

The Influence of Participative Organizational Climate on Innovative Behavior

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Abstract—The company tries to conceptualize an adequate workplace environment for its workers, it aims to provide comfort to work and make it easier for workers to find ideas and innovate. This research aims to examine the influence of participatory organizational climate on innovative behavior. The sample used in this study is 140 respondents. The preliminary analysis is testing the validity and reliability testing and multiple linear regression testing is done with SPSS software 19.00 The results showed that participative organizational climate had a positive effect on employees' innovative behavior with a significance value of 0,000 meaning that the more influential the participative organizational climate in the company, the higher the innovative behavior shown by the employee. Participative organizational climate has an effect on innovative behavior that is 58.3%. A positive organizational climate can influence innovative behavior by providing intrinsic motivation to employees and making employees feel full support from the company, so that employees are not reluctant to display innovative behavior. Therefore, it is important for the company to design a positive organizational climate and support employees to display innovative behavior because organizational climate can be perceived positive as support and attention from the company to employees, so employees are encouraged to demonstrate innovative behavior that can benefit the company. The implication of this research is that the company is expected to provide rewards for employees who innovate, this is so that employees are always motivated to innovate.

Keywords—*participative; organizational climate; innovative behavior; employees*

I. INTRODUCTION

Participative organizational climate is the employee's perception of the quality of the organization's internal environment which is relatively felt by members of the organization which will then influence their subsequent behavior [1]. Participative organizational climate positive can influence innovative behavior by providing motivation to employees and making employees feel full support from the company, so that employees are not reluctant to display innovative behavior [2]. For this reason, it is important for the company to design a positive participatory organizational climate and support employees to display innovative behavior because a positive organizational climate can be perceived as support and attention from the company to employees, so that

employees are motivated to demonstrate innovative behavior that can benefit company.

A technology system and its application to increase the demand for fuel in Indonesia requires increasing the ability of human resources in fuel technology. The inclusion of various global openness institutions has forced to spur research and development of downstream activities to obtain energy efficient and environmentally friendly processes and products. In the long run, efforts will be made to develop human resource capabilities and support researches that develop alternative and up-to-date capabilities. These capabilities include mastering the technology of natural gas and coal utilization as synthetic fuels. Researchers have confidence that innovation is a solution to any changes that occur. Innovation implies as a corrective action to change, which affects the acceleration of the planning cycle in producing a new product and service that can provide benefits and higher satisfaction to stakeholders [3].

The general objective is to determine the influence between participatory organizational climate and innovative behavior

The research questions are as follows: Research Questions 1 (RQ1): What is the influence of participatory organizational climate on innovative behavior?

This study is guided by the following hypothesis: Hipotesis 1 (H1): There is a influence between participatory organizational climate on employees' innovative behavior in the company.

A. Participative Organizational Climate

Participative Organizational Climate is an individual's perception of the characteristics of an organization that influences organizational behavior in practice and procedure policy events [4]. Elements such as attitudes, values and motives of an individual have an important role in the conceptual process Organizational climate In addition, the organizational climate is perceived as a benefit for individual needs, for example a climate that pays attention to the interests of employees, among employees there is a harmonious and achievement-oriented relationship, so it can be expected that the level of employee or employee behavior leads to goals personal needs and motivation are high.

Which mentions several organizational climate dimensions, namely: leadership, trust, joint decision making or support, honesty, communication, flexibility or autonomy, and occupational risk [5]. The dimension participative organizational climate is as follows [6]:

- Participative work environment: the existence of organizational policies and procedures within the organization.
- Access to human resources: recruitment and training.
- Access to information: Transparent and trustworthy.

B. Innovative Behavior

Employees have innovative behavior are their daily attitudes, always think critically, strive to always make changes in their environment that are towards renewal from traditional to modern, or from attitudes that have not progressed to advanced attitudes and strived so that change has certain uses or added values. Innovative behavior is the creativity to take action, production, and the implementation of new ideas that are useful to help expand the understanding of things that develop in the workplace [7]. The characters of individuals who have innovative behavior are [8]: 1) Finding out new technologies, processes, new techniques and ideas, 2) Producing creative ideas, 3) Promoting and fighting for ideas to others, 4) Research and provide the resources needed to realize new ideas, 5) Develop mature plans and schedules to realize these new ideas, and 6) Creative.

II. METHOD

Collecting data using questionnaires is a data retrieval technique that is obtained by giving a well-structured question item. With the questionnaire, the data obtained can be used to support this research. This questionnaire is made with a scale Likert with the following weights: Strongly Agree = 5; Agree = 4; Less Agree = 3; Disagree = 2; Strongly Disagree = 1.

The sample size can be determined by the number of questions in the questionnaire multiplied by five (5). So in determining the number of samples in this study the calculation is 28 questions x 5 = 140 respondents [9]. The analytical method describes the analytical methods used to solve research problems, where the data obtained will be processed using SPSS software (Statistical Product and Service Solution). The analysis begins with testing the validity and reliability of the questionnaire and multiple linear regression testing performed with SPSS software.19.00.

