

The Influence of Organizational Climate on Individual Creativity and Individual Innovative Behavior in Healthcare Settings

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ABSTRACT: The study aims to investigate the influence of organizational climate (OC) on individual innovative behavior (IIB) and examine the role of individual creativity (IC) as mediation in the construction of proposed relationships. This study involved 88 healthcare workers at Klungkung General Hospital. Data were collected using a 5-point Likert scale. The sampling method employed was non-probability based predefined criteria. Data analysis was done through a structural equation model (SEM) using Smart-PLS. The result indicate that OC and IC positively and significantly impact IIB. Additionally, OC has a positive and significant impact on IC. Meanwhile, IC acted as a partial mediation in the relationship between OC on IIB. Research on the impact of organizational climate on individual creativity and individual innovative behavior has primarily centered around the private sector. However, the organizational climate within public service entities, especially in healthcare, remains relatively unexplored. This presents a significant knowledge gap that merits further investigation. This research serves as a reference for formulating policy recommendations by hospital management regarding policies aimed at promoting an organizational climate that supports individual creativity and individual innovative behavior.

Keywords: organizational climate, individual creativity, individual innovative behavior, healthcare workers, public organization

INTRODUCTION

Research conducted by (Pratama, 2020) on the landscape of public service innovation in Indonesia found that public service innovations from 2014 to 2016 were predominantly in local governments and business process innovations utilizing technology. Most innovations were aimed at addressing societal issues in health and education.

Geographically, the dominant portion of innovations occurred in Java. Public service innovations outside Java, particularly in Bali Province, need further attention due to indications of declining innovation performance based on the regional innovation index.

From 2020 to 2022, the local government of Klungkung Regency had a consistently high regional innovation

index score among regencies within Bali Province. However, it is noteworthy that the regional innovation index score and the ranking of Klungkung Regency as the most innovative regency nationally showed a downward trend each year. Despite having the highest regional innovation index score compared to other regencies in Bali Province, Klungkung Regency's national innovation performance continued to decline. By 2022, Klungkung Regency was no longer the most innovative regency in Bali Province, having been surpassed by Badung Regency. The decline in the regional innovation index score can be observed at the Klungkung Regency General Hospital, a public service organization responsible for providing comprehensive health services to the community. Employees working in the health sector adhere to high compliance standards, which tend to suppress creativity (Kim et al., 2019), potentially reducing individual innovative behavior and ultimately impacting organizational performance.

The exploration and exploitation of innovation at the Klungkung Regency General Hospital still need optimization. Innovation exploration includes activities to learn and apply new knowledge, new skills, and continually strive to learn about technological developments. In contrast, innovation exploitation includes activities to maximize existing knowledge, skills, and resources for improving and developing already implemented innovations to maintain the status quo (Zhang et al., 2022). There are three levels of analysis to measure innovation: organizational level, group level, and individual level (West & Farr, 1989). This study focuses

on individual-level innovation, referred to by (Scott & Bruce, 1994) as individual innovative behavior, which involves individuals displaying, promoting, and implementing new ideas in their work. Innovation occurs if the organization can motivate employees to engage in innovative work behavior (Afsar et al., 2021).

(Slåtten et al., 2020) emphasize that individual innovative behavior is crucial for organizations in the health service sector. However, research on individual innovative behavior in health service organizations is still limited. (Mutonyi et al., 2020) found that organizational climate has a positive and significant impact on creative performance, manifested by individual creativity and individual innovative behavior. (Mutonyi et al., 2020) also clarified that individual creativity mediates the influence of organizational climate on individual innovative behavior. (Mutonyi et al., 2020) found that individual creativity positively and significantly affects innovative work behavior in health service organizations. Individual creativity is the production of new and useful ideas by individuals according to specific situations (Amabile, 1988; Amabile et al., 2005) (Xu et al., 2022; Zhou & George, 2001) found that organizational climate positively and significantly affects innovative behavior. Organizational climate refers to how individuals perceive and interpret the environment within their organization on a cognitive and psychological level (Abbey & Dickson, 1983) (Sarros et al., 2008) (Scott & Bruce, 1994).

