



TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 10, 2020

**A new decade
for social changes**

www.techniumscience.com

ISSN 2668-7798



9 772668 779000

Predicting Modelling of Factors Influencing Innovative Work Behavior

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Abstract. The hospital success depends on the human resources. Hospital operational system can run well because of human resources support. Therefore, the hospital needs to empower human resources to achieve the organizational goals. One of the solutions is to initiate the Innovative Work Behavior. This study aims to examine the direct effect of work environment on Innovative Work Behavior and the effect of work environment on Innovative Work Behavior through work motivation. This study uses quantitative research. Data analysis uses the PLS (Partial Least Square). The population was all 200 employees of Malang Public Hospital. The sampling technique uses Simple Random Sampling, so the number of samples used is 133 employees. Data was collected by questionnaire. The study results indicated that work environment has a direct effect on Innovative Work Behavior and work environment has an indirect effect on Innovative Work Behavior through work motivation.

Keywords. Work Environment, Motivation, Innovative Work Behavior

Introduction

The hospital success depends on the human resources. Hospital operational system can run well because of human resources support. Therefore the hospital needs to empower human resources to achieve the organizational goals. One way is to initiate Innovative Work Behavior (IWB). Innovative Work Behavior is the overall behavior of a person that refers to emergence, introduction, and application of something new and can be beneficial at all levels of organization (Kresnandito & Fajrianti, 2012). This behavior describes the added value of employees and one form of prosocial behavior, namely positive, constructive and meaningful social behavior. IWB can change the formal organizational atmosphere to become more relaxed, full of cooperation, and reduce the tension of employees, to create a supportive atmosphere to increase employee productivity, which has an impact to achieve the effectiveness and efficiency of organization (Supriyanto, 2019). To improve Innovative Work Behavior, hospitals must pay attention to the influencing factors such as work motivation and work environment.

Motivation is a condition as an impetus for someone to do an action or activity (Hadari, 2011: 351). Veithzal (2006: 455) stated that motivation is an encouragement or enthusiasm that can change a person's attitude or behavior to achieve the desired goals. Yu et al. (2018) showed that motivation was a significant predictor of Innovative Work Behavior. While Afsar & Umrani (2019) stated that motivation become a mediation factor for Innovative Work Behavior. Thus, motivation enables employees to pay more attention and exert deeper efforts, acquire new knowledge and skills in improving Innovative Work Behavior.

In addition to work motivation, one factor to affect Innovative Work Behavior is the work environment. The work environment is everything around employees in carrying out their

duties (Sofyan, 2013). Pawirosumarto et al. (2017) stated that work environment is a place where all employees can carry out activities, where they can have a positive or negative impact on employees to achieve their stated goals. A conducive work environment have a positive impact on work continuity, while a less conducive work environment can have a negative impact on employee work continuity.

Several studies have addressed the work environment. Moulana, Sunuharyo and Utami (2017); Saputro and Fathoni (2017) stated that physical condition of environment has a positive and significant effect on work ethic. Nardo, Evanita, & Syahrizal (2018) in their research showed that non-physical work environment has a significant effect on innovative behavior. Sari & Aziz (2019) states that work environment have a direct effect on work motivation. Moulana, Sunuharyo and Utami (2017) stated that work environment has a significant effect on work motivation.

Although many work environment research has been done, it is still rarely associated with Innovative Work Behavior (Cangialosi, 2020). Innovative Work Behavior is very important to increase the organizational effectiveness, but in reality there are still differences between theory and practice in its application (Supriyanto, 2019). The empirical tests of work environment were associated with motivation but are still rarely done through Innovative Work Behavior.

Given that studies between the work environment and Innovative Work Behavior (IWB) are still limited, and there are still research contradictions, this study seeks to provide an explanation of work environment, proposing a framework for IWB mediation by work motivation using previous empirical studies. This is intended to integrate the work environment, motivation and IWB in a model that can be used by researchers to better understand IWB. The model developed in this study should add to scarcity of literature on work environment with IWB through work motivation. This will facilitate the organization in understanding the factors to increase employee IWB which will ultimately improve organizational performance. Based on description that has been stated, research objectives in this study are to examine the direct effect of work environment on Innovative Work Behavior in Malang City Public Hospital and to examine the indirect effect of work environment on Innovative Work Behavior mediated by work motivation.

