occurs good or bad or has a positive or negative impact (Ferdinand, 2014). For research design used is quantitative. Quantitative research methods are scientific methods because the research data is in the form of numbers and their analysis uses statistics (Sugiyono, 2016). Quantitative research methods aim to show the relationship between variables, test theories and look for generalizations with predictive values (Sugiyono, 2016)

This study seeks to explore the impact of creative climate and the behavior associated with knowledge sharing on the overall process of knowledge sharing. The data sources employed in this investigation consist of primary data. Primary data were gathered through a combination of interviews, observations, and research instruments that were thoughtfully distributed to respondents, specifically targeting employees within the manufacturing sector in Semarang City.

The population in this study was employees within the manufacturing sector in Semarang City. The population in this study was 335 respondents. The samples used in this study were 182 samples with proportionate random sampling. The power analysis method uses Structural Equation Model Partial Least Square (SEM-PLS) with SmartPLS 3.0 software.

INNOVATIVE WORK BEHAVIOR

Innovative work behavior is a series of behaviors that begin with the process of thinking creatively, creating creative ideas or ideas, and can identify opportunities or problems and seek support, so that the new ideas produced can be applied to individuals and organizations. Innovative work behavior was measured by 7 question items from the indicator De Jong & Den Hartog (2010: 29), using a likert scale of 1 = strongly disagree to 5 = strongly agree. Here are examples of statement items from innovative work behaviors namely "I often find new ways to solve existing problems" and "I am often involved in the application of new ideas in the workplace".

ORGANIZATIONAL CREATIVE CLIMATE

The creative climate of the organization is the values, beliefs and work atmosphere that support and encourage the behavior of employees to think creatively in the workplace. The creative climate of the organization was measured by 18 question items from the Moultrie & Young indicator (2009), using a likert scale of 1 = strongly disagree to 5 = strongly agree. Here are examples of statement items from the creative climate of the organization namely "I put a lot of effort into doing work" and "I feel life inside my workplace is very important".

KNOWLEDGE SHARING BEHAVIORS

Knowledge-sharing behavior is a behavior in which individuals impart or disseminate knowledge to other members within the organization, and this behavior can positively improve the performance of members of the organization. Knowledge-sharing behavior was measured by 10 question items from the Van Den Hooff indicator & Ridder (2004: 123), using a likert scale of 1 = strongly disagree to 5 = strongly agree. Here's an example of a statement item from the knowledge-sharing behavior which is "I'm willing to share the information I have with my department colleagues" and My department co-workers tell me about the skills they have whenever I ask about it".

RESULTS AND DISCUSSION

Instrument Validity

The rule of thumb used for convergent validity is the outer loading value > 0.7 and the Average Variable Extracted (AVE) > 0.5 to be able to meet the convergent validity (Abdillah & Hartono, 2015). Another method used to satisfy the validity of discriminants is to compare between constructs with other constructs with rule of thumb the validity of discriminants is outer loading > 0.70 in one variable and the root of the AVE $>$ latent variable correlation (Abdillah & Hartono, 2015)

Table 1. AVE value and root AVE

Variable	AVE	Root AVE
Organizational Creative Climate	0,525	0,724
Knowledge Sharing Behavior	0,684	0,827
Innovative Work Behavior	0,616	0,784

Source: Primary Data Processed (2025)

Based on table 1, it can be known that the AVE root value is greater than the AVE value. Therefore, it can be concluded that the construct is valid.

Instrument Reliability

Reliability is a measure that shows how well a questionnaire can measure variables consistently and stably. The concept of reliability is in line with constructive or quantitative validity. A valid construct is definitely reliable, while a reliable construct is not necessarily valid (Abdillah & Hartono, 2015). In testing the reliability of a questionnaire, there are two methods, namely the Cronbach's alpha method and Composite reliability. The rule of thumb of Cronbach's alpha and Composite reliability is > 0.70 (Abdillah & Hartono, 2015).

