

INNOVATIVE CLIMATE MODERATES SOCIAL SUPPORT EFFECTS ON INNOVATIVE WORK BEHAVIOR AMONG DISDUKCAPIL MADIUN REGENCY EMPLOYEES

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Abstrak

Di tengah derasny arus transformasi digital, organisasi sektor publik dihadapkan pada kebutuhan mendesak agar pegawainya mampu menampilkan innovative work behavior (IWB) secara berkelanjutan, sebagai salah satu kunci dalam meningkatkan mutu pelayanan publik. Atas dasar itu, tiga persoalan utama diangkat dalam penelitian ini: pengaruh social support terhadap IWB, kontribusi innovative climate terhadap IWB, serta kemampuan innovative climate dalam memoderasi hubungan antara social support dan IWB. Studi ini difokuskan pada pegawai Dinas Kependudukan dan Pencatatan Sipil (DISDUKCAPIL) Kabupaten Madiun, dengan melibatkan keseluruhan 44 pegawai sebagai responden melalui teknik sampling jenuh. Metode kuantitatif digunakan sebagai kerangka penelitian, di mana data dihimpun lewat kuesioner berskala Likert dan dianalisis dengan bantuan Partial Least Squares-Structural Equation Modeling (PLS-SEM). Dari hasil analisis, terungkap bahwa social support memiliki pengaruh yang positif dan signifikan terhadap IWB, dengan nilai β mencapai 0,870 ($p = 0,000$). Tidak jauh berbeda, innovative climate pun menunjukkan pengaruh positif dan signifikan terhadap IWB, meski dengan nilai yang lebih moderat, yakni $\beta = 0,139$ ($p = 0,036$). Yang menarik, kehadiran innovative climate mampu memperkuat pengaruh social support terhadap IWB, terlihat dari nilai $\beta = 0,029$ dan $p = 0,026$. Merujuk pada hasil tersebut, penguatan dukungan sosial baik dari atasan maupun sesama rekan kerja perlu terus diupayakan, seiring dengan pembangunan iklim organisasi yang kondusif bagi tumbuhnya inovasi, agar perilaku kerja inovatif pegawai dapat terjaga dan meningkat secara konsisten.

Kata Kunci: social support, innovative climate, innovative work behavior.

Abstract

Amid the rapid advance of digital transformation, public sector organizations face a pressing need for employees who can sustain innovative work behavior (IWB) as a means of improving the quality of public service delivery. With this concern in mind, the study addresses three central issues: how social support influences IWB, how innovative climate contributes to IWB, and whether innovative climate is capable of moderating the link between social support and IWB. Focusing on employees of the Population and Civil Registration Office (DISDUKCAPIL) of

Madiun Regency, the study drew on all 44 employees as respondents through a saturated sampling approach. A quantitative framework guided the research, with data collected via a Likert-scale questionnaire and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). Analysis revealed that social support has a positive and significant influence on IWB, evidenced by a β value of 0.870 ($p = 0.000$). A similar, though comparatively more modest, pattern was observed for innovative climate, which also showed a positive and significant effect on IWB ($\beta = 0.139$; $p = 0.036$). Notably, the presence of innovative climate was found to strengthen the effect of social support on IWB, as indicated by $\beta = 0.029$ and $p = 0.026$. These findings suggest that strengthening social support from both supervisors and coworkers should be pursued alongside efforts to build an organizational climate conducive to innovation, so that employees' innovative work behavior can be sustained and consistently enhanced.

Keywords: social support, innovative climate, innovative work behavior.

A. INTRODUCTION

Human resources (HR) are a key asset for organizations, including government institutions. Effective HR management helps organizations adapt to rapid changes, particularly digital transformation (Nendi, 2025; Triansyah, 2024). Technological developments have encouraged government institutions to adopt faster, more transparent, and data-driven work processes (Sangaji & Irianto, 2025). These developments indicate that technological changes not only affect organizational work systems but also how employees perform their tasks and adapt to work demands.

However, digitalization also creates new demands, such as the intensive use of work applications and fast-paced tasks, which may contribute to digital fatigue and technostress when adequate support is lacking (Damasari & Pusparini, 2025). Therefore, employees need to adapt while also developing creative ideas and solutions through innovative work behavior (IWB) to support service quality (Islami et al., 2025). This ability is important in helping organizations respond to change while maintaining the quality of work performance.

These conditions are also evident in local government institutions, including Dinas Kependudukan dan Pencatatan Sipil (DISDUKCAPIL) Kabupaten Madiun, which is undergoing digital transformation through SIAK and IKD. Data from its official website show that IKD users

increased from 115,854 in January 2026 to 120,097 in April 2026, while population administration services reached 15,143 transactions in April 2026. This indicates increasing digital service demands and the need for employees to adapt and develop new ideas.

