THE EFFECT OF PRO INNOVATION ORGANIZATIONAL CLIMATE, LEADER MEMBER EXCHANGE AND INTELLECTUAL CAPITAL ON INNOVATIVE WORK BEHAVIOR IN dr. FAUZIAH BIREUEN HOSPITAL

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Abstract

This study analyzes the influence of a pro-innovation organizational climate, leader-member exchange, and intellectual capital on innovative work behavior at dr. Fauziah Bireuen Hospital. Data were collected through a survey method, using a questionnaire as the primary data collection instrument. The population of this study consisted of 71 employees at dr. Fauziah Bireuen Hospital. A quantitative approach was employed, with multiple linear regression analysis conducted using SPSS (Statistical Package for the Social Sciences) software. The results indicate that a pro-innovation organizational climate has a positive and significant effect on the innovative work behavior of dr. Fauziah Bireuen Hospital employees. Similarly, the leader-member exchange has a positive and significant impact on innovative work behavior, as does intellectual capital. These findings suggest that fostering an organizational climate that supports innovation, building strong relationships between leaders and members, and effectively leveraging intellectual capital are essential for promoting innovative behavior among employees. The study provides practical implications for the management of dr. Fauziah Bireuen Hospital, emphasizes the importance of creating an innovation-supportive environment, strengthening leader-member relationships, and using intellectual resources to enhance employees' innovative capacities. By doing so, hospitals can improve the innovative capabilities of their staff, ultimately contributing to enhanced service quality and greater operational efficiency in healthcare delivery

Keywords: Pro-Innovation Organizational Climate, Leader member Exchange and Intellectual Capital. Innovative Work Behavior

INTRODUCTION

The development of science and technology has brought changes in human life. Lately, studies in the area of innovation have developed quite a lot with one of the main focuses of research being on innovative work behavior to support innovation in organizations. Individual behavior to display innovation in organizations, especially to provide local changes to their work, is included in level one innovation, namely change/innovation in the context of their work.(Etikariena, 2019). Organizations with an innovative work environment will also facilitate faster and better responses to challenges arising from their environment than less innovative organizations. The rapid and continuous development of innovation is a challenge for every organization in providing services to its consumers. This also applies to health organizations which are one of the agencies or institutions that provide services to the public in general. Leaders are required to be able to direct employees in carrying out the vision and mission of the organization in order to achieve the goals of the organization in this case, namely the goals of the dr. Fauziah Bireuen Hospital. Innovative work behavior that is carried out in a structured and systematic manner requires commitment, involvement, and management leadership in developing supporting factors that are technical and non-technical in nature that can encourage innovative behavior in every job role. Innovative behavior will be achieved if the basic motives of workers, such as competence-autonomy and the desire to build social synergy, are able to provide encouragement for workers to be able to explore new ideas. Research conducted on work innovative behavior conducted by Lie et al (2022) stated that one of the factors that influences innovative work behavior is pro innovation organizational climate. In general, organizational climate is the nature of the work environment with an impact that can be felt directly

by a worker and can influence and motivate their behavioral actions.(Solecha et al., 2023). From the findings that have been carried out, previous researchers concluded that a pro-innovation organizational climate has a significant influence on innovative work behavior, which indicates that workers demonstrate innovative behavior in the organization and must implement it by creating the right organizational climate for innovation, Lie et al (2022). While other findings state that organizational climate does not affect innovative work behavior, this occurs because the innovation behavior that can be carried out is limited to the regulations and duties of each individual in the organization.(Riani et al., 2017)

According to Afsar & Masood (2017), leaders are a bridge for companies to create innovative work behavior. A leader is required to be able to establish quality relationships with his subordinates. This is often referred to as leader member exchange (LMX). Previous findings have concluded that*leader member exchange*significantly influences employees' innovative work behavior. This shows that when employees have been appreciated by their leaders, employees will tend to be more innovative in carrying out their work. Lie et al (2022) Findings(Ayu et al., 2019)also stated that leader-member exchange has an effect on innovative work behavior in employees. Then other findings also concluded that there is an effect of leader-member exchange on innovative work behavior.(Pratiwi & Parahyanti, 2022). Next, intellectual capital is the knowledge and experience of humans and technology used by the company. Intellectual capital is information and knowledge applied in work to create value. Intellectual capital as a source of knowledge in the form of employees, customers, processes or technology which the company can use in the process of creating value for the company.

