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The influence of organizational climate, leadership, and organizational culture on employee innovation capabilities

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ABSTRACT

The purpose of this study is to determine the influence of independent variables, namely organizational climate variables, leadership style, organizational culture on innovation capabilities in PT. This research is a quantitative research based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/artistic data analysis, with the aim of testing hypotheses that have been set. Data were collected using questionnaires developed from indicators of each variable with a Likert scale of four choices of answers from strongly agree through instrument trials and fulfillment of validity and reliability, then questionnaires were distributed to employees who were respondents. The results of hypothesis testing and regression analysis in this study show that organizational climate, leadership, and organizational culture have a significant effect on the innovation capabilities of PT, while organizational culture has a negative effect. The research analysis and discussion conclude that employees with high innovation capabilities are valuable assets, driving positive change, new solutions, and improved efficiency within the company.

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INTRODUCTION

Human resources are a very important element in an organization or institution. Human resources as company assets are very influential on the success of the company in achieving organizational goals, the success or failure of an organization in achieving goals depends on the success of the organization's own human resources in carrying out their duties.

Brown & Leigh (1996) state that organizational climate is the key to organizational success. A good organizational climate is very important to create because this is an employee's perception of what is given by the organization and then becomes the basis for determining behavior for employees (Sari, 2009). A good organizational climate is shown by an attitude of openness, trust and responsibility (Idrus, 2006). The results of research from Surachim (2008) found that organizational climate has a positive influence on employee job satisfaction. This was also revealed by Singh et al. (2011) stated that organizational climate has a positive effect on employee job satisfaction.

Nowack (2011) states that employees who perceive leaders who have very bad leadership cause employees to tend to leave the organization and have low work motivation. Leaders must be able to influence effectively so that employees follow their orders happily and without coercion (Goleman, 2017). Leadership style or style will greatly affect the effectiveness of the leader. Tampi (2014) identifies four types of leadership styles: 1) charismatic leadership style, where followers are driven by heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders; 2) Transactional leadership style, i.e. leaders who guide or motivate their followers towards set goals by clarifying the requirements of roles and tasks; 3) Transformational leadership style, that is, devoting attention to the things and development needs of each follower; 4) The visionary leadership style, the company's vision if properly selected and implemented, has great power that can lead to a leap forward into the future by awakening the skills, talents, and resources to make it happen

PT. Sriwijaya Air is engaged in air transportation services. The airline is based at Soekarno Hatta International Airport, Jakarta. The company's main business is to provide air transportation for passengers and cargo, both national and regional scope.

Sriwijaya Air is one of the largest airlines in Indonesia flying more than 950,000 passengers every month. Penetrated 53 destinations including three countries at the regional level and other popular tourist destinations throughout Indonesia. Sriwijaya Air concentrates on the business of passenger flights and freight forwarding services, with national and regional reach.

Organizational culture has a great influence on the system that determines the personality of an organization, so it will increase organizational commitment. Robbins (2015) argues that for organizations, culture represents the personality of the organization. So in terms of organizational commitment, organizational culture can reflect the personality of employees, the personality of employees who are able to increase organizational commitment are employees who are able to work together to achieve organizational goals. Organizational culture is very influential on the behavior of organizational members because the value system in organizational culture can be used as a reference for human behavior in organizations that are oriented towards achieving goals or applied performance results, so if the organizational culture is good, it is not surprising that the members of the organization are good and qualified people (Sanhaji et al., 2016). Organizational culture is a suitable tool for increasing organizational commitment, and a better adjustment between perceived and expressed values has a positive relationship with commitment (Ortega-Parra & Sastre-Castillo, 2013). In the research of Sinha et al. (2017) shows that organizational culture has a positive and significant effect on organizational commitment.

In the context of organizational innovation capabilities, there are two types of existing capabilities, namely public innovation capabilities and suwasta innovation capabilities, as it is known, that organizational structures in the public sector are rigid, inflexible, and more status-quo characteristics, resulting in them tend to dislike change, in contrast to conditions in the private sector where the conditions are just the opposite, they are required to continue to make changes so as not to be left behind from their competitors (Narsa, 2018). In the private sector, there is what is called venture capital, which is a party that provides capital, in other words, venture capital can be said to be a source of funding (Niluh, 2018). Several studies show that innovation capabilities are influenced by transformational leadership and organizational climate (César & Prado, 2020; Ulla et al, 2016).

