

The Effect of Supportive Organizational Climate and Transformational Leadership on Job Satisfaction, Psychological Capital, and Innovative Work Behavior

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Abstract. Employees' innovative behavior has become a topic of broad and current interest among companies and researchers. The objective of this conceptual paper is to develop a framework for building Innovative Work Behavior. The framework builds based on Stimulus Organism Response Theory, supported by Affective Event Theory as an intermediate theory and some recent empirical studies. The final framework describes that Supportive Organizational climates and Transformational Leadership are direct and indirect stimuli for forming Innovative Organizational Behavior.

Keywords: Stimulus Organism Response Theory; Innovative Work Behavior; Supportive Organizational climates, Transformational Leadership

1 Introduction

Employees' innovative behavior has become a topic of broad and current interest among companies and researchers. Companies must identify the antecedents of employees' innovative behavior. Employee innovative behavior contributes to organizational success, and to overall business viability in the current competitive business environment [1]. Employees' innovative behavior also plays a crucial role in an enterprise's growth, development, and sustainability processes [1]. As the main body of organizational innovation, employees' innovation is closely related to organizational innovation [2]. In recent years, the concepts of innovative work behavior (IWB) have attracted the attention of academics and human resources professionals for the benefits they bring to organizations [3].

Seeing the important role of innovative work behavior for organizations is still felt today, studies on the management patterns of this behavior are still very much needed. The results of the study, on the Application of the Stimulus - Organism - Response (S-O-R) theory can be used as a pattern to manage this behavior [4][5]. The pattern is S-O-R plus C (Consequences). Employees need to be given stimulus to respond with positive behavior, which will ultimately have consequences for doing something to continue to be more innovative. One of the characteristics of an effective and healthy organization is being able to create a Supportive Organizational Climate (SOC) [29], which will reduce stress on employees [6]. SOC raises employee perceptions of the level of support from their organization. Furthermore, employees

will respond positively to the supportive climate [7].

According to Kurtessis [8], concluded that SOC plays a perfect role as an antecedent of job satisfaction. The results of empirical studies [7] [9]. Also concluded that employees feel satisfied, like, proud of their work, and feel that their work is meaningful to themselves and their families. Thus, SOC will act as a positive stimulus for employee job satisfaction [10].

As a healthy organizational character and stress reducer, SOC can be a positive stimulus for employee psychological capital. This is because SOC is a strong antecedent of psychological capital [11] [12] [13] has conducted an empirical study stating this. This shows that SOC still consistently plays a positive role as a stimulus for increasing employee psychological capital.

Leadership is a process by which leaders influence employees to behave in a certain way [29]. Transformational leadership has four stimuli that can act as stimuli that employees respond to in the form of increasing job satisfaction [14]. This relationship is strengthened by the results of empirical studies [15] [16] [17] [18].

