

THE INFLUENCE OF ORGANIZATIONAL CLIMATE, EMPLOYEE CREATIVITY, AND INTEGRITY ON INNOVATIVE WORK BEHAVIOR

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Abstrak

Alfian Adihamsa. 2026. Pengaruh Iklim Organisasi, Kreativitas Karyawan, dan Integritas terhadap Perilaku Kerja Inovatif pada PT Bank BTPN Syariah Cabang Madiun. Dalam dunia perbankan, perilaku kerja inovatif menjadi salah satu unsur kunci untuk mendongkrak mutu layanan sekaligus daya saing organisasi. Riset ini disusun guna mengungkap sejauh mana iklim organisasi, kreativitas karyawan, dan integritas berperan, baik sendiri-sendiri maupun secara bersama-sama, terhadap perilaku kerja inovatif pegawai PT Bank BTPN Syariah Cabang Madiun. Desain yang dipakai bersifat kuantitatif dengan tipe kausal. Sebanyak 36 pegawai lapangan dilibatkan sebagai populasi sekaligus sampel melalui teknik sampling jenuh. Pengumpulan data memanfaatkan kuesioner berskala Likert, yang selanjutnya diolah lewat uji validitas, uji reliabilitas, uji normalitas, analisis regresi linear berganda, uji t, serta uji F berbantuan SPSS. Temuan menunjukkan iklim organisasi memberi pengaruh positif dan signifikan terhadap perilaku kerja inovatif, sementara kreativitas karyawan dan integritas belum menunjukkan pengaruh signifikan bila diuji secara terpisah. Meski demikian, ketiga variabel tersebut—iklim organisasi, kreativitas karyawan, dan integritas—secara serentak terbukti berpengaruh positif dan signifikan terhadap perilaku kerja inovatif pegawai PT Bank BTPN Syariah Cabang Madiun.

Kata Kunci: Iklim organisasi, Kreativitas karyawan, Integritas, Perilaku kerja inovatif.

Abstract

Alfian Adihamsa. 2026. *The Influence of Organizational Climate, Employee Creativity, and Integrity on Innovative Work Behavior at PT Bank BTPN Syariah Madiun Branch*. Within the banking industry, innovative work behavior stands out as a key driver for raising service quality and strengthening organizational competitiveness. This study set out to examine how organizational climate, employee creativity, and integrity relate to innovative work behavior among staff at PT Bank BTPN Syariah Madiun Branch, both individually and collectively. A quantitative, causal research design guided the investigation. All 36 field employees were included

as the population and sample through a saturated sampling technique. Data were gathered via a Likert-scale questionnaire and subsequently examined using validity, reliability, and normality testing, multiple linear regression, a t-test, and an F-test, all processed with SPSS. Findings revealed that organizational climate exerted a positive, significant influence on innovative work behavior, whereas employee creativity and integrity showed no significant influence when examined separately. Nonetheless, taken together, organizational climate, employee creativity, and integrity produced a positive and significant joint effect on the innovative work behavior of employees at PT Bank BTPN Syariah Madiun Branch.

Keywords: *Organizational climate, Employee creativity, Integrity, Innovative work behavior.*

A. INTRODUCTION

Organizations today are constantly pushed to keep pace with a fast-changing business landscape. In the banking industry especially, fierce competition pushes firms to keep raising service standards, sharpen their competitive edge, and deliver greater value to customers. Meeting these demands takes more than capital, technology, and well-run operations—it also depends heavily on capable human resources, given that employees are ultimately the ones who determine whether organizational targets are met. Because banking is fundamentally a service business built around customer satisfaction, shifting customer expectations and growing rivalry among financial institutions push every bank to keep sharpening its service quality and workforce performance, including employees' capacity to adapt, resolve problems, and carry out their work more effectively.

PT Bank BTPN Syariah is an Indonesian sharia bank dedicated to empowering underprivileged, productive communities, with a particular focus on women running ultra-micro enterprises. Its role extends beyond disbursing financing, as the bank also guides customers in growing their businesses and raising family welfare. The Madiun Branch, which covers Madiun Regency and its surrounding districts, depends on Community Officers (COs)—field staff who deal directly with customers through activities such as conducting surveys, offering financing products, forming customer groups, disbursing funds, mentoring groups, and collecting installments. These COs are assigned across six Meeting Mitra Sentra (MMS) areas—Madiun,

Balerejo, Saradan, Mejayan, Gemarang, and Wungu—each staffed by six employees, exposing COs to a wide range of customer profiles and field circumstances.