2. Literature Review

2.1 Work Environment

Sofyan (2013: 20) stated that work environment was everything around employees in carrying out their duties that can affect themselves in an area. The work environment is more focused on how employees get a sense of comfort, security, peace, and satisfaction in completing a job inside his office.

Work Environment was a place where all employees can carry out activities to achieve predetermined goals (Pawirosumarto et al., 2017: 1339). Sedarmayanti (2009: 26) stated that the type of work environment is divided into two namely. First, Physical work environment was all physical forms that are located around the workplace that can affect employees both directly and indirectly. Second, non-physical environment is all circumstances relating to work, both relationships with superiors and fellow co-workers, and relationships with subordinates.

2.2. Motivation

Veithzal (2006: 455) defined motivation as a set of a person's behavior and effect a person to achieve specific things in accordance with objectives. Stanford in (Mangkunegara, 2005: 93) stated that motivation become an energizer condition of organism that serves to direct that organism toward the goal of a certain class. Hadari (2011: 351) defined motivation as a condition that encourages or becomes the cause of an individual doing an activity or act

directly and consciously. While according to Sutrisno (2009: 110) motivation is the cause of a person's interactions with certain situations that are faced with a problem.

Sutrisno (2009: 116) defined motivation as a psychological process of motivation in individuals that will be obtained by several factors. These factors can be distinguished as internal and external factors of employees. Internal factors include: a desire to be able to live; the desire to be able to have; desire to get an award; desire for recognition; the desire to rule. Whereas External Factors include: working environment conditions; adequate compensation; good supervision; job security; status and responsibilities; and flexible rules.

2.3 Innovative Work Behavior

Scott and Bruce in (Park, Yoon, & Kim, 2014) defined Innovative Work Behavior as an act to seeks, develops, and implements new ideas and solutions in current situation of the company. Innovative Work Behavior will help the company to achieve its stated goals. Afsar, Masood, & Umrani (2019) defined Innovative Work Behavior as the result of a set of behaviors related to idea creation, idea support and idea implementation.

Abdullah, Wahyuningrum, and Widiyanto (2012) define IWB as a measure to the extent someone has made an innovation in their work. According to Delafrooz et.al in (Muslichati, 2015) indicators of Innovative Work Behavior include: the technology usage; interaction with patients and new services development.

2.4 Relationships between Variables

2.4.1 Relationship of Work Environment to Innovative Work Behavior

The work environment is one elements of work which includes comfort, cleanliness and infrastructure. The work environment is one most important factor that directly related to daily activities of employees at work.

The work environment factors to affect work behavior include physical and non-physical conditions (Sedarmayanti 2009: 21). The company should create a comfortable work environment to improve Innovative Work Behavior. In addition, Nardo, Evanita & Syahrizal. (2018) proved that non-physical work environment can affect the innovative behavior of employees at company, so that work environment can support and meet the needs of employees to improve the employee's Innovative Work Behavior.

2.4.2 Relationship between Work Environment, Motivation and Innovative Work Behavior

An organization or company is successful when optimally empowering the human resources. It is done by creating a better work environment and providing motivation to employees. Pawirosumarto et al. (2017: 3) defined Work Environment as a place where all employees can carry out activities, where they can have a positive or negative impact on employees to achieve their stated goals. Those who are positive about work situations will show high motivation and vice versa if they are negative about work situations, they will show low motivation. The intended work situation includes work relationships, work facilities, work climate, leader policies, work leadership patterns, and working conditions.

Hadari (2011) defined motivation is a condition to encourages an individual doing an activity or act directly and consciously. Someone with low motivation tend to display feelings of discomfort towards their work. The greater motivation of individuals as employees can enhance Innovative Work Behavior.

Moulana, Sunuharyo and Utami (2017) showed that work environment has a significant effect on work motivation, which means that work environment affects on the motivation of employees to work. Yu et al. (2018) showed that motivation become significant predictor to Innovative Work Behavior, high employee motivation is related to tendency to do Innovative Work Behavior.

2.5. Hypothesis Model

Figure 1 shows the hypothesis model.