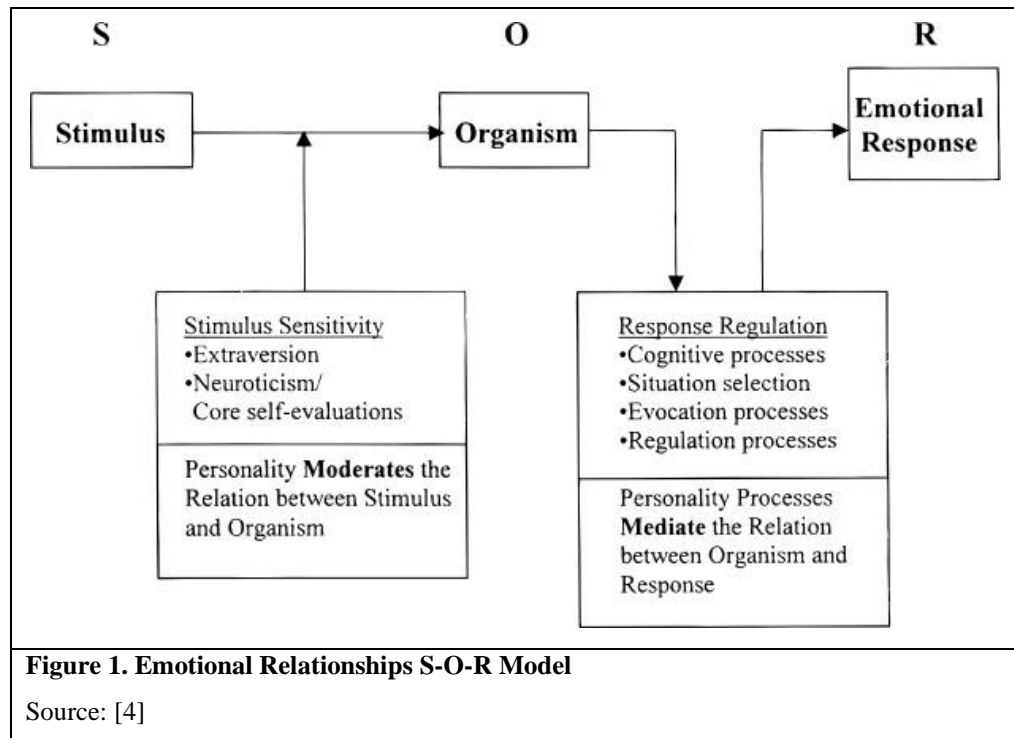
According to Bernard M. Bass & Riggio [19], said that transformational leaders have a stimulus that can elicit responses in the form of employees becoming more confident and optimistic, having a consistent goal orientation, and increasing their resilience. This shows that transformational leadership can be a positive stimulus for employee PsyCap [20].

Every response made by employees will require consequences [5], as judgment-driven behaviors [21]. Employees will consider acting or behaving in a certain way to be better. Behaving innovatively in the workplace is a choice that can be made. Specifically work attitude variables such as job satisfaction have the strongest correlation with innovative work behavior [22]. However, an empirical study [23] produced a negative conclusion. According to Alshebami [1] produced the opposite in line with the first opinion. The results above still need to be supported by further studies. All constructs owned by PsyCap are gradual steps of innovative behavior. So PsyCap plays a very good role as an antecedent of innovative work behavior [3]. Several previous studies conducted [24] [25] produced similar conclusions. Referring to the description above, this paper aims to examine the conceptual model for the formation of innovative work behavior patterned on the Stimulus (S)-Organism (O)-Response (R) theory, which will produce Consequence (C), which the Affective Event Theory strengthens. Two environmental factors act as S: Supportive Organizational Climate and Transformational Leadership. This S needs to be given continuously and for a relatively long time, so that it ultimately produces employee R as O. R is given in the form of Job Satisfaction and Psychological Capital attitudes. Furthermore, after having job satisfaction and psychological capital, employees will try to maintain and increase the two personal capitals by considering C and growing innovative work behavior.

2 Literature Review

2.1 Stimulus Organism Response Theory

According to Judge and Larsen [4] stated that three elements are needed to characterize the affective process. The first is a stimulus, usually an event in the work environment. Second, the stimulus occurs in a person or organism in general, which will arouse their emotions. This influence is very dependent on the characteristics of the organism. These characteristics can affect the susceptibility of the organism to the stimulus or the nature of the organism's emotional response system. The third element in every affective process is the organism's response. Without an emotional response, a stimulus cannot be considered an emotional stimulus. Emotion lies in the entire relationship of Stimulus-Organism-Response (S-O-R). This view of emotional relationship is expressed through the S-O-R model, as shown in Figure 1 as follows:



Hochreiter [5], conducted a literature review of the S-O-R paradigm, the results of which are as follows:

Table 1. Results of SOR Paradigm Review

No.	Variables	Indicators and Characteristics
1.	Focus and purpose of use	Social Motivation and Behavioral Response
		Improving employee performance
2.	Process and relationship of S-O-R stages.	Relationship orientation: The relationship between single effects to improve greater performance. Interdependence between individuals. Learning theory: additional phase "C" = Consequences
3.	Moderating variables and factors that influence the entire process	Leadership style Leadership involvement Social influence (social in groups, teams, colleagues)

2.2 The Affective Events Theory

The Affective Events Theory developed by Weiss and Cropanzano [42] focuses on the structure, causes, and consequences of affective experiences in the workplace. This theory directs attention to events that occur in the work environment as the proximal cause of affective reactions. Various events that befall employees in the work environment often trigger their emotional responses. These reactions occur repeatedly and over a period, thus forming affective

experiences. These affective experiences have a direct influence on behavior and attitudes in the workplace. They can also influence behavior through work attitudes. Schematically, this theory is described as follows:

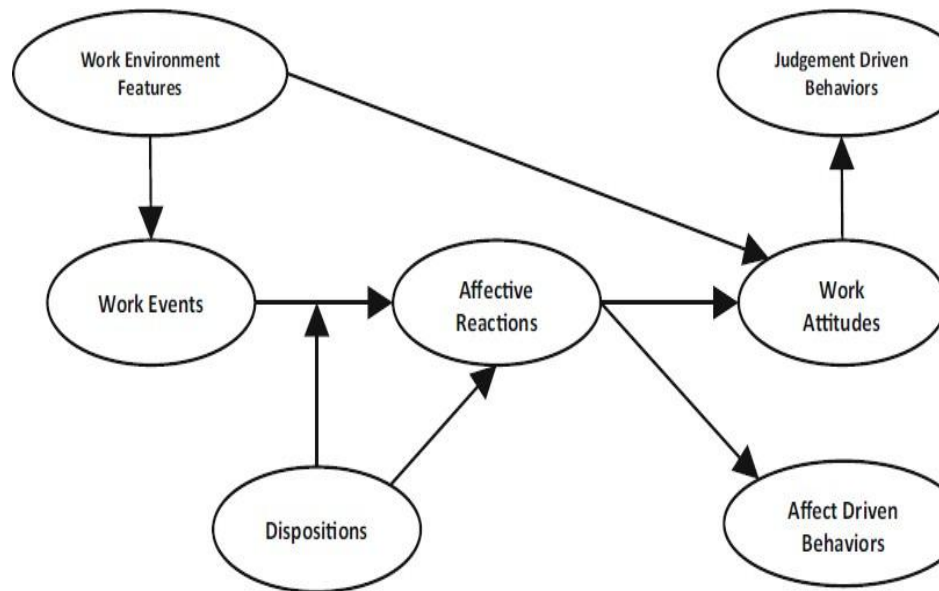


Figure 2. Affective Events Theory

2.3 Supportive Organizational Climate

Supportive Organizational Climate (SOC) is the overall support felt by employees. This support is received from close coworkers, other departments, and superiors whom they consider capable of helping them succeed in carrying out their work tasks according to the desired results [7] [26]. Supportive Organizational Climate (SOC) is the overall support felt by employees. This support is received from close coworkers, other departments, and superiors whom they consider capable of helping them succeed in carrying out their work tasks according to the desired results [7] [26]. Based on the above understanding, a supportive organizational climate has the following dimensions:

- Support from teammates. Teammates support each job done to manage their tasks.
- Support from colleagues in one department. If needed, support from employees in one department in every job done to manage tasks.
- Support from management. Leaders provide support according to their capacity to complete every job and manage tasks.

Kurtessis et al. [8] concluded that Organizational support theory (OST) has generally succeeded in predicting the antecedents of Perceived Organizational Support, including leadership, employee-organization context, human resource practices, and working conditions. Then, it has consequences that include an employee's orientation toward the organization and work, employee performance, job satisfaction, and well-being.