The existence of significant variation in innovative behavior among employees at Dr. Fauziah Bireuen Hospital is indicated by the presence of some employees who are active in generating innovative ideas to improve the quality of hospital services. Employees at the hospital are also involved in promoting creative ideas to support innovation in all units in the hospital. However, other employees were found who still needed innovative behavior to be improved, this condition was caused by a lack of confidence or organizational barriers so that the implementation of innovative ideas became a challenge. In order to improve innovative behavior, hospital management needs to create an environment that supports innovation, provide training, and motivate employees to contribute with innovative ideas. Thus, the hospital can improve its health services and operational efficiency through innovative contributions from all employees.

The innovative organizational climate at Dr. Fauziah Bireuen Hospital reflects variations in factors that influence a hospital's ability to foster innovation. Several departments in the hospital have successfully created a climate that supports innovation by providing strong encouragement for new ideas through financial incentives and recognition. They also provide a high level of autonomy for employees to innovate in their work. The allocation of resources such as time, budget, and manpower also supports the development and implementation of innovative ideas. However, there are other departments that still face pressures and barriers related to innovation, such as a culture that is less supportive of new ideas or rigid policies. This can limit employees' ability to innovate. To improve the innovative organizational climate, Dr. Fauziah Bireuen Hospital needs to increase the encouragement of innovation, provide appropriate autonomy to employees, allocate adequate resources, and address barriers that may hinder innovative efforts. By creating a climate that supports innovation, hospitals can stimulate innovative ideas that will improve their health care and competitiveness in an ever-changing environment.

Variability in Leader-Member Exchange (LMX) at Dr. Fauziah Bireuen Hospital is reflected in several key indicators. First, some team members have strong relationships with their leaders, characterized by affection, mutual respect, and feelings of being treated fairly. This affective relationship influences the level of satisfaction and commitment of team members to their work. Second, loyalty is also an important factor in LMX. In some work groups, team members show strong loyalty to their leaders, committing themselves to achieving team goals. In other groups, however,

loyalty may be less strong, and team members tend to simply perform basic tasks without much additional involvement. The third factor is the contribution of team members. Some teams have members who are motivated and contribute to the maximum, feeling supported by their leaders to reach their full potential. However, in other places, some team members may feel less motivated and do not contribute optimally. Finally, recognition from the leader to the team members is another important factor in LMX. In some cases, leaders provide adequate rewards and appreciation, creating an environment where team members feel valued and motivated to perform better. However, in other groups, a lack of recognition or appreciation from the leader can result in dissatisfaction and lack of motivation among team members.

To increase positive LMX, hospital leaders can take a more inclusive approach, provide encouragement, and recognize team members' contributions more regularly. In this way, hospitals can create a more productive environment, motivating team members to give their best contribution to healthcare efforts. The phenomenon surrounding Intellectual Capital at Dr. Fauziah Bireuen Hospital includes three main indicators: Human Capital, Structural Capital, and Customer Capital. Variability is seen in the level of knowledge, skills, and experience of hospital employees. Some departments have highly competent employees with strong educational backgrounds, while in other departments, employees may need to improve their skills. This imbalance can affect the quality of service and work efficiency. Then, Structural Capital refers to the extent to which the hospital has developed systems, procedures, databases, and infrastructure that support its operations. Some departments have efficient structures and systems, facilitating access to information and collaboration. However, in other units, improvements in technology infrastructure and management systems may be needed.

Finally, Customer Capital involves the hospital's relationship with patients, families, and external parties. Some departments have built strong relationships with patients, provided satisfactory service, and responded well to patient feedback. However, challenges may arise in some departments in terms of meeting patient expectations and providing responsive service, which can affect patient perceptions of the hospital. To improve overall Intellectual Capital, hospitals can invest resources in employee training and development, improving information systems, and strengthening relationships with patients and the community. These steps can improve efficiency, effectiveness, and patient satisfaction across the hospital.

LITERATURE REVIEW

Innovative Work Behavior

*Innovative work behavior*is a creation of business models, strategies and organizational structures and also management techniques outside the existing scope. This innovative behavior refers to the ability to create new ideas for work practices.(Solecha et al., 2023). Innovative work behavioras employee actions directed at generating, implementing, and implementing new ideas, products, processes, and methods in their job position, department unit, or organization Lie et al (2022).

Pro-Innovation Organizational Climate

*Pro Innovation Organizational Climate*in this study refers to an organizational climate that supports innovation.Organizational climate is a group of perceptions by members of an organization that can be measured by aspects of work life that influence their motivation and behavior.(Solecha et al., 2023). Organizations with an innovative work climate have better innovation outcomes. Coworkers' perceptions of the climate influence the extent to which creative solutions are encouraged, supported and implemented.