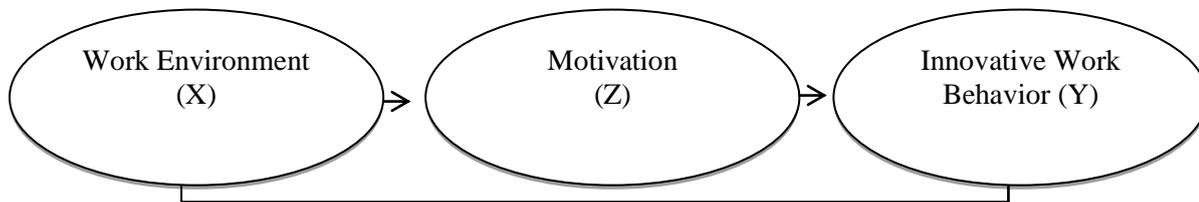


Figure 1. Hypothesis Model

2.6 Research Hypothesis

Based on hypothesis model, research hypothesis can be formulated below.

H1: Work Environment (X) directly affects on Innovative Work Behavior (Y).

H2: Work Environment (X) affects on Innovative Work Behavior (Y) through Motivation (Z).

3. Research Methods

Based on the purpose, this research was an explanatory research. This research was conducted at Malang Public hospital (RSU). The population was 200 public hospital employees. Using the 5% Slovin formula, a sample of 133 employees was obtained. The sampling technique used is simple random sampling.

Indicators of work environment variables refer to Sedarmayanti (2009) opinion, namely, physical work environment and non-physical work environment. Indicators of work motivation refer to Sutirno opinion (2009: 116), namely internal motivation and external motivation. The Innovative Work Behavior indicator refers to Mudlichati's opinion (2015) and Abdullah, Wahyuningrum, and Widianto (2012) namely Work Innovation, New Service Development, Interaction with Patients. Descriptive Statistical Analysis was used to find out the frequency distribution of respondents' answers from results of questionnaire and describe in depth the studied variables. The collected data were analyzed by statistical testing of PLS-EM which is the most frequent and widely used data analysis method (Supriyanto & Ekowati, 2020) to calculate scores (not scale) and allows multicollinearity (Supriyanto et al., 2020). Testing mediation with a procedure developed by Sobel known as the Sobel test was done by Free Statistic Calculation for Sobel Test version 4.0. (Supriyanto et al., 2020).

4. Data Analysis and Discussion

4.1 Description of Research Results

The samples of this study 133 employees of Public hospital at Malang. Researchers have distributed 133 questionnaires and then the results of questionnaire data were analyzed based on age, sex, education and years of service. The analysis of respondents characteristics were shown below.

Respondents Characteristics by Age

Table 1 shows the tabulation of respondents characteristics based on the age.

Table 1. Respondents characteristics by Age

No	Age	Number of Employees	Percentage (%)
1	21-30	65	48.9%
2	31-40	42	31.6%
3	41-50	19	14.3%
4	51-60	7	5.2%
Total		133	100%

Table 1 showed the age group of respondents. Respondents age of 21-30 years were 65 employees (48.9%), 31-40 years were 42 employees (31.6%), 41-50 were 19 employees (14.3%) and 51-60 years were 7 employees (5.2%). The age characteristic data shows most respondents were 21-30 years old.

Respondents characteristics by Gender

Table 2 shows the tabulation of respondents characteristics based on the gender.

Table 2. Respondents characteristics by Gender

No	Gender	Number of Employees	Percentage (%)
1	Male	35	26.3%
2	Female	98	73.7%
Total		133	100%

Table 2 showed that male respondents were 35 employees at percentage of 26.3% while female respondents excess return 98 employees at a percentage of 73.7%. In this data the majority respondents were male.

Respondents characteristics Based on Education

Table 3 shows the tabulation of respondents characteristics based on the education level.

Table 3. Respondents characteristics Based on Education Level

No	Education Level	Number of Employees	Percentage (%)
1	Senior High School	15	11.2%
2	D3	63	47.4%
3	S1	55	41.4%
4	S2	0	0%
Total		133	100%

Table 3 showed that respondents with education level of high school were 15 people at percentage of 11.2%, D3 were 63 people at percentage of 47.4%, S1 were 55 people at percentage of 41.4% and there was no S2 education level. So it can be concluded that most respondents are D3 education level.

Respondents characteristics Based on Tenure

Table 4 shows the tabulation of respondents characteristics based on the tenure.