2.4 Transformational Leadership

Transformational leadership is the ability to motivate followers to do more than they normally expect [19]. Transformational leadership inspires subordinates to go beyond personal interests that are oriented towards the good of the organization and encourage subordinates to apply innovative methods to overcome the complexity of the current work situation [19]. Detailed descriptions of the behavior displayed by transformational leaders are as follows [27]:

1. Idealized influence (charisma). The leader acts as a role model who demonstrates confidence and emphasizes the importance of goals.
2. Intellectual stimulation. Articulating an attractive vision, creating excitement around the vision.
3. Inspirational motivation. Questioning old assumptions encourages the expression of new ideas.
4. Individualized consideration. Treating followers as individuals, providing support, and caring about their personal development.

Referring to the behavioral characteristics that he has, a transformational leader can make employees behave, including the following:

1. Emulate the leader by being committed and consistent to the organization's vision and mission and respecting the leader and fellow employees in the organizational environment.
2. Having high optimism, enthusiasm, and motivation to perform above the predetermined standards.
3. Always be creative and innovative in solving problems carefully, rationally, and effectively.

2.5 Job satisfaction

Job satisfaction (JS) is the behavior and feelings of employees towards their work. Positive behavior and feelings shown by employees in the workplace indicate that they are satisfied with their work and vice versa [28]. JS emphasizes employee emotions and involves pleasant and positive emotional conditions obtained through experiences in carrying out work [29]. Employees who are satisfied with their work situation feel satisfied, relaxed, and calm [10]. This pleasant and positive attitude is manifested in the following dimensions:

- a. Enjoying his work
- b. Proud of his work
- c. Challenged to do it
- d. Satisfied can empower their behavior, knowledge, and skills
- e. Satisfied with management and coworkers
- f. Enjoying the work environment [9] [10].

Leadership style has a significant impact on employee behavior and productivity [28]. Transformational leadership can influence job satisfaction by providing various aspects employees need. Then [14] stated that Supportive working conditions and supporting partners are antecedents of job satisfaction. Employees pay attention to their work environment both for personal comfort and to facilitate good performance. Employees prefer good physical conditions that are not dangerous. A supportive work team is also a necessity for most employees; while working, they need to fulfill their social interaction needs. Therefore, a friendly and supportive work team will encourage job satisfaction. Supervisor behavior is also a determinant of job satisfaction, where transformational leadership plays a good role and directly increases employee job satisfaction.

2.6 Psychological Capital

Psychological Capital is a personal resource regarding the extent to which people believe they can influence their work [30], which is an individual characteristic that contributes to self-efficacy [31], and a positive state of mind that focuses on the strengths of the individual [32]. These strengths consist of:

- a. Confidence, which is self-belief in one's ability to empower the motivation, knowledge, skills, and actions needed for success in completing different tasks and roles in their life effectively [33] [34].
- b. Optimism is a permanent psychological intention and hopes to obtain optimal results and can have a positive effect on the mental and physical health of employees or humans [34] [35].
- c. Hope is a consistent goal orientation, accompanied by a clear success plan, in allocating available resources [33] [36].
- d. Resilience is the ability to achieve goals despite facing various difficulties, and can even have outcomes that exceed the goals that have been set [34] [37].

Transformational Leadership and organizational support are antecedents of employee PsyCap characteristics [20] [38]. Then, Giner et al. [3] concluded that PsyCap acts as a positive antecedent of innovative work behavior.

2.7 Innovative Work Behavior (IWB)

IWB is defined as all individual actions directed at the generation, processing, and application/implementation of new ideas about how to do things, including new products, ideas, technologies, procedures, or work processes to increase the efficiency and success of the organization [39] [40]. So IWB has four dimensions, which include exploring, generating, championing, and implementing various ideas to increase the effectiveness and efficiency of the organization [39] [40] [41].

Transformational leadership is a positive antecedent of IWB, both directly and through the formation of underlying positive behaviors. Furthermore, the work team and leaders' support greatly support employee IWB. In addition, positive employee attitudes and behaviors in the workplace can also be considered as mediators between IWB antecedents [22]. The role of Supportive Organizational Climate and Transformational Leadership as direct and indirect stimuli for Innovative work behavior.