Leader Member Exchange

Leadership-Member Exchange theory focuses on the special relationship between leaders and members/subordinates within an organization. This theory explains that the attitudes and behaviors of leaders towards each team member are not consistent or the same (Susanto, 2021).

Intellectual Capital

*Intellectual capital*refers to non-physical capital or intangible capital related to human knowledge and experience and technology used by the company. Intellectual capital is believed to play an important role in increasing the value of the company. According to Williams, (2001) Intellectual capital is information and knowledge applied in work to create value.

Conceptual Framework

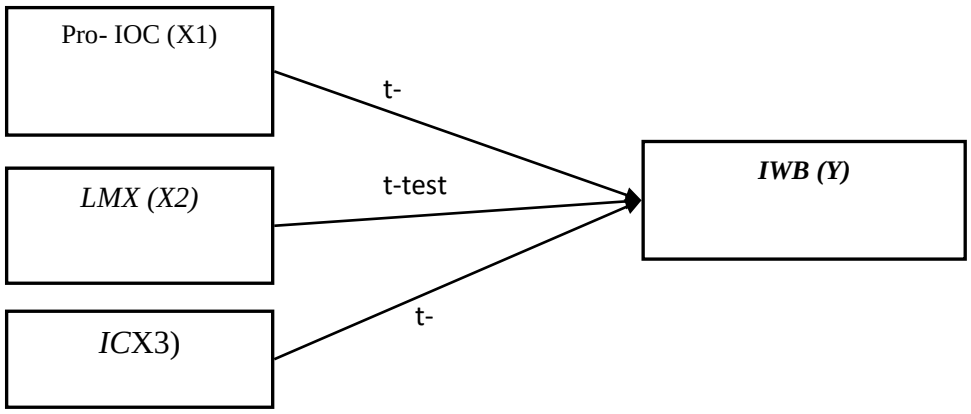

Figure 2 Conceptual Framework

Hypothesis

H1 : *Pro-Innovation Organizational Climate*partially influences Innovative Work Behavior at Dr. Fauziah Bireuen Hospital

H2 : *Leader member Exchange* partially influences Innovative Work Behavior at Dr. Fauziah Bireuen Hospital

H3 : *Intellectual Capital*partially influences Innovative Work Behavior at Dr. Fauziah Bireuen Hospital

IMPLEMENTATION

Location and Object of Research

The research location used was at the Dr. Fauziah Bireuen Hospital. The research object used was the employees of the Dr. Fauziah Bireuen Hospital.Mayjen Street T. Hamzah Bendahara Street No. 13, Bireun City, Juang City District, Bireuen Regency, Aceh 24261

Population and Sample

Sugiyono(2019) explains thatpopulationis a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn.. Population is a complete set of objects consisting of people, events, or objects that have common characteristics in the study. The population in this study is all employees at the Dr. Fauziah Bireuen Hospital, totaling 248 Contract Employees. A sample is a part of the number and characteristics possessed by the population. Samples taken from the population must be truly representative. The sampling technique that will be used is Simple random sampling, namely by taking samples randomly by drawing lots until the desired number of samples is obtained. This is

done because the population members are considered homogeneous (of the same type). In sampling, the author uses the Slovin formula whereSlovin's formula is a practical method for determining the size or number of samples with the condition that the population is relatively large. Determining the minimum number of samples required in research needs to pay attention to the established error tolerance limits.the population number is already known (Sugiyono, 2019). The population number taken was 248 from the number of employees at Dr. Fauziah Bireuen Hospital.

$$n = 2\frac{N}{1+Ne}$$

Where:

n = Number of Samples

N = Population Size

e = Percentage of inaccuracy allowance due to sampling errors that can still be tolerated (the error rate taken is 10%). (Sugiyono, 2020)

$$n = \frac{N}{1+Ne}2$$

$$n = = 71.26 \text{ rounded to } 71 \text{ people} = \frac{248}{1+248(0,1)}\,2\,\frac{248}{1+2.48}$$

Based on the results above, the sample taken from the employees of Dr. Fauzah Bireuen Hospital was 71 employees..

Data collection technique

Based on the type of data source required, the data collection technique used in this study is field research based on a questionnaire, namely a data collection tool in the form of a series of written questions submitted to the subject to obtain answers.