Innovative work behavior can be understood as the full range of individual actions aimed at generating, championing, and implementing new ideas, methods, or working approaches that create value for the organization (Kleysen & Street, 2001). Early interviews conducted at PT Bank BTPN Syariah Madiun Branch reveal that this behavior has already started to surface among COs—for instance, through proactive customer acquisition and a reward scheme (in the form of staple goods) given to customer groups with a consistent record of on-time installment payments. Even so, such innovative efforts are still confined to a handful of simple initiatives, suggesting the company still has room to push employees toward producing a wider range of ideas, strategies, and solutions.

Organizational climate can be defined as employees' shared perception of their work environment, encompassing values, norms, systems, and interpersonal dynamics (Iswati et al., 2025). At PT Bank BTPN Syariah Madiun Branch, a reasonably supportive climate has taken shape through practices such as daily morning prayers and briefings, afternoon evaluation sessions, periodic incentives, annual bonuses, and holiday rewards for high-achieving staff. Even so, employees' involvement in decision-making and idea submission still leaves room for growth—an area that would help push innovative work behavior further.

Employee creativity is a critical enabler of workplace innovation, allowing staff to devise more efficient, solution-driven approaches to their tasks (Imbaruddin et al., 2024). At PT Bank BTPN Syariah Madiun Branch, this creativity shows up, for example, in COs sending WhatsApp reminders to customers the night before payment deadlines to curb late installments—an initiative that reflects proactive service delivery. Given that 36 field employees are spread across six MMS areas, creativity becomes essential for handling varied field circumstances, though so far it has largely taken the form of small, situational tactics rather than broader solutions that can be replicated across teams.

Integrity concerns the alignment between what a person thinks and what they do, together with their firmness in upholding moral principles and values (Darmawati et al., 2023). At PT Bank BTPN Syariah Madiun Branch, this quality is evident in employees' adherence to standard operating procedures—spanning customer surveys, financing disbursement, and installment collection—as well as in transparent, accountable payment recording and in customer communication that remains polite yet firm regarding payment obligations.

Existing research offers mixed evidence on what drives innovative work behavior. In a study titled “Innovative Work Behavior: Role of Organizational Climate and Employee Creativity,” Salsabila and Mansyur (2024) reported that both a positive organizational climate and employee creativity contribute positively to innovative work behavior. Separately, Mansur et al. (2022) found integrity, alongside organizational climate and innovation, to positively influence employee performance. Yet none of these studies has jointly tested organizational climate, employee creativity, and integrity as combined predictors of innovative work behavior—particularly within the context of PT Bank BTPN Syariah Madiun Branch. This gap motivates the present study, which examines the partial and simultaneous effects of these three variables on employees' innovative work behavior at PT Bank BTPN Syariah Madiun Branch.

Drawing on the theoretical foundation and prior findings above, four hypotheses guide this study. H1 proposes that organizational climate affects innovative work behavior, a claim backed by Gusmayanti et al. (2023), Ainulisany and Radikun (2022), and Sintia and Partina (2024), each of whom documented a significant relationship between organizational climate and innovative work behavior across different sectors. H2 proposes that employee creativity affects innovative work behavior, drawing on Imbaruddin et al. (2024) and Salsabila and Mansyur (2024), who demonstrated that employees' capacity to generate ideas can drive innovative behavior. H3 proposes that integrity affects innovative work behavior, based on Mansur et al. (2022), who identified integrity as a leading factor behind responsible innovation. H4 proposes that

organizational climate, employee creativity, and integrity jointly affect innovative work behavior, consistent with the pattern of simultaneous significance reported across the studies cited above.

B. METHOD

This research adopted a quantitative, causal (associative) design to test the effect of organizational climate (X1), employee creativity (X2), and integrity (X3) on innovative work behavior (Y) (Sugiyono, 2023). Data collection took place at PT Bank BTPN Syariah Madiun Branch, spanning six Meeting Mitra Sentra (MMS) working areas—Madiun, Balerejo, Saradan, Mejayan, Gemarang, and Wungu—within Madiun Regency, over roughly four months in 2026.