While there are work environment problems within the company, work environment problems can vary greatly in each company, including PT Sriwijaya Air. However, generally, some of the problems that often arise in the work environment include lack of comfort for employees, poor communication, lack of collaboration, less effective management, and lack of clarity in duties and responsibilities.

The problems and conditions described above, are felt to affect the performance of PT. Sriwijaya Air. Based on the background and phenomena obtained from the company, researchers will discuss the Influence of Organizational Climate, Leadership and Organizational Culture on Employee Innovation Capabilities. The hypotheses used in this study are:

1) H1: Organizational Climate significantly positively affects Innovation Capabilities
2) H2: Leadership significantly positively affects Innovation Capabilities
3) H3: Organizational Culture significantly positively affects Innovation Capability

METHOD

This research method uses quantitative research. This research is a quantitative research based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/artistic data analysis, with the aim of testing hypotheses that have been set (Sugiyono, 2019). The population of this study was employees at PT. Sriwijaya Air to determine the influence of independent variables on dependent variables, namely organizational climate variables, leadership style, organizational culture on innovation capabilities in PT. Sriwijaya Air. Data were collected using questionnaires developed from indicators of each variable based on theoretical references with a Likert scale of four choices of answers from strongly agree through instrument trials and fulfillment of validity and reliability, then questionnaires were distributed to employees who were respondents. In addition, interviews were conducted with the leaders of PT. Sriwijaya Air operates in Tangerang City and is supported by various references related to precise variables. The data collection procedure begins with construct validation by experts, then instrument development based on a predetermined grid, instruments that have been tested for quality with the help of SPSS and declared suitable for use in research, then distributed to predetermined samples.

RESULTS AND DISCUSSION

Result

Table 1. Respondents' Responses

Category	Information	Total	%
Gender	Man	64	48,1 %
	Woman	69	51,9 %
Age	>20	53	39,8 %
	>30	51	38,3 %
	>40	21	15,8 %
	> 50	7	5,3 %
	Other	1	0,8%
Education	SMA/SMK	45	33,8 %
	S1	73	54,9%
	S2	12	9 %
	Other	3	2,3 %
Length of work	<5 years	95	71,4 %
	<10 years	31	23,3 %
	>10 years	7	5,3 %

Source : Data Management Results, 2024

The table above shows that employees of PT. Sriwijaya Air is dominated by female gender with 51.9% who are over 20 years old and have worked for more than 5 years.

Validity Test

To calculate the correlation between each statement and the total score using the product moment correlation technique formula. The validity test is carried out by comparing r count with r table, where the data is declared valid if r counts > r table and vice versa the data is said to be invalid if r count < r table. By using the number of respondents 133, the r value of the table can be obtained. The calculation is df = 133 – 2 = 131 then the r value of the table is 0.170. The results of the validity test of each variable can be seen in the table below:

Table 2. Organizational Climate (X1)

Statement No.	R Count	R Table	Information
1	0,634	0,170	Valid
2	0,617	0,170	Valid
3	0,647	0,170	Valid
4	0,501	0,170	Valid
5	0,667	0,170	Valid
6	0,647	0,170	Valid
7	0,715	0,170	Valid
8	0,710	0,170	Valid
9	0,703	0,170	Valid
10	0,657	0,170	Valid
11	0,719	0,170	Valid
12	0, 765	0,170	Valid

Table 3. Leadership (X2)

Statement No.	R Count	R Table	Information
1	0,739	0,170	Valid
2	0,724	0,170	Valid
3	0,787	0,170	Valid
4	0,756	0,170	Valid
5	0,832	0,170	Valid
6	0,817	0,170	Valid
7	0,720	0,170	Valid
8	0,745	0,170	Valid

9	0,718	0,170	Valid
10	0,745	0,170	Valid
11	0,724	0,170	Valid
12	0,691	0,170	Valid

Table 4. Organizational Culture (X3)