Data Analysis Methods

The data analysis method used is the quantitative method. According to Arikunto (2021), the quantitative method is a method of analyzing data in the form of numbers using multiple linear regression. The data obtained in the form of numbers will then be analyzed using statistical equipment. The equation is as follows:

IWB = a + b1P_IOC1 + b2LMX2 + b3IC3 + e

RESULT AND DISCUSSION

Validity Test Results

Table 1 Validity Test Results

No	Statement Indicators	Mark rhitung	Mark r table	Note
1	*Innovation Organizational Climate*(X1)			
	1. Statement 1	0.757	0.252	Valid
	2. Statement 2	0.620	0.252	Valid
	3. Statement 3	0.711	0.252	Valid
	4. Statement 4	0.735	0.252	Valid
	5. Statement 5	0.432	0.252	Valid
2	*Leader-member exchange* (X2)			
	1. Statement 1	0.631	0.252	Valid
	2. Statement 2	0.495	0.252	Valid
	3. Statement 3	0.801	0.252	Valid
	4. Statement 4	0.447	0.252	Valid
3	*Intellectual Capital* (X3)			
	1. Statement 1	0.532	0.252	Valid
	2. Statement 2	0.493	0.252	Valid
	3. Statement 3	0.686	0.252	Valid

No	Statement Indicators	Mark rhitung	Mark r table	Note
5	*Innovative Work Behavior*(Y)		0.252	
	1. Statement 1	0.642	0.252	Valid
	2. Statement 2	0.763	0.252	Valid
	3. Statement 3	0.707		Valid

Source: Halsil Research, Data processed 2024

Based on Table 1, the values of all statements of the indicators of the variables Innovation Organizational Climate (X1), Leader-member exchange (X2), Intellectual Capital (X3) and Innovative Work Behavior (Y) are obtained. To measure the variables in this study, each has a large person correlation from the rtable rtable value for (df) = n - 2 = 71 - 2 = 69, then the rtable value is 0.252. Based on the results in the table, it can be concluded that all statement indicators in this study are declared valid.

Reliability Test Results

Table 2 Reliability Test Results

Variables	*Cornbalch's Allphal*	Information
Innovation Organizational Climate(X1)	0.758	Reliable label
Leader-member exchange (X2)	0.719	Reliable label
Intellectual Capital(X3)	0.660	Reliable label
Innovative Work Behavior(Y)	0.776	Reliable label

Source: Halil Research, Data processed 2023

Based on Table 2 it can be seen that the value*Cornbach's Alpha*from variables*Innovation Organizational Climate*(X1)of 0.758, the Cornbach's Alpha value of the variable*Leader-member exchange* (X2)of 0.719, the Cornbach's Alpha value of the variable*Intellectual Capital*(X3)of 0.660 and the Cornbach's Alpha value of the variable*Innovative Work Behavior*(Y)of 0.776. From these results it shows that the Cornbach's Alpha results of each variable are > 0.60 then all variables can be declared reliable.

Multiple Linear Regression Analysis Results

Table 3 Results of Regression Analysis

Model		*Unstandardized Coefficients*		*Standardized Coefficients*		
		B	*Std. Error*	*Beta*	*T*	*Sig.*
1	*(Constant)*	.537	.698		.769	.445
	Innovation Organizational Climate	.434	.121	.332	3,580	.001
	Leader-member exchange	.352	.130	.309	2,719	.008
	Intellectual Capital	.346	.118	.335	2,942	.004
	R	0.660				
	R2	0.435				
	Adjusted R2	0.410				
	F Count	17,227				
	Sig	0,000				

a. Dependent Variable: Innovative Work behavior

Based on the output in Table 3 above, it can be seen that the value is obtained from the multiple linear regression analysis equation below:

Y = 0.537 + 0.432 (X1) + 0.352 (X2) + 0.346 (X3)

Based on the equation above, the results of the regression equation can be interpreted as follows:

1. The constant of Innovation Organizational Climate, Leader-member exchange, Intellectual Capital variables is considered constant at 0.537, while Innovative Work Behavior variable is considered constant at 0.537.
2. The regression coefficient of the Innovation Organizational Climate variable is positive and significant, meaning that increasing Innovation Organizational Climate will increase Innovative Work Behavior by 0.432. This shows that the more Innovation Organizational Climate increases, the more Innovative Work Behavior will increase. A supportive work environment for innovation will encourage employees to behave more innovatively. Thus, increasing IOC can be considered as a contributing factor to increasing IWB in an organization.
3. The regression coefficient of the Leader-member exchange variable is positive and significant, meaning that increasing Leader-member exchange will increase Innovative Work Behavior by 0.352. This shows that the higher the Leader-member exchange, the higher the Innovative Work Behavior. Leader-member Exchange (LMX) refers to the interpersonal relationship between a leader and his or her team members or subordinates. When this relationship is strong and positive, with mutual trust, support, and good communication between the leader and team members, it can encourage team members to behave more innovatively in the workplace. Positive relationships between leaders and team members can open better lines of communication, increase engagement, and encourage productive collaboration, all of which are important elements of an innovation-supportive workplace environment.
4. The regression coefficient of the Intellectual Capital variable is positive and significant, meaning that increasing Intellectual Capital will increase Innovative Work Behavior by 0.346. This shows that the more Intellectual Capital increases, the more Innovative Work Behavior will increase. Intellectual Capital refers to the intangible assets owned by an organization, such as the knowledge, skills, and expertise of employees, as well as the knowledge structures and processes that exist within the organization. When organizations successfully enhance and manage their intellectual capital well, it can provide a strong foundation for innovation in the workplace.

Correlation Coefficient (R) in Terminalization (R2)

If the coefficient of termination is getting closer to one, then it can be said that the independent variable has an effect on the dependent variable, in addition the coefficient of termination (R2) is used to determine the percentage of changes in the dependent variable (Y) caused by the independent variable (X). The correlation coefficient value (R) of 0.660, this value indicates that the relationship (correlation) between the variables Innovation Organizational Climate, Leader-member exchange, Intellectual Capital and innovative work behavior is quite strong. SThe higher the value of the variables Innovation Organizational Climate, Leader-member Exchange, and Intellectual Capital, the higher the possibility of Innovative Work Behavior. Although the correlation value does not reach 1 (the maximum value), a value of around 0.660 is still considered quite high, indicating that the three variables have a significant relationship with Innovative Work Behavior. Thus, organizations can pay attention to and strengthen these variables to increase the level of innovation in the work environment. While the determination coefficient (RSquare) is 0.435, meaning that the variables Innovation Organizational Climate, Leader-member exchange, Intellectual Capital have the ability to explain their influence on innovative work behavior by 43.5%. The remaining 54.5% is influenced by other factors outside this study such as the work environment.

DISCUSSION

The Influence of Innovation Organizational Climate on Innovative Work Behavior of Employees at Dr. Fauziah Bireuen Hospital l

Based on the results of the hypothesis testing study (H1) shows that the Innovation Organizational Climate variable has a significant influence on Innovative Work Behavior based on the results of the calculations that have been carried out, the calculated t value is 3.580 and the t table is 1.672 with a significance level of 0.001. So it can be concluded that the results of the statistical test H1 are accepted. Organizations that have an innovative work environment are said to have better innovation results. Innovation is a strategy to achieve competitive advantage because the main purpose of innovation is to meet demand so that innovative products are one that can be used as a competitive advantage for the Company(Solecha et al., 2023). The results of the study indicate that there has been a significant variation in innovative behavior in employees at Dr. Fauziah Bireuen Hospital, characterized by the presence of some employees who are active in generating innovative ideas to improve the quality of hospital services. Employees at the hospital are also involved in promoting creative ideas to support innovation in all units in the hospital. The results of the study are in line with previous findings which concluded that a pro-innovation organizational climate has a significant influence on innovative work behavior, which indicates that workers demonstrate innovative behavior in the organization and must implement it by creating the right organizational climate for innovation. Lie et al (2022).

The Influence of Leader-Member Exchange on Innovative Work Behavior of Employees at Dr. Fauziah Bireuen Hospital l

Based on the results of the hypothesis testing study (H2) shows that the variable Leader-member exchange has a significant influence on Innovative Work Behavior based on the results of the calculations that have been carried out, the calculated t value is 2.719 and the t table is 1.672 with a significance level of 0.008. So it can be concluded that the results of the statistical test H2 are accepted. The results of the study show that the innovative organizational climate at Dr. Fauziah Bireuen Hospital reflects variations in various factors that influence the hospital's ability to encourage innovation. Several departments in this hospital have succeeded in creating a climate that supports innovation by providing strong encouragement for new ideas through financial incentives and recognition. They also provide a high level of autonomy for employees to innovate in their work. The allocation of resources such as time, budget, and labor also supports the development and implementation of innovative ideas. The results of the study are in line with research that concludes that leader-member exchange significantly influences employee innovative work behavior, this shows that when employees have been appreciated by their leaders, employees will tend to be more innovative in doing their work(Lie et al., 2022). Findings(Ayu et al., 2019)also stated that leader-member exchange has an effect on innovative work behavior in employees. Then other findings also concluded that there is an effect of leader-member exchange on innovative work behavior.(Pratiwi & Parahyanti, 2022).