Most research on the impact of organizational climate on individual

creativity and individual innovative behavior has concentrated on the private sector (Choi & Chang, 2009) (De Jong & Den Hartog, 2007) (Imran et al., 2010) (Slåtten & Mehmetoglu, 2015). (Mutonyi et al., 2020) argue that organizational climate in public service organizations is rarely discussed, thus presenting a knowledge gap that can be further explored. Drawing from prior research and the current situations at Klungkung Regency General Hospital, this study explores how individual creativity serves as a mediator between organizational climate and innovative behavior at the individual level.

Literature Review

Theoretical background

(Volery & Tarabashkina, 2021) utilized social exchange theory as the theoretical basis to explain the influence of organizational support, employee creativity, and job centrality on innovative work behavior. Social exchange theory provides an understanding that organizational members' perceptions of their organization will lead to reciprocal relationships, manifested in behaviors towards the organization. One positive behavior resulting from such reciprocal relationships is innovative behavior (Mustika et al., 2020).

(Cropanzano et al., 2017) explain that interactions among individuals within an organization form reciprocal relationships that can be either positive or negative. Positive reciprocal relationships are driven by proactive, positive actions such as mutual respect and support among actors within the organization, whether supervisors or colleagues, towards the organization itself. This results in high-quality social

exchanges, rather than merely economic exchanges that occur when actors within the organization display negative initiatives such as mutual disrespect.

In this study, social exchange theory serves as the theoretical foundation to analyze management issues regarding the influence of organizational climate on individual innovative behavior through the mediating role of individual creativity. When the organizational climate facilitates creativity, individuals are more likely to exhibit innovative behaviors (Munir & Beh, 2019). An organization that provides a climate encouraging individual to behave innovatively acts as the stimulus, and the individuals' innovative behavior is the expected response by the organization. Individuals require a positive organizational climate to support their job performance, while organizations need individuals' innovative behavior to achieve their goals effectively and efficiently. Thus, both parties create behaviors based on mutually beneficial reciprocal relationships. If individuals' innovative behavior is fostered by a supportive organizational climate and strong individual creativity, a social exchange activity can be confirmed.

Hypothesis Development

Organizational Climate and Individual Innovative Behavior

(Srirahayu et al., 2023) revealed that organizational climate influences innovative work behavior among employees in public service organizations. Research conducted at the Department of Industry and the Regional Technical Implementation Unit (UPTD) Center for Regional Product Packaging of Nusa Tenggara Barat

Province by (Dewantara et al., 2023) found that when employees perceive a supportive organizational climate, they tend to exhibit innovative behavior. (You et al., 2022) discovered that when organizations provide support for innovation, employees' innovative behavior increases. (Etikariena & Kalimashada, 2021) also demonstrated that organizational climate positively influences innovative behavior among workers in the mining sector that has implemented innovations.

These findings align with (Mutonyi et al., 2020), who emphasized that organizational climate can enhance individual innovative behavior in the public service sector. Therefore, it can be concluded that when the organizational climate is perceived as supportive of innovative actions, individual innovative behavior will begin to form.

H1. Organizational climate has a positive and significant effect on individual innovative behavior.

Organizational Climate and Individual Creativity

(Susriani et al., 2019) asserted that organizational climate positively and significantly affects the creativity of workers in state-owned enterprises (BUMN) in the telecommunications sector. (Fadli & Soemantri, 2019) found that organizational climate, especially in elementary schools (SD), has a positive and significant influence on teachers' creativity. (Fitriana, 2021) also discovered that a good work climate can support the creativity of employees at the Regional Revenue Agency (BPD) of Banten Province.

Research by (Hunter et al., 2007) revealed that organizational climate positively influences individual

employee creativity. (Mutonyi et al., 2020) found that organizational climate positively and significantly influences individual creativity. This implies that when the organizational climate effectively supports creative activities among employees, their individual creativity will be enhanced.

H2. Organizational climate has a positive and significant effect on individual creativity.