Table 4. Respondents characteristics Based on Tenure

No	Tenure	Number of Employees	Percentage (%)
1	0-10	132	99.2%
2	11-20	1	0.8%
Total		133	100%

Table 4 showed that the most respondent tenure of 0-10 years were 132 people (99.2%), 11-20 years was 1 person (0.8).

4.2. Linearity Test

Linearity Test is used to determine whether the study model is a linear or non-linear model. The model can be stated linear if the significant value $f < 0.05$. Table 5 shows the linearity test results.

Table 5. Linearity Test Results

Independent Variables	Sig	Dependent Variables
Work Environment (X)	0.000	Innovative Work Behavior (Y)
Innovative Work Behavior (Y)	0.000	Motivation (Z)
Motivation (Z)	0.000	Innovative Work Behavior (Y)

Table 5 showed that linearity test was fulfilled at significant value < 0.05 . The work environment (X) has a linear relationship with Innovative Work Behavior (Y) at significance value of $0.00 < 0.05$. The work environment (X) has a linear relationship with motivation (Z) at significance value of $0.00 < 0.05$. Motivation (Z) has a relationship with Innovative Work Behavior (Y) at significance value of $0.00 < 0.05$.

4.3. Model Evaluation

4.3.1.1. Model Measurement (Outer Model)

The model measurement test (outer model) is done through the convergent validity test.

Convergent Validity

Table 6 shows the result of convergent validity text.

Table 6. Test Results of Loading Factor

Work Environment (X)		
Physical Work Environment	X1.1	0743
	X1.2	0.795
	X1.3	0.689
	X1.4	0.768
	X1.5	0.786
Non Physical Work Environment	X2.1	0.759
	X2.2	0.768
Innovative Work Behavior (Y)		
Work Innovation	Y1.1	0.816
	Y1.2	0.815

	Y1.3	0.806
	Y1.4	0.847
New Service Development	Y2.2	0.517
Interaction with Patients	Y3.1	0.662
	Y3.2	0.717
	Y3.3	0.620
	Y3.4	0.605
Motivation (Z)		
Internal	Z1.1	0.664
	Z1.2	0.704
	Z1.3	0.670
	Z1.4	0.623
External	Z2.1	0.711
	Z2.2	0.839
	Z2.3	0.833
	Z2.4	0.831

Table 6 showed work environment variable consist of two indicators namely the physical work environment and non-physical work environment. Both indicators reflect and form the construct of work environment. The analysis results show that two indicators significantly shape the work environment with a loading factor above 0.5. Indicator X2.2 is the dominant indicator for non-physical work environment with a loading factor of 0.786. While indicator X1.2 is the dominant indicator in physical work environment with a loading factor of 0.795. It can be concluded that work environment should be adjusted to physical work environment around the employees.

The Innovative Work Behavior variable consist of three indicators namely work innovation, new services development and interaction with patients. These three indicators reflect and form the construct of Innovative Work Behavior. The analysis results show that three significant indicators forming Innovative Work Behavior with a loading factor value above 0.5. Work innovation is a dominant indicator with highest loading factor value on item Y1.4 of 0.847 and item Y1.1 of 0.816. It can be concluded that employee has Innovative Work Behavior if adjusted to existing work innovation.

Motivational variable consist of two indicators namely internal and external motivation. Both indicators reflect and form a construct of motivation. Analysis results show that two significant indicators form motivation with a loading factor value above 0.5. External has the dominant indicator with highest loading factor value on item Z2.2 of 0.839 and item X2.3 of 0.833. It can be concluded employees will motivated if adjusted to existing external factors.

Table 7 shows the convergent validity test. It is used to compare the value of Square Root of Average Variance Extracted (AVE) of each latent variable with correlation between the latent variable and other latent variables in the model. The square root value of AVE variable above the correlation between the latent variable and other latent variables indicates valid and can be included in model. In addition, AVE value greater than 0.5 is considered valid.

Table 7. Value of Average Variance Extracted (AVE)

No	Variables	AVE	\sqrt{AVE}	Description
1	External Environment (X)	0.576	0.759	Valid
2	Innovative Work Behavior (Y)	0.519	0.720	Valid
3	Motivation (Z)	0.546	0.739	Valid

Table 7 showed that all indicators on each variable have an AVE value above 0.5. It implies that overall the indicators are valid to explain the variables.