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Innovative Work Behavior	0,876	0,906
Knowledge Sharing Behavior	0,934	0,945
Organizational Creative Climate	0,944	0,950

Source: Primary Data Processed (2025)

Based on table 2, it is known that each latent variable has a value of cronbach's alpha and composite reliability that meets the rule of thumb > 0.7 . It can be concluded that the research instrument is able to measure variables accurately and consistently.

Coefficient of Determination Analysis or R2

The R-square value is used to measure the degree of variation in the change of independent variables in dependents, therefore the higher the R-square in a model, the better the predictive model of the proposed research model (Abdillah & Hartono, 2015).

Table 3. Coefficient of Determination

Variable	R2
Knowledge Sharing Behavior	0,342
Innovative Work Behavior	0,537

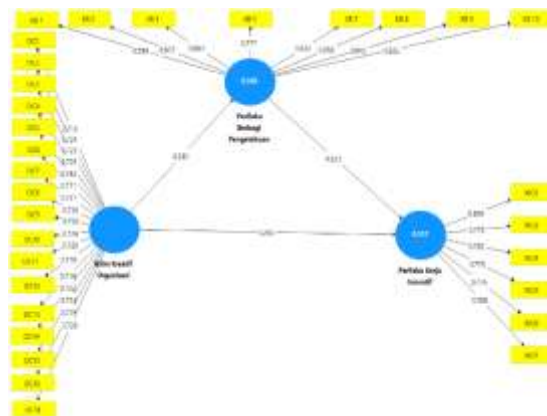
Source: Primary Data Processed (2025)

Based on table 3, it can be seen that the value of the coefficient of determination for knowledge-sharing behavior is 0.342 or 34.2% and innovative work behavior is 0.537 or 53.7%. Thus, the indigoi coefficient of determination can be interpreted that 34.2% of the variation in knowledge-sharing behavior can be explained by the creative climate of the organization, while the rest is explained by other variables outside the model. Furthermore, 53.7% of the variation in innovative work behaviors can be explained by the creative climate of the organization and the behavior of sharing knowledge, while the rest is explained by other variables outside the analysis model of this study.

Hypothesis Test

The hypothesis test in this study uses analysis techniques using Structural Equation Modeling (SEM) with an alternative partial least square (PLS) method using SmartPLS 3.0 software. hypothesis testing is carried out by looking at the t-statistical value and p-value in each variable. The rule of thumb used in this study was the original sample value used to distinguish the direction of whether it was related positively or negatively, the t-statistical value > 1.97 with a significance level of p-value of 0.05 (5%).

Figure 1. PLS Model Outer loading Path Diagram



Information

OC : Organizational Creative Climate

KB : Knowledge Sharing Behavior

INO : Innovative Work Behavior

Table 4. Path Coefficient

	Original Sample	T-Statistik	P-Value	Information
OC→INO	0,293	4,647	0,000	Accepted
OC→KB	0,585	10,329	0,000	Accepted
KB→INO	0,492	8,138	0,000	Accepted
OC→KB→INO	0.305	5,956	0.000	Accepted

Source: Primary Data Processed (2025)

The Influence of the Organization's Creative Climate on Innovative Work Behavior

Based on the results of the hypothesis test using Partial Least Square (PLS) the original sample value is 0. 293 and t-statistics $4,647 < 1.68$ with a p-value of $0.000 > 0.05$. So it can be concluded that H1 which states the creative climate of the organization has a positive and significant effect on innovative work behavior in this study is accepted. It can be concluded that manufacturing employees in Semarang City feel that the creative climate in the workplace is high, it will increase knowledge sharing behavior when working.

In this case, the creative climate of the organization has an influence on the manufacturing employees in Semarang City to improve innovative work behavior at work. The results of the first hypothesis in this study were also strengthened through previous research by Munir & Beh (2019), Selamat & Zhang (2019) which stated that the creative climate of the organization has a positive and significant effect on innovative work behavior.