Individual Creativity and Individual Innovative Behavior

(Mutonyi et al., 2020) emphasized that individual creativity among hospital employees or workers in healthcare organizations positively affects individual innovative behavior. When employees have high individual creativity, their innovative behavior tends to increase (Asbari et al., 2021). (Mutonyi et al., 2020) also demonstrated that individual creativity has a positive and significant impact on individual innovative behavior among employees in public service organizations. (Hussain & Wahab, 2021) found that individual creativity positively influences innovative behavior.

(Volery & Tarabashkina, 2021) also supported previous research findings, demonstrating that individual creativity positively and significantly affects innovative work behavior. These findings indicate that when individuals are creative in completing their job tasks, it fosters innovative behavior. Based on these empirical studies, the following hypothesis can be formulated.

H3. Individual creativity has a positive and significant effect on individual innovative behavior.

Mediating Role of Individual Creativity

(Susrini et al., 2019) found that creativity can mediate the influence of organizational climate on innovative behavior. (Mutonyi et al., 2020) also demonstrated that individual creativity can mediate the effect of organizational climate on individual innovative behavior among employees in public service organizations, specifically public transportation service providers in Norway. Innovation success in the public sector occurs when new and valuable ideas are successfully implemented (Isaksen et al., 2006).

These findings highlight the importance for public service organizations to maintain a climate that supports individual creativity, allowing individuals to freely use their creative methods to complete tasks. Ultimately, this contributes positively to enhancing individual innovative behavior (Shalley & Gilson, 2004). Based on these empirical studies, the following hypothesis can be formulated.

H4. Individual creativity mediates the effect of organizational climate on individual innovative behavior.

RESEARCH METHODOLOGY

This research was conducted at the Regional General Hospital (RSUD) of Klungkung Regency, located in Semarapura, Klungkung Regency, Bali. The data collection method was a survey using a questionnaire distributed online via Google Forms. The collected data was then analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS).

The population for this study included all healthcare workers at RSUD

Klungkung, both those directly involved in patient care and supporting staff who do not provide direct patient care, with statuses as civil servants (ASN) and non-civil servants (Non ASN), particularly those who have responsibilities and authority to make decisions. The total number of these employees was 88. The sampling technique used was non-probability sampling (saturation sampling).

This study employs a survey method using a questionnaire with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The dimensions and indicators used to measure organizational climate, as referred to by (Mutonyi et al., 2020), are as follows: 1) Empowering leadership, measured by indicators such as the leader's willingness to delegate responsibility, the ability of the leader to encourage subordinates to take initiative, and the leader's understanding of subordinates by listening to their input and aspirations, 2) Individual learning orientation, measured by indicators such as employees' willingness to learn new things in their jobs and their willingness to allocate time to learn new ways to complete their tasks, 3) Work group cohesiveness, measured by indicators such as the freedom of employees to solve the same problem in different ways and the high threshold for error tolerance among colleagues, with a total of eight items.

The indicators used to measure individual innovative behavior, as referred to by (Mutonyi et al., 2020) and modified from (Scott & Bruce, 1994), include: 1) Willingness to try new technologies, processes, and techniques to complete tasks, meaning RSUD

Klungkung employees are willing to try technology to accomplish their daily tasks, 2) Willingness to promote new ideas, meaning RSUD Klungkung employees are eager to present their ideas to stakeholders to gain support, 3) Willingness to investigate and find ways to implement new ideas, meaning RSUD Klungkung employees are not only thinking of solutions but also considering and deciding how these ideas can be executed, 4) Willingness to develop plans and schedule the implementation of new ideas, meaning RSUD Klungkung employees are ready to create technical steps to implement these solutions, 5) Willingness to try new ideas, meaning RSUD Klungkung employees are willing to try new ideas that have been set to support the effectiveness and efficiency of business processes, with a total of seven measurement items.