- Descriptive Statistics Measurement to describe the characteristics of the research sample by percentage, to answer research questions and arrange dimensions in descending order.
- Multiple regression analysis to test the validity of the study form, the impact of independent variables and their dimensions on the dependent variable and size.
- One-sample kolmogorov-smirnov to ensure that data follows normal distribution.

The stages of this research are divided into 3 stages, namely

- Determine the problem of research, at this stage the researcher conducted a preliminary study.
- Data collection, at this stage researcher begin by determining data sources, namely books related to problems. At this stage ends with data collection using observation and documentation methods.
- Analysis and presentation of data, namely analyzing data and finally drawing a conclusion.

III. RESULTS AND DISCUSSION

Distribution of 140 questionnaires in total or 100%. Questionnaires collected were 140 pieces or 100%, questionnaires that were not collected 0% and questionnaires that could be processed as much as 140 or 100%.

TABLE I. DESCRIPTION OF SAMPLE CHARACTERISTICS

	Variable	Frequency (N = 140)	%
Sex	Male	88	62.90%
	Female	52	37.10%
Age	21-30	79	57.00%
	31-40	42	30.00%
	41-50	16	11.40%
	> 50	3	2.10%
Educational	Secondary education and below	20	14.30%
	Diploma	13	9.30%
	Bachelor	101	72.10%
	Graduate Studies	6	4.30%
Experience year	< 1	4	2.90%
	5-Jan	78	55.70%
	10-Jun	28	20.00%
	>10	30	21.40%

Source. Primary data.

Based on table 1, the most of study subjects sampled were men with 62.9%. This finding reflects the reality of organized labor forces, in which the proportion of men always exceeds women. The majority of employees aged 21-30 years as much as 56.4%. Regarding education level, the highest proportion with category is Bachelor degree with 72.10%, while the lowest is graduate studies with 4.30%. This can be accounted for by the fact that holding a Bachelor's degree is a pre-requisite accepted work in the company. years of experience, the highest category is the category (1- 5 years) with 55.70%, while the lowest is (<1 year) with 2.90%.

The reliability coefficient is calculated, according to Cronbach Alpha for completely internal consistency and for each variable. The results were as shown in Table 2:

TABLE II. THE VALUE OF REALIABILITY COEFFICIENT

Reliability Statistics		
Variable	Cronbach's Alpha	N of Item
Self Leadership	0.850	8
Participative Organizational Climate	0.797	6

a.

Source. Primary data.

Based on table 2, due to values of Cronbach alpha, reliability coefficients of all the variables of the study are high and suitable for the purposes of the study. The high values of

Cronbach alpha would be accounted for by homogeneity of the study sample in terms of qualifications and quality.

Before testing the hypothesis, test the assumption first. The assumption test that must be met is the normality test. If the assumption of a normality test cannot be fulfilled, then the calculation will be carried out using non-parametric statistical methods.

TABLE III. THE VALUE NORMALITAS ONE –SAMPLE KOLMOGOROV SMIRNOV TEST

Description		Unstandardized Residual
N		140
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	2.84900966
Most Extreme Differences	Absolute	0.058
	Positive	0.037
	Negative	-0.058
Kolmogorov-Smirnov Z		0.687
Asymp. Sig. (2-tailed)		0.732

Source. Primary data.

Based on table 3, the calculation results using the normality test shows the sig value of KS-Z of $0.732 > 0.05$ so that the data is said to be normal.

The calculation results using the normality test shows the Asymp value. The Sig of $0.732 > 0.05$ results shows that the distribution of data on organizational climate variables has a normal distribution.

Complete regression equations are obtained by replacing the regression coefficients of both predictors and constants as follows:

$$Y = 12.803 + (0.826) X_1$$

The results show that all units improve participative organizational climate raise innovative behavior. this means that a participatory organizational climate has emerged as a positive predictor of employees' innovative behavior.

From the results of data processing, it can be summarized as follows in Table 3 below:

TABLE IV. SUMMARY OF RESULTS OF DATA

Variable	T	Sig	F	Sig
Participative Organizational Climate	13.987	0	195.647	0
Adjusted R square	0.583			

Source. Primary data.

Based on table 4, partial test results show that the significant value of participatory organizational climate variables with innovative behavioral variables is $0.000 < 0.05$. Positive coefficients indicate a positive relationship between organizational climate and innovative behavior. The higher the organizational climate, the higher the employee's innovative behavior, on the contrary the lower the participatory organizational climate, the lower the employee's innovative behavior. So the hypothesis which states that there is a positive influence between organizational climate and employee innovative behavior is accepted. Simultaneous test results show F value sig $0.000 < 0.05$, meaning that participatory

organizational climate simultaneously influences employee innovative behavior.