One factor that can help employees cope with these demands is social support, particularly from supervisors and coworkers. Social support from supervisors and coworkers can encourage IWB by helping employees cope with work demands and develop new ideas. In addition, innovative climate can also support the development of IWB. An innovative climate that supports creativity and openness to change may further strengthen this behavior. This relationship is supported by Blau's (1964) Social Exchange Theory, which suggests that positive treatment tends to be reciprocated through positive contributions to the organization. Social support can provide employees with assistance and encouragement in carrying out their work, while innovative climate can provide opportunities for employees to express, develop, and implement new ideas.

Research attention to social support, innovative climate, and IWB within the context of local government institutions, however, remains fairly limited. One relevant example is the work of Finardo et al. (2025), who investigated these variables among university students a setting quite distinct from that of government employees. It is precisely this gap that motivates the present study to place innovative climate as a moderator linking social support to IWB, focusing specifically on employees of DISDUKCAPIL Kabupaten Madiun. Such a contextual shift opens the possibility of testing whether findings established in earlier research extend to employees operating within local government institutions, where the pressures of digital transformation intersect with the demands of public service.

In light of this background, the study seeks to determine the respective effects of social support and innovative climate on IWB, together with the moderating function innovative climate plays in the social support–IWB relationship. Accordingly, the following hypotheses are put forward:

H1: Social support has a positive effect on innovative work behavior.

H2: Innovative climate has a positive effect on innovative work behavior.

H3: Innovative climate strengthens the positive effect of social support on innovative work behavior.

B. METHOD

To objectively assess the causal links among the variables under investigation, this study relied on a quantitative approach supported by statistical analysis. Data collection took place over four months, from March to June 2026, at Dinas Kependudukan dan Pencatatan Sipil (DISDUKCAPIL) Kabupaten Madiun. The variables examined comprised social support, treated as the independent variable (X); innovative work behavior, treated as the dependent variable (Y); and innovative climate, which was assigned the role of moderating variable (Z).

Population and Sample

Involving 44 employees in total, the population consisted of the full complement of staff at DISDUKCAPIL Kabupaten Madiun made up of 20 Civil Servants (PNS), 13 Government Employees with Employment Agreements (PPPK), and 11 outsourced employees. Because the population size was relatively small, a census-style approach was chosen through non-probability, saturated sampling, resulting in the inclusion of all 44 population members as respondents.

Data Type and Source

Data collection in this study relied on primary sources obtained via questionnaires distributed to all respondents, using a four-point Likert scale (1 = strongly disagree through 4 = strongly agree). Notably, no neutral category was provided, a design choice intended to compel respondents toward a more decisive response to each item.

In terms of measurement, social support was operationalized through two dimensions supervisory support and coworker support drawing on Mack and Rhineberger-Dunn (2019). Innovative work behavior, by contrast, was captured across four dimensions: idea exploration, idea generation, idea championing, and idea implementation, in line with De Jong and Den Hartog's

(2010) framework. Indicators for innovative climate, on the other hand, were adapted from those proposed by Vuong et al. (2023).

Data Analysis Technique

To analyze the data, this study applied Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS as the supporting software, a method deemed suitable given its capacity to handle relatively small samples and to test both direct relationships and moderating effects among variables (Hair et al., 2022).

Two stages of model evaluation were undertaken as part of the analysis. First, the outer model was assessed to determine the extent to which the research instrument met standards of validity and reliability. Second, the inner model was evaluated by examining path coefficients through bootstrapping, in addition to reviewing R^2 , f^2 , and Q^2 values, in order to capture the relationships among the variables under study (Hair et al., 2022).

C. RESULTS AND DISCUSSIONS

Measurement Model

To establish the validity and reliability of the research constructs, the measurement model was subjected to evaluation. The analysis revealed that all indicators fulfilled convergent validity requirements, reflected in outer loading values ranging between 0.747 and 0.958. Furthermore, AVE values for every construct stood above 0.50, and both Cronbach's Alpha and Composite Reliability exceeded the 0.70 benchmark. Collectively, these findings confirm that the constructs possessed sufficient convergent validity and internal consistency to warrant further analysis, with the corresponding results summarized in Table 1.

Table 1. Measurement Model Results

Construct	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Social Support (X)	0,758–0,919	0,736	0,979	0,980
Innovative Work Behavior (Y)	0,747–0,934	0,707	0,978	0,980

Construct	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Innovative Climate (Z)	0,752–0,958	0,776	0,975	0,978

Source: Data Processed (2026)

Three approaches were employed to examine discriminant validity: cross loading, the Fornell-Larcker criterion, and the Heterotrait-Monotrait ratio (HTMT). While cross-loading results showed each indicator loading highest on its own construct, a different picture emerged from the Fornell-Larcker criterion and HTMT, both of which pointed to very high correlations between Social Support and Innovative Work Behavior (0.980 and 0.997, respectively) and between Social Support and Innovative Climate (0.959 and 0.976, respectively). As such, discriminant validity could not be considered fully established on the basis of these two criteria, a caveat that should inform how the subsequent structural model findings are interpreted.