3 Methodology

This article aims to construct a conceptual model that follows a hierarchical framework of applied theory, intermediate theory, and grand theory. By expanding on several earlier investigations, a conceptual model that can respond to research inquiries has been developed.

4 Conceptual Framework

Every positive stimulus given continuously to employees for a relatively long time will elicit a response that is manifested in the form of positive employee behavior in the workplace [4] [11] [42]. SOC is the overall support felt by employees, both from other employees in a work team, other employees outside the work team, and from superiors, for every job they do. According [39] [41] the success of employees in innovating in the workplace is measured by whether it can be applied in their work environment. To be able to reach this stage, it must be fought for to get support, both from other employees and leaders. Kurtessis et al., [8] concluded from the results of their conceptual review that Perceived Organizational Support has consequences for employee's orientation toward the organization and work, which is

manifested in the form of IWB. Empirical studies conducted by [43] [44] also concluded that SOC can foster responses in the form of employee IWB.

Transformational leadership can provide positive stimuli in the form of charisma, inspirational motivation, intellectual stimulation, and individualized consideration [27]. All of these stimuli are needed for the IWB behavioral process. Employees will be able to explore ideas from the charisma of the leader, where the ideas are directed at fulfilling the goals, missions, and visions of the organization. Then, the ideas produced have clear standard results that refer to the inspirational motivation of the leader. Then, the intellectual stimulation of the leader will be a guideline when implementing ideas to solve organizational problems effectively and efficiently. Employees will also always build new ideas because, through individualized consideration, leaders always appreciate what employees do. Thus, referring to what was explained [35], transformational leadership will be able to stimulate employees who will be responded to with IWB. The research results of [45] [40] also support the previous explanation. So, the stimulus given by the transformational leader will directly form an employee response in the form of IWB.

The new social learning theory modifies behavior by integrating social and mental aspects and emotional intelligence factors. These variables lead to the consequences that may arise from certain behaviors. Thus, the S-O-R theory developed [4] changed to S-O-R-C [5]. This theory can be used to explain the indirect relationship between stimulus from SOC and transformational leadership to the formation of innovative work behavior. The social and mental aspects involved are job satisfaction and PsyCap, which act as R. Furthermore, innovative work behavior acts as C.

The influence of SOC stimulus in producing job satisfaction response is explained by the results of Kurtessis et al.'s meta-analysis, which concluded that SOC is an antecedent of employee's orientation toward the organization and work, and employee performance, which includes job satisfaction. Then, previous empirical studies from [7] [11] also concluded that SOC has a positive effect on job satisfaction, which shows that the relationship is still consistent. Then the role of SOC as a PsyCap stimulus is also explained, that positive SOC will result in increased well-being, self-esteem, and self-efficacy, which underlie the formation of PsyCap. Empirical studies [11] [12] [13] strengthen these results. The stimulus from transformational leadership can cause job satisfaction responses [27]. This condition is due to its behavioral characteristics. A transformational leader can make employees feel satisfied, calm, and relaxed at work because their various needs are met. This statement shows that the stimulus from transformational leadership can foster a response in the form of job satisfaction. Empirical studies conducted by [15] [16] [17] [18] also produced the same conclusion. Furthermore, the role of transformational leadership as a stimulus for PsyCap is explained in a meta-analysis conducted [20], that one of the antecedents of PsyCap is leadership. Then the role is also supported by empirical studies [46]. The Role of Innovative Work Behavior as a Consequence of Job Satisfaction Empirical studies examining the relationship between the two constructs are still relatively rare. In addition, what was found has not shown consistent results [47] [1] produced a positive relationship conclusion. On the other found a negative relationship.