The study population comprised all 36 field employees (Community Officers) working at PT Bank BTPN Syariah Madiun Branch. Given the relatively small population, a saturated sampling technique was chosen, meaning all 36 employees were treated as the research sample. Data were gathered using a structured questionnaire built on a four-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree) comprising 34 statements derived from each variable's indicators. Organizational climate indicators covered leadership, trust, joint decision-making, honesty, and communication; employee creativity indicators drew on domain-relevant skills, creativity-relevant processes, and task motivation (Amabile & Pratt, 2016); integrity indicators included consistent behavior, truthfulness, factuality, credibility, and fairness; while innovative work behavior indicators spanned opportunity exploration, idea generation, championing, and idea application (Kleysen & Street, 2001). Questionnaires were distributed directly to employees, complemented by observation, interviews, and company records.

Analysis started with instrument testing: a validity test that compared each calculated r-value against the r-table value at a 5% significance level, followed by a reliability test using Cronbach's alpha, where a variable was deemed reliable once its alpha exceeded 0.60 (Ghozali, 2021). Next, the Shapiro-Wilk test was applied as a classical assumption check to confirm the data followed a normal distribution before parametric analysis proceeded. Hypothesis testing then combined multiple linear regression, a partial t-test to assess each independent variable's

individual effect on the dependent variable, and a simultaneous F-test to gauge the combined effect of all independent variables on innovative work behavior—both evaluated at a 5% significance level ($\alpha = 0.05$) using SPSS.

C. RESULTS AND DISCUSSIONS

Instrument testing confirmed that all 34 questionnaire items were valid, producing calculated r-values between 0.462 and 0.761, each surpassing the r-table threshold of 0.3291 at a significance level under 0.05. This confirms every item's capacity to accurately capture the constructs of organizational climate, employee creativity, integrity, and innovative work behavior.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Description
Organizational Climate (X1)	0.829	0.60	Reliable
Employee Creativity (X2)	0.693	0.60	Reliable
Integrity (X3)	0.861	0.60	Reliable
Innovative Work Behavior (Y)	0.834	0.60	Reliable

Source: Primary data processed (2026)

Because every Cronbach's alpha value cleared the 0.60 threshold, the research instrument can be considered reliable and consistent, making it suitable for hypothesis testing. The Shapiro-Wilk test also confirmed that all variables followed a normal distribution (significance values above 0.05), fulfilling the classical assumption needed for multiple linear regression, as shown in Table 2.

Table 2. Normality Test Results (Shapiro-Wilk)

Variable	df	Statistic	Sig.	Result
X1	36	.921	.507	Normally distributed
X2	36	.919	.112	Normally distributed
X3	36	.920	.639	Normally distributed
Y	36	.937	.058	Normally distributed

Source: SPSS 25 output

Hypothesis testing relied on a partial t-test to assess each independent variable's effect on innovative work behavior, with a hypothesis accepted when the significance value fell below 0.05

and the calculated t-value exceeded the t-table value of 2.0369. Table 3 presents these partial test results.

Table 3. Partial Test Results (t-test)

Variable	B	Std. Error	Beta	t	Sig.
Organizational Climate (X1)	.319	.154	.369	2.073	.046
Employee Creativity (X2)	.403	.228	.248	1.772	.086
Integrity (X3)	.250	.155	.279	1.611	.117

Source: SPSS output (2026)

According to Table 3, organizational climate recorded a significance value of 0.046 (< 0.05) with a t-value of 2.073 ($> t$ -table), leading to the acceptance of H1: organizational climate significantly affects innovative work behavior. Employee creativity, by contrast, produced a significance value of 0.086 (> 0.05), so H2 was rejected—employee creativity showed no significant effect on innovative work behavior. Integrity likewise recorded a significance value of 0.117 (> 0.05), resulting in the rejection of H3, indicating integrity did not significantly affect innovative work behavior.

Table 4. Simultaneous Test Results (F-test)

Model	df	Sum of Squares	F-count	F-table	Mean Square	Sig.	Description
Regression	4	213.345	17.555	2.647	71.115	.000	Significant
Residual	32	129.628	-	-	4.051	-	-
Total	36	342.972	-	-	-	-	-

Source: Primary data processed (2026)

As shown in Table 4, the calculated F-value of 17.555 surpassed the F-table value of 2.647, with a significance value of 0.000 (< 0.05). H4 was therefore accepted, confirming that organizational climate, employee creativity, and integrity jointly produce a significant effect on innovative work behavior, even though not every variable proved significant on its own.