This study adopts the indicators used by (Mutonyi et al., 2020) to measure individual creativity, including: 1) Willingness to express creativity at work when given the opportunity, defined as RSUD Klungkung employees' attitude to demonstrate their creativity in performing their tasks, 2) Having new ideas for task completion, defined as RSUD Klungkung employees' ability to generate creative ideas to support the effectiveness and efficiency of their task completion, 3) Finding creative solutions to problems, defined as RSUD Klungkung employees' ability to find

solutions to problems based on the creative ideas they have conceived, 4) Having many creative ideas, defined as RSUD Klungkung employees' ability to have many creative ideas in their minds, with a total of four measurement items.

RESULT AND DISCUSSION

Respondent's demograhpic

The study involved 49 female respondents (56%) and 39 male respondents (44%). The majority of respondents were aged 47-51 years (20%), indicating that employees making decisions in the work unit typically have a mature age. However, there are also respondents aged 27-31 years (10%), suggesting opportunities for younger employees to assume similar roles. The majority of respondents have a tenure of 17-21 years (26.14%), highlighting the importance of experience in holding strategic positions. Nonetheless, there are also those with a tenure of 2-6 years (18.18%), indicating that experience is not the sole factor in employee promotion.

Most respondents have professional education (35.23%), encompassing various fields such as doctors, dentists, pharmacists, nurses, midwives, and physiotherapists. This demonstrates that healthcare professionals at the Klungkung District Hospital have been working professionally, meeting hospital accreditation standards.

Table 1. Respondent's profile

Profile	Classification	Numbers	Percentage
Gender	Male	39	44%
	Female	49	56%
Age	27-31	9	10%

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Profile	Classification	Numbers	Percentage
	32-36	9	10%
	37-41	16	18%
	42-46	17	19%
	47-51	18	20%
	52-56	11	13%
	57-61	8	9%
Job Experience	2-6	16	18,18%
	7-11	6	6,82%
	12-16	18	20,45%
	17-21	23	26,14%
	22-26	4	4,55%
	27-31	11	12,50%
	32-37	10	11,36%
Education	High School	10	11,36%
	Diploma	9	10,23%
	Bachelor	19	21,59%
	Professional Education	31	35,23%
	Master	6	6,82%
	Specialist-1	12	13,64%
	Specialist-2	1	1,14%

Composite reliability and convergent validity

Table 2. Composite reliability and convergent validity test result

Variables	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Innovative Individual Behavior	IIB.1	0,787	0,907	0,910	0,641	Valid and Reliabel
	IIB.2	0,77				Valid and Reliabel
	IIB.3	0,819				Valid and Reliabel
	IIB.4	0,772				Valid and Reliabel
	IIB.5	0,811				Valid and Reliabel
	IIB.6	0,868				Valid and Reliabel
	IIB.7	0,775				Valid and Reliabel
Individual Creativity	IC.1	0,709	0,848	0,851	0,692	Valid and Reliabel

Variables	Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Organizational Climate	IC.2	0,9	0,912	0,916	0,621	Valid and Reliabel
	IC.3	0,891				Valid and Reliabel
	IC.4	0,814				Valid and Reliabel
	OC.1	0,775				Valid and Reliabel
	OC.2	0,788				Valid and Reliabel
	OC.3	0,828				Valid and Reliabel
	OC.4	0,792				Valid and Reliabel
	OC.5	0,728				Valid and Reliabel
	OC.6	0,829	Valid and Reliabel			
	OC.7	0,811	Valid and Reliabel			
	OC.8	0,744	Valid and Reliabel			

Cronbach's Alpha and Composite Reliability values for each variable indicate scores above 0.70, leading to the conclusion that the reliability level is acceptable. The AVE (Average Variance Extracted) value shows how well the indicators measure the variance of each variable. The higher the AVE value, the greater the contribution of the

indicators to measuring the variable, and the better the latent construct is represented by its indicators. Table 2 indicates that the AVE values for each variable exceed 0.5, thus it can be concluded that this study has met the criteria for good convergent validity.