Then, referring to the results of the Systematic Literature Review conducted [3] explained that each dimension of PsyCap reflects the steps of innovative work behavior. Thus, PsyCap is one of the antecedents of innovative work behavior. This relationship is supported by empirical studies conducted [1] [2] [24]. Referring to the previous descriptions, the conceptual model that has been built is described as follows:

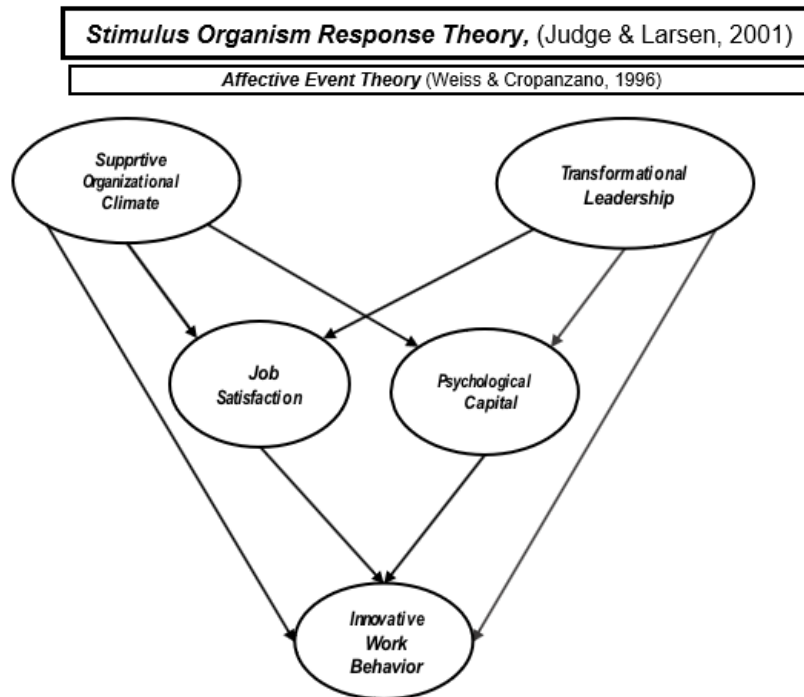


Figure 3. Conceptual Framework Model

5 Discussion

The conceptual model that has been developed provides structured implications, including grand theory, middle theory, and empirical studies. Implications for the grand theory of Stimulus-Organism-Response (S-O-R) are still relevant to studying patterns of individual behavior formation in organizations. This pattern is specifically used for forming organism behavior directly from stimulus to response.

Then, the development carried out [5] added consequences to the previous model so that the model became S-O-R-C. Consequences are rewards given by the stimulus giver if the organism gives a positive response or punishment if otherwise. Organisms always have positive motives, always maintain what has been enjoyed, and want to be better.

Affective event theory from [21] [48] can be used to strengthen the two models of behavior formation. For each stimulus to produce the expected response, it needs to be done continuously and for a relatively long time. The response in the form of changes in organism behavior will be formed by continuous positive stimulus events. Furthermore, if you already have a positive attitude and/or behavior, the organism as a consequence will consider behaving in a way that will be more beneficial for itself and its organization. SOC can act as a stimulus that can form positive attitudes and behavior of the organism. The behaviors in question are job satisfaction, PsyCap, and IWB. SOC can directly stimulate IWB because it is one of the antecedents of IWB [8], where the three dimensions are needed for the realization of IWB. One source of an innovative idea is from other employees and the leadership. To be implemented, it must also get support from them. Then, at the time of implementation, in addition to approval from

superiors, of course, from employees who will use their innovative ideas. The application of SOC as a positive stimulus for IWB occurred in teachers in Turkey [43]. Then the application can also increase the IWB of managers from various industries in Malaysia [44]. Lecturers in Indonesia also experienced the same thing [49].