Furthermore, the adjusted R square coefficient in this study is 0.583. The influence of participatory organizational climate variables on innovative behavior is significant at 58.3% and the remaining 41.7% is influenced by other factors. Every increase in the employee's participatory organizational climate will improve innovative behavior. The higher the participatory organizational climate that employees have, the higher the innovative behavior that arises from these employees. Organizational climate positive can influence innovative behavior by providing intrinsic motivation to employees and making employees feel full support from the company, so that employees are not reluctant to display innovative behavior. Therefore, it is important for the company to design a positive organizational climate and support employees to display innovative behavior because a positive organizational climate can be perceived as support and attention from the company to employees, so employees are encouraged to demonstrate innovative behavior that can benefit the company. Positive assessment of the organizational climate where they routinely carry out their work can mean that employees feel pleasant aspects of the organizational climate, such as good leadership qualities; trust between superiors and subordinates and between co-workers; effective and efficient communication; the feeling that employees are doing useful work; responsibilities that must be carried out properly; fair rewards; reasonable job pressure; fair opportunity for all employees; reasonable control, structure and bureaucracy; and employee participation in every activity in the organization.

All of these elements are assessments of each individual who regularly performs work in the organization. The positive of an employee's assessment of the organizational climate can be influenced by two groups, namely the category of organizational variables and non-organizational variables. Organizational variable categories include management, individual actions, work group actions, and organizational actions. For non-organizational categories include external factors, especially economic conditions, such as inflation and technology [10].

In the process of innovative behavior, employees have new ideas, based on imaginative thinking processes and supported by high internal motivation. However, often times, the process of innovative behavior stops at the level of producing creative ideas and this cannot be categorized in innovative behavior. In implementing the idea, it takes courage to take risks because introducing 'new things' contains a risk. What is meant by risk taking is the ability to push new ideas to face obstacles that face so that risk taking is a way of creating creative ideas into reality [11]. Therefore, if the original goal is to innovate to utilize the organization, but if it is not managed properly it will backfire. The innovations that are compatible with innovative behavior are incremental innovations. In this case, the innovators are not only experts but all employees involved in the innovation process. Therefore, the employee empowerment system is needed in this innovative behavior.

Employees' perception of the climate of the organization in which they work can be either positive or negative perceptions.

Employees' positive assessment of the organization's climate needs to be maintained with efforts that can make a comfortable atmosphere for employees to work, thus increasing employee organizational commitment. Therefore, it is important for organizations to be able to maintain a comfortable working atmosphere for employees in order to create work that is in accordance with the rules and objectives of the organization. A positive organizational climate will bring employees to increase their commitment in the organization. If employees perceive that the company applies a regulation that does not conform to their values, then this condition can hamper innovative behavior. Conversely, if employees perceive that the company applies regulations that are in line with their values, innovative behavior will be created [12]. Organizational climate is also called the organizational atmosphere is a series of work environments around the workplace that affect a person's behavior in carrying out work that ultimately makes the goals of the organization quickly achieved. Organizational climate is the quality of the organization's internal environment that is relatively continuously experienced by members of the organization, influencing their behavior [13].

Understanding of innovative work behavior, leads to how a worker perceives, hopes and behaviors of his supervisor in developing innovative work behavior within his work unit. In addition, creativity which is also a component of innovative behavior can develop if the leader in managing subordinate duties shows their creativity, especially in managing the work vary with varying demands for change [14].

Innovative work behavior that is carried out in a structured and systematic manner requires commitment, involvement, and management leadership in developing technical and non-technical supporting factors that are capable of encouraging innovative behavior in every job role [14].

A. Managerial Implications

Findings of this study imply that increasing participative organizational climate tends to increase the employee's innovative behavior. Leaders can do reviewing strategies for building commitment. This can be done by being jointly involved in solving various problems and taking decisions between leaders and subordinates in a balanced condition. Communication that is created also should be two-way communication. Leaders are also expected to be able to listen intensively under the guidance. Employee involvement in problem solving and decision making indicates that the leader has trust in subordinates, namely employees have extensive skills and knowledge to be able to complete the task. That is, leaders are not only being warm to subordinates, but also leaders giving trust to employees to be able to complete the task and trust that employees can improve their work performance without the leader having to stick to it so that employees will feel highly valued and recognized by involving employees in various company issues. Thus the leader can create commitment to employees.

Judging from the working climate of the company the leader must create a family atmosphere in the company because it can balance the needs of the company will be task

oriented and people oriented. Besides that, the implications of research results can then be seen from efforts to improve organizational climate management by leaders, leaders can carry out various strategies and breakthroughs in creating conditioning a conducive and comfortable organizational climate to foster high commitment to the organization so that employees will feel comfortable in in the organization.

The ability of leaders to resolve conflicts and how to communicate leadership is also important in influencing employees' innovative behavior. Because a good conflict resolution will solve the problem without leaving a sense of injustice over the settlement. In addition, a good way of communication will also lead to understanding and avoid misunderstanding of the purpose of the instruction, or warning from the leader, so that innovative behavior of employees is maintained and can be improved.

IV. CONCLUSION

Based on the results of the study, it can be concluded that there is a significant influence of the organizational climate on innovative behavior at work $0,000 < 0,05$. The more positive the participatory organizational climate, the higher the innovative behavior, on the contrary the more negative the participatory organizational climate, the lower the innovative behavior. The participatory organizational climate contributed 58.3% to innovative behavior. This means a participatory organizational climate that supports innovative behavior in the workplace. So if a company wants to improve the innovative behavior of its employees can design the organizational climate.

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