Discriminant Validity

Table 3. Discriminant validity test result

	Fornel-Lacker Criterion				Heterotrait-Monotrait Ratio		
	OC	IC	IIB		OC	IC	IIB
OC	0,788			OC			
IC	0,756	0,832		IC	0,857		
IIB	0,721	0,748	0,801	IIB	0,777	0,847	

Fornell & Larcker (1981) tested discriminant validity by ensuring that the square root of AVE is greater than the

correlation between variables. Table 5.8 indicates that the square root of the AVE for organizational climate, which is

0.788, is greater than the correlation between the organizational climate variable and the individual creativity variable, which is 0.756, as well as the correlation between the organizational climate variable and the individual innovative behavior variable, which is 0.721. The square root of the AVE for individual creativity is 0.832, which is greater than the correlation between the individual creativity variable and the individual innovative behavior variable, which is 0.748. These findings clarify that the discriminant validity of all variables has been satisfied using the Fornell & Larcker method.

(Hair Jr et al., 2021) recommend the HTMT method because it is more sensitive or accurate in detecting discriminant validity. The recommended HTMT value is below 0.90. Table 3 clarifies that the HTMT values for all variables are less than 0.90, thus it can be concluded that the discriminant validity of all variables has been met using the HTMT method.

Hypotheses testing

After evaluating the measurement model, the next step is to evaluate the structural model by examining the coefficient of determination and the predictive relevance value. Individual creativity has an R-square of 0.571, which means that the variability of individual creativity among employees at Klungkung District Hospital is explained by the variability of organizational climate by 57.1%, while the remaining 42.9% is explained by other variables outside of this research model. An R-square value of 0.616 for the individual innovative behavior variable means that the variability of individual innovative behavior among

employees at Klungkung District Hospital is explained by the variability of organizational climate and individual creativity by 61.1%, while the remaining 38.9% is explained by other variables outside of this research model.

$$\begin{aligned} Q^2 &= 1 - (1-R_z^2) (1-R_y^2) \\ &= 1 - (1-0,571) (1-0,616) \\ &= 1 - (0,429) (0,384) \\ &= 1 - 0,165 \\ &= 0,835 \end{aligned}$$

The Q^2 value falls within the range of $0 < Q^2 < 1$, indicating that the closer the Q^2 value is to 1, the better the model. Based on these calculations, the Q^2 value is 0.835, leading to the conclusion that the model has good predictive relevance. A Q^2 value of 0.835 also means that 83.5% of the individual innovative behavior of employees at Klungkung District Hospital is influenced by organizational climate and individual creativity, while the remaining 16.5% is influenced by other variables outside of this research model. The coefficient of determination (R^2), the original sample coefficient, and the p-value are summarized in Figure 2.

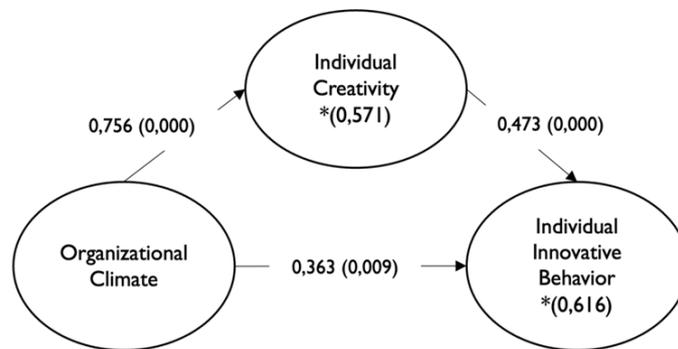


Figure 2. Causal Relationship
Table 4. Collinearity test result

	Organizational Climate	Individual Creativity	Individual Innovative Behavior
Organizational Climate		1,000	2,334
Individual Creativity			2,334
Individual Innovative Behavior			

Hair et al. (2021:117) state that the potential issue of multicollinearity in structural model regression must be examined first to avoid strong relationships among predictors. Multicollinearity occurs when the inner VIF value exceeds 5. According to Table 5.12, the inner VIF values are less than 5,

ensuring that this study is free from multicollinearity issues. These findings also demonstrate that the parameter estimation results of SEM PLS are unbiased or robust.