Statement No.	R Count	R Table	Information
1	0,736	0,170	Valid
2	0,735	0,170	Valid
3	0,608	0,170	Valid
4	0,707	0,170	Valid
5	0,740	0,170	Valid
6	0,828	0,170	Valid
7	0,705	0,170	Valid
8	0,799	0,170	Valid
9	0,832	0,170	Valid
10	0,788	0,170	Valid
11	0,697	0,170	Valid
12	0,758	0,170	Valid
13	0,752	0,170	Valid
14	0,796	0,170	Valid
15	0,746	0,170	Valid
16	0,841	0,170	Valid
17	0,77	0,170	Valid
18	0,783	0,170	Valid
19	0,775	0,170	Valid
20	0,768	0,170	Valid

Table 5. Innovation Capability (Y)

Statement No.	R Count	R Table	Information
1	0,664	0,170	Valid
2	0,792	0,170	Valid
3	0,808	0,170	Valid
4	0,759	0,170	Valid
5	0,727	0,170	Valid
6	0,827	0,170	Valid

Based on the results of the validity test of organizational climate variables, leadership, organizational culture and innovation capabilities have r count > r table means that each variable is declared valid.

Reliability Test

Reliability test is the extent to which measurement results using the same object, will produce the same data.

Table 6. Reliability Test

No.	Variable	Cronbach's Alpha	Information
1	Organizational Climate (X1)	0,882	Reliable
2	Leadership (X2)	0,927	Reliable
3	Organizational Culture (X3)	0,959	Reliable
4	Innovation Capability (Y)	0,852	Reliable

Based on reliability tests of organizational climate variables, leadership, organizational culture and innovation capabilities have a value of Cronbach's Alpha > Reliability Coefficient (0.70). So it can be concluded that the measurement of each variable is declared reliable.

Multicollinearity Test

The Multicollinearity Test is carried out by looking at the value of Tolerance and Variance Inflation Factor (VIF), if the value of VIF < 10, then the regression model obtained does not contain symptoms of multicollinearity, if the value of Tolerance > 0.1, then the regression model obtained does not contain symptoms of multicollinearity.

Table 7. Multicollinearity Test

No.	Variable	Toleranace	BRIGHT
1	Organizational Climate (X1)	0,882	2.511
2	Leadership (X2)	0,927	3.634
3	Organizational Culture (X3)	0,959	3.022

Based on the results of the multicollinearity test of organizational climate variables, leadership, organizational culture, and innovation capabilities have tolerance values of 0.398, 0.275, 0.331 > 0.1 and VIF values of 2,511, 3,634, 3,022 < 10, it can be concluded that it does not contain symptoms of multicollinearity

Normality Test

The normality test determines whether the regression model is normal. This is important because parametric statistics cannot test hypotheses with abnormal variable data. Sugiyono (2021) says so. It is assumed that the normal distribution for the residual variable is normalized based on the one-sample Kolmogorov-Smirnov Test significant values of 0.200 > 0.05.

T Test

The regression equation is used to determine the influence of independent variables, namely organizational climate (X1), leadership (X2) and organizational culture on the dependent variable of innovation capability (Y), the calculation results can be seen in the table below:

Table 8. T Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	*Std. Error*	*Beta*			*Tolerance*	*VIF*
1	(Constant)	1.367	1.493		.916	.362		
	ORGANIZATIONAL_CLIMATE	.134	.044	.234	3.051	.003	.398	2.511
	LEADERSHIP	.034	.047	.066	.713	.477	.275	3.634
	ORGANIZATIONAL_CULTURE	.186	.026	.597	7.091	.000	.331	3.022

a. Dependent Variable: INNOVATION_CAPABILITY

Based on the table above, it can be known that the sig value for the influence of organizational climate, (X1) on innovation capability is 0.003 < 0.05 and the calculated t value is 3,051 > t table 1.970 so that it can be concluded that there is an influence of organizational climate (X1) on innovation capability (Y). It is known that the sig value for the influence of Leadership (X2) on Innovation Capability (Y) is 0.477 > 0.05 and the calculated t value is 0.713 < t table 1.970 so that it can be concluded that there is no influence for Leadership (X2) on Innovation Capability (Y). It is known that the sig value for the influence of Organizational Culture (X3) on Innovation Capability (Y) is 0.000 < 0.05 and the calculated t value is 7,091 > t table 1,970 so that it can be concluded that there is an influence of Organizational Culture (X3) on Innovation Capability (Y). Then the regression equation obtained based on the table of coefficients