In addition to directly stimulating IWB, SOC is also able to stimulate indirectly, namely through job satisfaction and PsyCap. This mechanism is based on the S-O-R-C model, where C is the motive organism [5]. This motive is carried out by considering behavior that is increasingly beneficial for himself, the workteam, and the organization [5] [48]. SOC can stimulate organisms to feel satisfied with their work because it is an antecedent of job satisfaction [8]. This stimulus has previously been experienced as being able to increase employee job satisfaction both in the service industry and manufacturing in Europe [11]. Then lecturers at several universities in Thailand also felt the same thing [7]. SOC is also a stimulus that can increase PsyCap, this is because SOC can increase the dimensions of PsyCap [5]. Employees from various industries have experienced this [11]. Students at several leading universities in Norway also felt that SOC increased their PsyCap [13]. Then, athletes in America and Asia also experienced the same thing as the previous organism [12]. Transformational leadership can be a stimulus for the job satisfaction of its organism. The characteristics have become a stimulus that makes the organism behave in a way that describes the dimensions of job satisfaction [27]. Research & development employees and university lecturers in Turkey have felt an increase in their job satisfaction when led by a transformational leader [15]. Academics at public universities in Uganda also experienced the same thing [17]. Then, employees in the tourism sector in Greece also had the same experience [18].

Another role of transformational leadership is as a stimulus that forms PsyCaps. The dimensions it has can increase each dimension of PsyCaps [20]. This condition is like what has been experienced by employees in the hospitality industry in Malaysia [50]. Athletes in Asia and their coaches also feel that their PsyCaps have increased when led by a transformational leader [46]. In addition, micro and small industry players in Indonesia have experienced increasingly better PsyCaps after receiving stimulus from a transformational leader.

After the organism experiences increased job satisfaction and has an increasingly effective PsyCap, it becomes motivated to behave in a way that can maintain the continuity and development of the resources it already has [5] [21]. This behavior certainly benefits not only oneself but also has a positive impact on other employees, leaders, and the organization, namely IWB. Empirical support that examines IWB as a consequence of job satisfaction is still relatively rare. Then, the studies that have been carried out still have contradictions; studies on the experiences of service industry employees in Taiwan feel that they have an increasingly productive IWB when they get higher job satisfaction [47]. However, employees in various industries in China experience the opposite [23]. The results above indicate that there is still a need for empirical studies so that they can confirm whether IWB is a consequence of job satisfaction. The dimensional structure of PsyCap, consisting of Confidence, Optimism, Hope, and Resilience, is a sequence of the IWB process. Thus, it can be understood that IWB is a consequence of PsyCap [3]. Employees of various service industries in India have felt and implemented the process [24]. Employees of various industries in Saudi Arabia also have the same experience [1]. Then what happened in China, employees from various company sectors also experienced similar things [2]. From the previous descriptions, the framework that has been developed has very flexible potential. Viewed from the organization's scope, it can be applied in both the service and manufacturing sectors, including education. Then for the size of the organization, it can be for micro-scale businesses to large industries. Viewed from the type of business, the framework can be applied to any business sector. For the education sector, it can

be applied to all levels, from elementary education to higher education. The point is that every organization that is obliged to shape the behavior of its individuals can apply this framework.

This developed understanding must continue to be developed. One alternative development is to continue using S-O-R-C as a grand theory. For intermediate theory, AET can still be used but needs to be enriched with new meta-analyses and/or literature reviews. In addition, it needs to be supported by more applied theory through the latest empirical studies.

6 Conclusion

This conceptual study has strengthened the development of the S-O-R theory into S-O-R-C, which is supported by the Affective Events Theory. More specifically, a framework has been developed for developing Innovative Work Behavior through direct stimulus in the form of Supportive Organizational Climates and Transformational Leadership, which refers to the S-O-R model. In addition, there is also a framework for providing indirect stimulus through Job Satisfaction and Psychological Capital, which follow the S-O-R-C model.

The limitations of this framework have been identified with limited reference sources. Further studies are needed to enrich the reference sources. One way to address these limitations is to implement the framework in various empirical studies. Implementing it in the education sector is a priority, especially in state higher education. This is important because there is a great need for the development of innovative behavior, but an effective and efficient pattern is still lacking.

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