Discussion

Table 5. Hypothesis test result

Hypotheses	Path	Original sample (O)	Sample mean (M)	T statistics (O/STDEV)	P-values	Conclusion
H1	Organizational Climate → Individual Innovative Behavior	0,363	0,368	2.632	0.009	Supported
H2	Organizational Climate → Individual Creativity	0,756	0,757	12.207	0.000	Supported
H3	Individual Creativity → Individual Innovative Behavior	0,473	0,465	3.485	0.000	Supported

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	Innovative Behavior					
H4	Organizational Climate → Individual Creativity → Individual Innovative Behavior	0,358	0,353	3.215	0.001	Supported

The first hypothesis (H1) explains that when the organizational climate is perceived as more supportive, the innovative behavior of employees at RSUD Kabupaten Klungkung will increase. This study conceptualizes organizational climate through empowering leadership, individual learning orientation, and workgroup cohesiveness. Therefore, if Klungkung District Hospital aims to enhance the innovative behavior of its employees, the management needs to optimize an empowering leadership style, increase employees' dedication to self-development, and accelerate workgroup solidarity. The innovative behavior of employees at Klungkung District Hospital will increase with improved support from a positive organizational climate. This finding supports the research conducted by (Dewantara et al., 2023; Etikariena & Kalimashada, 2021; Mutonyi et al., 2020; Srirahayu et al., 2023; You et al., 2022).

Strict limitations on errors can hinder individual innovative behavior, thereby impeding innovation in healthcare services. Errors are a natural part of the learning process. Healthcare workers will be reluctant to try new technologies, techniques, processes, methods, or approaches for completing their tasks due to fear of consequences

if mistakes occur. Situations in healthcare often require quick and flexible responses; rigid restrictions can hamper healthcare workers' ability to respond swiftly to changing situations that may not be covered by standard operating procedures. Flexibility in managing the risk of errors can promote innovation and development in healthcare services.

The second hypothesis (H2) explains that when the organizational climate is perceived as more supportive, the individual creativity of employees at Klungkung District Hospital will increase. The enhancement of individual creativity among employees can be achieved when the hospital management optimizes empowering leadership, increases employees' dedication to self-development, and accelerates workgroup solidarity. The individual creativity of employees at Klungkung District Hospital will increase with better support from a positive organizational climate. This finding supports the research conducted by (Fadloli & Soemantri, 2019; Mutonyi et al., 2020; Susrini et al., 2019). Healthcare workers require multifaceted perspectives to adapt and react to complex healthcare situations, necessitating creativity (Ten Haven et al., 2022).

The third hypothesis (H3) explains that as the individual creativity of employees at RSUD Kabupaten Klungkung increases, their innovative behavior will also increase. The fundamental difference between creativity and innovative behavior is the extent to which employees can realize the ideas in their minds. Creative employees think differently from most people, especially regarding problem-solving at work, while innovative employees can implement their creative ideas. The hypothesis testing results demonstrate that employees exhibit innovative behavior when they can think creatively. Increasing employees' creativity is directly proportional to their innovative behavior. This finding supports the research conducted by (Asbari et al., 2021; Hussain & Wahab, 2021; Mutonyi et al., 2020; Volery & Tarabashkina, 2021).

Creative thinking and innovative behavior need to be fostered at all employee levels, from the lowest level to top management, as these attributes can help employees improve the effectiveness and efficiency of task

achievement, thereby achieving the organization's competitive advantage. Employees RSUD Kabupaten Klungkung are expected to cultivate creative thinking, and the management should provide opportunities for employees to demonstrate creativity in their work. Individual innovative behavior in healthcare services is crucial for adapting to organizational changes, especially during emergencies such as pandemics (Brunetto et al., 2022).

The fourth hypothesis (H4) relates to the indirect effect of organizational climate on individual innovative behavior through individual creativity as a mediator. H4, which states that individual creativity can mediate the effect of organizational climate on individual innovative behavior, is accepted because it produces a p-value of less than 0.05 ($0.001 < 0.05$) and a t-value greater than 1.96 ($3.215 > t\text{-table } 1.96$), with a positive original sample coefficient of 0.358. A positive original sample coefficient indicates that organizational climate, individual creativity, and individual innovative behavior are positively correlated.