Y = 1.367 + 0.134 + 0.034 + 0.186

Test F

Table 9. F Test

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	860.960	3	286.987	99.302	.000b
	Residual	372.814	129	2.890		
	Total	1233.774	132			

a. Dependent Variable: INNOVATION_CAPABILITY

b. Predictors: (Constant), ORGANIZATIONAL_CULTURE, ORGANIZATIONAL_CLIMATE,

Based on the results of the output above, it is known that the significance value for the influence of organizational climate (x1), leadership (x2), organizational culture (x3) simultaneously affects innovation capability (y) is 0.000 < 0.05 and the value of f count 99,302 > f table 2.66, so it can be concluded that there is an influence of organizational climate (x1), leadership (x2), organizational culture (x3) simultaneously on innovation capability (y)

Effect of Organizational Climate (X1) on Innovation Capability (Y)

Based on the results of variebl testing, the organizational climate has a significant effect on the innovation capabilities of PT. Sriwijaya Air. A positive organizational climate can enhance employees' innovation capabilities by creating a supportive, collaborative, and motivating environment to create new ideas. When the work environment is supportive, open, and promotes collaboration, employees are more likely to feel more motivated to think creatively, generate new ideas, and implement innovative solutions. Conversely, an unsupportive organizational climate can hinder employees' ability to innovate because they may feel uncomfortable sharing ideas or taking risks.

Influence of Leadership (X2) on Innovation Capability (Y)

Based on the test results, leadership variables do not have a significant effect on the innovation capabilities of PT. Sriwijaya Air. This means that leadership that is less effective or does not prioritize innovation can hinder innovation capabilities in an organization. However, good leadership can provide direction, resources, and a supportive environment for teams to innovate. So, there is a relationship between leadership and innovation capabilities, although not always direct. In addition, if the organizational structure or company culture does not encourage innovation, employees may find it difficult to develop new ideas or take risks. In this context, although a leader has an important role to play in creating an environment that supports innovation, his influence may be limited if other factors within the organization are not supportive.

The Influence of Organizational Culture (X3) on Innovation Capabilities (Y)

Based on the results of testing, organizational culture has a significant effect on the innovation capabilities of PT. Sriwijaya Air. This means that organizational cultures that promote collaboration, creativity, and acceptance of risk tend to encourage employees to innovate. Employees feel more motivated and have the courage to try new things when they feel supported by a work environment that facilitates and rewards innovation. Conversely, a culture that is conservative or emphasizes compliance usually hinders employees' ability to innovate because they feel afraid of risk or feel unsupported in experimenting with new ideas.

Effects of Organizational Climate (X1), Leadership (X2), and Organizational Culture (X3) on Innovation Capabilities (Y)

Based on the results of hypothesis testing and regression analysis in this study, it shows that organizational climate, leadership, and organizational culture variables simultaneously affect the innovation capabilities of PT. Sriwijaya Air and its influence is positive. This means that the relationship between the three independent variables to the dependent variable has an influence simultaneously or together. Based on the r square value, the influence of organizational climate, leadership, and organizational culture variables simultaneously on innovation capabilities amounted to 0.698 or 69.8% of the three X variables on variable Y. While the rest was influenced by other variables outside the research variable. These results show that this research model can be used as a model to predict innovation capabilities, namely organizational climate, leadership, and organizational culture. The impact of this research is that the company's management, especially PT. Sriwijaya Air can use models or capability predictor variables to improve innovation capabilities, namely organizational climate, leadership and organizational culture.

CONCLUSION

The research analysis and discussion conclude that the organizational climate and culture significantly impact the innovation capabilities of PT. Sriwijaya Air. A supportive organizational climate, characterized by openness to new ideas, leadership support, and the freedom to take risks, fosters an environment where employees feel encouraged to innovate. Similarly, a strong organizational culture promotes creativity, collaboration, and higher innovation capabilities among employees. However, the study found that leadership alone does not directly influence the innovation capabilities of employees. Overall, employees with high innovation capabilities are valuable assets, driving positive change, new solutions, and improved efficiency within the company.

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