Organizational climate emerged as a positive, significant contributor to innovative work behavior—the more favorably employees perceive their organizational climate, the stronger their innovative work behavior tends to be. Staff at PT Bank BTPN Syariah Madiun Branch rated their organizational climate quite favorably, citing honest, clear communication and well-defined

direction from supervisors, though involvement in decision-making still leaves room to grow. This result echoes Salsabila and Mansyur (2024), Ainulisany and Radikun (2022), and Sintia and Partina (2024), all of whom linked organizational climate positively and significantly to innovative work behavior, and it also resonates with Gusmayanti et al. (2023) and Dewantara et al. (2023), who showed that a supportive climate encourages employees to voice and pursue new ideas. Kim et al. (2024) similarly noted that an innovation-friendly organizational climate reinforces employees' innovative behavior through proactive managerial support.

Employee creativity did not show a significant effect on innovative work behavior, even though employees rated their own creativity highly and displayed strong intrinsic motivation along with openness to training. This implies that high creativity alone does not automatically translate into applied innovation unless matched by sufficient opportunity and organizational backing. The result diverges from Salsabila and Mansyur (2024) and Imbaruddin et al. (2024), both of whom found employee creativity to positively affect innovative work behavior and employee performance, respectively. Drawing on Amabile and Pratt's (2016) componential model, creativity hinges on domain-relevant skills, creativity-relevant processes, and task motivation, yet turning creative ideas into innovative behavior additionally calls for an enabling environment that offers employees the room, resources, and encouragement to put their ideas into practice.

Integrity, too, showed no significant effect on innovative work behavior, despite employees displaying a very high level of integrity—evident in their consistent adherence to standard operating procedures, honest recording of customer payments, and fair treatment of colleagues. This suggests that, in this setting, integrity functions mainly as groundwork for responsible, rule-abiding conduct rather than as a direct trigger for risk-taking or idea generation. This aligns with Devi et al. (2022), who reported a positive yet non-significant link between integrity and employee performance, though it departs from Mansur et al. (2022), who identified integrity as a dominant, significant predictor of employee performance. As Darmawati et al. (2023) and Barnard et al. (2008) point out, integrity is primarily about consistency among values, words, and actions;

converting that consistency into innovative behavior seems to require further support, such as space to develop new ideas and organizational encouragement to take initiative.

Taken together, organizational climate, employee creativity, and integrity produced a significant combined effect on innovative work behavior, showing that such behavior is shaped by the interplay between environmental and individual factors rather than by any one variable acting alone. This mirrors Santoso and Nugraheni (2022) and Sintia and Partina (2024), who likewise found that organizational climate, paired with other individual and relational factors, jointly and significantly explains innovative work behavior. Overall, while a supportive organizational climate stands out as the strongest individual predictor of innovative work behavior at PT Bank BTPN Syariah Madiun Branch, employee creativity and integrity still matter when combined with organizational climate in shaping employees' capacity to generate, promote, and apply new ideas at work.

D. CONCLUSIONS

This study confirms that organizational climate serves as a significant driver of innovative work behavior among field employees at PT Bank BTPN Syariah Madiun Branch, manifested through effective communication, clear task direction, and supportive supervision that encourages employees to voice ideas and experiment with new ways of working. Employee creativity and integrity, despite both being rated very highly, do not independently drive innovative work behavior; their impact seems contingent on a supportive organizational climate that gives employees the opportunity, space, and encouragement to turn creative ideas and principled conduct into applied innovation. Considered jointly, however, organizational climate, employee creativity, and integrity meaningfully shape innovative work behavior, suggesting that innovation here arises from the interaction between a conducive work environment and the capabilities and character employees bring to their roles, rather than from any single factor alone. Since this study focused only on field employees at one bank branch, its conclusions should be read within that specific

organizational and sectoral context, and the limited number of respondents means the findings cannot yet be generalized to Islamic banking employees more broadly.

E. SUGGESTIONS

PT Bank BTPN Syariah Madiun Branch would benefit from sustaining and further strengthening its organizational climate—for instance, by widening employee involvement in decision-making, keeping communication open and task direction clear, and offering accessible channels for employees to submit ideas. Since creativity and integrity were both rated highly yet did not independently predict innovative behavior, the branch is advised to pair these qualities with concrete avenues for action, such as idea forums, pilot testing of employee-proposed work methods, and recognition for successfully implemented ideas, so that employees' creativity and principled conduct can be channeled into applied innovation. Future research could extend this model by incorporating other potential antecedents of innovative work behavior—such as transformational leadership, work motivation, organizational culture, or employee engagement—and by broadening the sample beyond a single branch or sector to strengthen the generalizability of the findings. Mediation or moderation designs may also help clarify the conditions under which employee creativity and integrity translate into innovative work behavior.

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