The Influence of Intellectual Capital on Innovative Work Behavior of Employees at Dr. Fauziah Bireuen Hospital l

Based on the results of the hypothesis testing research (H2) shows that the Intellectual Capital variable has a significant influence on Innovative Work Behavior based on the results of the calculations that have been carried out, the calculated t value is 2.942 and the t table is 1.672 with a significance level of 0.004. So it can be concluded that the statistical test results H3 are accepted.*Intellectual Capital*has a significant influence on Innovative Work Behavior in the work environment. Intellectual Capital refers to the collection of knowledge, skills, and other intangible assets owned by an organization. In the context of innovation, Intellectual Capital becomes an

important foundation because it allows employees to access relevant knowledge, share ideas, and apply creative solutions in their work.

With strong Intellectual Capital, employees tend to feel more motivated and encouraged to participate in innovative activities. They have better access to the intellectual resources needed to identify problems, formulate new solutions, and implement innovative ideas in daily practice. In addition, good Intellectual Capital also creates a work environment that stimulates the exchange of ideas and collaboration among employees, which are important factors in driving Innovative Work Behavior. In the context of increasingly tight and dynamic business competition, organizations need to recognize the importance of managing and improving their Intellectual Capital. By doing so, they can not only improve their innovative performance but also strengthen their competitiveness in the market. Therefore, investing in the development, improvement, and utilization of Intellectual Capital becomes a crucial strategy for organizations that want to remain relevant and successful in facing ever-evolving challenges.

Conclusion

Based on the results of the discussion, the following conclusions can be drawn:

1. The t-value of Innovation Organizational Climate is 3.580 with a significant value of 0.001, while the t-table value at $\alpha = 0.05$ is 1.672, meaning that t-value > t-table (3.580 > 1.672). So the decision is to accept H1, which means that partially Innovation Organizational Climate has a positive and significant effect on innovation work behavior in employees of dr. Fauziah Bireuen Hospital.
2. The t-value of Leader-member exchange is 2.719 with a significant value of 0.008, while the t-table value at $\alpha = 0.05$ is 1.672, meaning that t-value > t-table (2.719 > 1.672). So the decision is to accept H2, which means that partially Leader-member exchange has a positive and significant effect on innovation work behavior in employees of dr. Fauziah Bireuen Hospital.
3. The t-value of intellectual capital is 2.942 with a significant value of 0.004, while the t-table value at $\alpha = 0.05$ is 1.672, meaning that t-value > t-table (2.942 > 1.672). So the decision is to accept H2, which means that partially intellectual capital has a positive and significant effect on innovation work behavior at dr. Fauziah Bireuen Hospital Employees

Suggestion

The suggestions from this research are as follows:

1. The management of dr. Fauziah Bireuen Hospital should continue to strengthen the organizational climate that supports innovation. Programs that encourage creativity, collaboration between employees, and a culture of openness to new ideas need to be improved. In addition, it is important to provide space for employees to express ideas without fear of risk, and support them in implementing innovations that are relevant to improving health services.
2. To strengthen the relationship between leaders and subordinates, dr. Fauziah Bireuen Hospital should improve the quality of communication and trust between managers or superiors and employees. Leadership training that focuses on how superiors can provide better support and feedback to subordinates, as well as create mutually respectful working relationships, can contribute to increasing employee innovative behavior.
3. Hospital management needs to pay more attention to the development of employee intellectual capital. This can be done by providing continuous training, improving employee competency, and developing an effective knowledge sharing system. Investment in human capital, such as continuing education and skills certification, will help employees be more innovative in carrying out their duties and providing solutions that are beneficial to the hospital.

Research Limitations

The following are limitations in this study:

1. This study was only conducted on employees of Dr. Fauziah Bireuen Hospital, so the results may not be generalizable to other hospitals or organizations with different characteristics.

2. This study only covers the variables of Innovation Organizational Climate, Leader-Member Exchange, and Intellectual Capital. Other factors that may also influence employee innovative behavior, such as organizational culture, intrinsic motivation, or technology support, were not measured in this study.
3. Data collected through questionnaires may have limitations in terms of respondent bias, such as dishonesty or lack of understanding of the questions. This can affect the validity and reliability of the research results.

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