The Influence of the Organization's Creative Climate on Knowledge-Sharing Behavior

Based on the results of hypothesis tests using Partial Least Square (PLS) the original sample value was 0.585 and the t-statistic was $10.329 > 1.68$ with a p-value of $0.000 < 0.05$. So it can be concluded that H2 which states the creative climate of the organization has a positive and significant effect on knowledge-sharing behavior in this study is accepted. It can be concluded manufacturing employees in Semarang City feel that the creative climate in the workplace is high, it will increase knowledge sharing behavior when working.

The results of this study are in accordance with the results of previous studies by Munir & Beh (2019) and Lashari et al (2016) which show that there is a positive relationship between the creative climate of the organization and knowledge-sharing behavior.

The Influence of Knowledge-Sharing Behavior on Innovative Work Behaviors

Based on the results of hypothesis tests using Partial Least Square (PLS) the original sample value was 0.522 and the t-statistical value was $8.318 > 1.68$ and the p-value was $0.000 < 0.05$. So it can be concluded that H3 which states knowledge sharing behavior has a positive and significant effect on innovative work behavior in this study is accepted. It can be concluded that the higher the knowledge-sharing behavior that employees have, the more innovative work behavior will be.

The result in this study is in accordance with research conducted by Asurakkody & Kim (2020) and Akram et al (2018) which showed a positive and significant relationship of knowledge-sharing behavior to innovative work behaviors.

Knowledge Sharing Behavior as a mediator of the relationship of the Organization's Creative Climate on Innovative Work Behavior

Based on the results of the hypothesis test using Partial Least Square (PLS) the original sample value was 0.305 and the t-statistical value was $5.956 > 1.68$ and the p-value was $0.000 < 0.05$. So it can be concluded that H4, namely knowledge-sharing behavior, mediates the influence of the organization's creative climate on innovative work behavior in this study is accepted.

It can be concluded that when manufacturing employees in Semarang City feel a high creative climate when working, it will improve innovative work behavior. However, when employees are willing to share knowledge with their co-workers it will increase the influence of the creative climate on innovative work behavior. This is because, the higher the creative climate and knowledge-sharing behavior of employees, it will increase the innovative work behavior of employees.

The results in this study are in accordance with research conducted by Xiao & Xuan, (2021) which states that knowledge-sharing behavior has a significant relationship as a mediating variable between the organizational innovation climate and the innovation work behavior.

CONCLUSION

Based on the results of this researcher tested using Partial Least Square (PLS), it can be concluded that the creative climate has a positive and significant influence on innovative work behavior. It can be inferred that the manufacturing personnel in Semarang City perceive the level of creativity within their occupational environment to be elevated, consequently enhancing their innovative work behavior.

The creative climate of the organization has a positive and significant effect on knowledge-sharing behavior. It can be inferred that the manufacturing personnel in Semarang City perceive the creative atmosphere within their professional environment as elevated, consequently motivating the employees to disseminate their expertise among their peers.

Knowledge-sharing behavior has a positive and significant effect on innovative work behaviors. Thus, it can be inferred that the willingness of manufacturing personnel in Semarang City to disseminate knowledge among their peers will enhance innovative work behavior.

The creative climate of the organization has a positive effect on innovative work behavior by being mediated by innovative work behavior and significantly influential. Therefore, it can be inferred that when manufacturing personnel in Semarang City experience a heightened creative climate within their professional environment, it will augment innovative work behavior, and the effect will be further intensified if employees exhibit a willingness to disseminate knowledge among their peers.

Suggestions for future research regarding the variable of innovative work behavior should consider developing independent variables beyond the organizational creative climate and

knowledge sharing behavior variables, such as psychological empowerment, workplace culture, transformational leadership, and others. Future studies are anticipated to explore the same aspects to verify the consistency of the findings by incorporating additional samples, thereby enhancing the generalizability of the results. Future investigations should aim to examine diverse subjects. For instance, start-up firms, service-oriented companies, banking institutions, and state-owned enterprises could be analyzed to assess the reliability of this study's conclusions.

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