Structural Model

To determine how well the model explained and predicted Innovative Work Behavior, the structural model was evaluated, yielding an R^2 value of 0.962 for this construct. In practical terms, Social Support, Innovative Climate, and their interaction jointly accounted for 96.2% of the variance in Innovative Work Behavior, while the remaining 3.8% stemmed from factors not captured within the research model.

Tabel 2. R-Square, Effect Size, and Predictive Relevance

Variable	R^2 (IWB)	f^2 (IWB)	Q^2 (IWB)
Social Support (X)	-	1,617 (besar)	-
Innovative Climate (Z)	-	0,033 (kecil)	-
Efek Moderasi	-	0,027 (kecil)	-
Innovative Work Behavior (Y)	0,962	-	0,664

Source: Data Processed (2026)

Examination of f^2 values revealed that Social Support exerted a large effect on Innovative Work Behavior (1.617), whereas both Innovative Climate and the interaction effect showed comparatively minor effects, at 0.033 and 0.027 respectively. Such findings affirm Social Support's position as the most substantial contributor among the variables in explaining shifts in Innovative Work Behavior. As for predictive relevance, the structural model's Q^2 value of 0.664,

exceeding the zero threshold, demonstrates its capacity to meaningfully predict Innovative Work Behavior.

Path Coefficients

To test the proposed hypotheses, bootstrapping was carried out, yielding path coefficients, t-statistics, and p-values as the basis for evaluation. Statistical significance was established whenever the t-statistic exceeded 1.96 and the corresponding p-value fell below 0.05.

Tabel 3. Path Coefficients

Relationship	β	t-statistic	p-value	Decision
Social Support → Innovative Work Behavior	0,870	13,113	0,000	H1 Accepted
Innovative Climate → Innovative Work Behavior	0,139	2,100	0,036	H2 Accepted
Innovative Climate memoderasi Social Support → Innovative Work Behavior	0,029	2,228	0,026	H3 Accepted

Source: Data Processed (2026)

Direct Effects

The analysis established that Social Support exerts a positive and significant influence on Innovative Work Behavior ($\beta = 0.870$; $t = 13.113$; $p = 0.000$) in other words, employees who receive stronger backing from supervisors and coworkers alike tend to display more pronounced innovative work behavior. Such a result echoes conclusions drawn by Vuong et al. (2023), Finardo et al. (2025), and Wicaksono et al. (2025).

Likewise, Innovative Climate was found to positively and significantly affect Innovative Work Behavior ($\beta = 0.139$; $t = 2.100$; $p = 0.036$), indicating that when the workplace nurtures creativity and remains receptive to change, employees are more inclined toward innovative conduct. This is consistent with what Finardo et al. (2025) and Nur (2025) previously reported.

Moderating Effect

Turning to the interaction effect, Social Support and Innovative Climate together produced a positive and significant influence on Innovative Work Behavior ($\beta = 0.029$; $t = 2.228$; $p = 0.026$), thereby supporting the acceptance of H3. This outcome suggests that the presence of an Innovative Climate amplifies the positive link between Social Support and Innovative Work Behavior; stated

differently, social support carries greater weight in driving innovative behavior when employees operate within a setting that embraces creativity and remains open to new ideas. While this finding resonates with Vuong et al. (2023), it diverges from Finardo et al. (2025), who reported that Innovative Climate did not function as a moderator in the relationship between Social Support and Innovative Work Behavior.

D. CONCLUSIONS

The findings of this study underscore social support and innovative climate as two critical drivers of innovative work behavior among employees in public sector organizations undergoing digital transformation. Chief among these is the support offered by supervisors and coworkers, which proves instrumental in motivating employees to explore, advocate for, and carry through new ideas within their work an outcome that mirrors the reciprocity principle central to Social Exchange Theory. At the same time, a work environment characterized by openness and creativity reinforces this dynamic on two fronts: directly, by shaping innovative work behavior, and indirectly, by strengthening the impact social support itself carries.

Seen in this light, enhancing innovative work behavior within public sector organizations hinges not merely on strong interpersonal ties but also on an organizational climate that persistently makes room for experimentation, welcomes fresh ideas, and allows space for failure. It is worth noting, however, that this study carries certain limitations namely, a comparatively small respondent pool and a research scope restricted to a single institution which suggest that its findings should be generalized with appropriate caution.

E. SUGGESTIONS

In practical terms, it is recommended that Dinas Kependudukan dan Pencatatan Sipil Kabupaten Madiun place greater emphasis on reinforcing social support, whether between supervisors and their staff or among coworkers, through open lines of communication, recognition of innovative contributions, and collaborative support in accomplishing work tasks. Alongside

this, fostering an innovation-friendly climate achieved through regular idea-sharing forums and acknowledgment of employees whose innovations enhance public service delivery would serve the organization well.

As for future research directions, broadening the scope to include other government agencies or private organizations would allow for more meaningful comparison and generalization of findings. Further studies might also benefit from incorporating variables such as transformational leadership or work engagement, alongside a longitudinal approach capable of capturing how innovative work behavior unfolds and develops across time.

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