Table 6. Mediation test result

	Indirect effect	Direct effect	Conclusion
	P-value		
	P _{1.P2}	P ₃	
Organizational Climate → Individual Creativity → Individual Innovative Behavior	0,001	0,009	Complementary (partial mediation)

The indirect effect of organizational climate on individual innovative behavior through individual creativity (P1.P2) yielded a p-value of less than 0.05 ($0.001 < 0.05$), indicating that individual creativity significantly

mediates the influence of organizational climate on individual innovative behavior. The direct effect of organizational climate on individual innovative behavior (P3) also produced a p-value of less than 0.05 ($0.009 < 0.05$),

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demonstrating that organizational climate has a positive and significant impact on individual innovative behavior.

Based on the mediation analysis, both the direct and indirect effects were found to be positive and significant, leading to the conclusion that individual creativity partially mediates the influence of organizational climate on individual innovative behavior. Individual creativity serves as a complementary mediator, enhancing the effect of organizational climate on individual innovative behavior. The mediation analysis results indicate that an increase in individual innovative behavior is achieved when the organizational climate becomes more supportive and individual creativity increases. Individual creativity acts as a complement to help optimize the influence of organizational climate on the innovative behavior of employees at RSUD Kabupaten Klungkung.

The direct effect analysis concludes that merely having a more supportive organizational climate is sufficient to enhance individual innovative behavior. However, the indirect effect analysis also proves that individual creativity provides additional significance to the influence of organizational climate on individual innovative behavior. This finding implies that although RSUD Kabupaten Klungkung has established a supportive organizational climate to boost individual innovative behavior, the management should still pay attention to the level of individual creativity among employees to further accelerate the increase in innovative behavior. This study supports the findings of (Isaksen

et al., 2006; Mutonyi et al., 2020; Shalley & Gilson, 2004; Susrini et al., 2019).

CONCLUSION

This research aims to explore the influence of organizational climate on individual creativity and innovative work behavior. The study also analyzes the role of individual creativity as a mediating variable in the influence of organizational climate on individual innovative behavior. The sampling method employed is non-probability sampling. Respondents in this study are healthcare service workers who have responsibilities and authority in decision-making within their respective units. Based on the results and discussion of the research, it can be found that organizational climate has a positive and significant impact on individual innovative behavior. The findings of this research prove that the better employees perceive organizational climate support, the higher the individual innovative behavior will be. Organizational climate also has a positive and significant impact on individual creativity. The research findings demonstrate that the better employees perceive organizational climate support, the higher the individual creativity will be. Individual creativity has a positive and significant impact on individual innovative behavior. The research results show that the better the individual's creativity, the higher the individual's innovative behavior will be. The role of individual creativity acts as complementary in

partially mediating the influence of organizational climate on individual innovative behavior. The research findings demonstrate that when employees perceive organizational climate support better, it will increase individual creativity and subsequently enhance individual innovative behavior. This research also contributes to confirming the social exchange theory, which suggests a reciprocal relationship between individuals and individuals, as well as organizations and individuals. The research findings explain that when RSUD Kabupaten Klungkung as an organization provides a supportive organizational climate, employees will reciprocate by showing increased individual creativity and innovative behavior, thereby confirming the reciprocal relationship described by the social exchange theory. The findings of this research can be practically utilized in formulating policy recommendations by the management of RSUD Kabupaten Klungkung, particularly regarding the innovative services of RSUD Kabupaten Klungkung.

The process of writing this research has limitations that could serve as a reference for future research. These limitations include: firstly, this research is based on questionnaire responses to research indicators containing statements. These statements have the potential for different interpretations by each respondent, and the responses given by respondents may only represent responses acceptable within their work environment. Thus, these responses could distort the average

values in descriptive statistical analysis results. Secondly, this research was conducted at a specific point in time or cross-sectional, while phenomena will continue to evolve, and problems will become more complex. Therefore, research on topics related to this research needs to be conducted again in the future. Thirdly, this research is limited to examining individual innovative behavior caused by organizational climate and individual creativity, thereby unable to delve deeper into other predictors capable of explaining the increase in individual innovative behavior.

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