Composite Reliability

Reliability testing with internal consistency reliability is done by measuring the reliability level of indicator group against the latent variables. These measurements can be seen through the value of Cronbach's alpha coefficients and composite reliability coefficients. Cronbach's alpha and composite reliability greater than 0.0600 indicates reliability level of indicator group against latent variables. The results of internal consistency reliability testing on latent variables used in model show the value above alpha Cronbach 0.600. It can be concluded that indicators consistently and reliably describe the research model. The test results are described in Table 8.

Table 8. Value of Composite Reliability and Cronbach's Alpha

No	Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
1	Work Environment	0.877	0.880	0.905	0.576
2	Innovative Work Behavior	0.880	0.893	0.905	0.519
3	Motivation	0.881	0.898	0.905	0.546

4.3.1.2 Inner Model or Goodnes of Fit Measurement

Structural model feasibility testing is measured by R-squared and Goodness of Fit (GoF) that equivalent to coefficient of total determination in path analysis or in PLS. The higher R-squared values indicate the better research model. R-squared values only exist for endogenous variables or constructs. Test results for model feasibility showed the r-squared value for Innovative Work Behavior (Y) of 0.423 and motivation (Z) of 0.249. Thus it can be interpreted through Table 9 below.

Table 9. R-square and Adj-square values

No	Variables	R Square	R Square Adjusted
1	Innovative Work Behavior	0,423	0,415
2	Motivation	0,249	0,244

Table 9 showed the R-square of Innovative Work Behavior was 0.423 or 42.3%. This means that Innovative Work Behavior variable can be explained by work environment variable by 42.3% and remaining 57.3% was affected by other variables.

The R-square value of Motivation was 0.249 or 24.9%. This means that motivation variable can be explained by work environment variable by 24.9% and remaining 75.1% was affected by other variables.

Next is testing the structural model value of Goodness of Fit on inner model using the predictive-relevance value (Q^2) (Supriyanto & Maharani, 2013: 373). The calculation is shown below.

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.423) (1 - 0.249)$$

$$Q^2 = 1 - (0.433)$$

$$Q^2 = 0.567$$

Above calculation showed the model has value Q^2 of 0.567 or 56.7%. The rest 43.3% was explained by other variables outside this research model.

4.3.1.3 Hypothesis Testing Results

Table 10 and Table 11 show the recapitulation of hypotheses testing results.

Table 10. Direct Effect Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Work Environment->Innovative Work Behavior	0.469	0.477	0.066	7.102	0.000
Work Environment->Motivation	0.499	0.506	0.086	5.798	0.000
Motivation->Innovative Work Behavior	0.274	0.273	0.083	3.327	0.001

H1: work environment has a direct effect on Innovative Work Behavior

Table 4.10 showed that work environment has a direct effect on Innovative Work Behavior with a path coefficient of 0.469 at positive direction.

The effect of work environment on Innovative Work Behavior showed path coefficient of 0.469 with a positive direction. The positive path coefficient means that work environment has a direct relationship to Innovative Work Behavior. The results showed the t-value of $7.102 > 1.96$ with a p value of $0.000 < 0.005$. The work environment directly can improve Innovative Work Behavior. This means H1 is accepted.

Table 11. Testing for Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Work Environment->Motivation ->Innovative Work Behaviour	0.137	0.137	0.047	2.930	0.004

H2: work environment affects on Innovative Work Behavior through motivation

Testing between the variables proves that work environment has an indirect effect on Innovative Work Behavior through motivation. The results of t-statistic value of $2.930 > 1.96$ with a p value of $0.004 < 0.005$. Then the work environment can indirectly increase Innovative Work Behavior. This means H2 is accepted.

4.4 Discussion

4.4.1 Work Environment Has a Direct effect on Innovative Work Behavior

The inner model test showed that work environment has a significant effect on Innovative Work Behavior. The higher the work environment will increase the Innovative Work Behavior. Vice versa, lower work environment will decrease Innovative Work Behavior.

The work environment variable consists of two indicators of physical work environment and non-physical work environment. Based on the value of loading factor indicator the non-physical work environment is the highest, so the physical work environment indicator is the most dominant indicator to shape work environment variable.

The Innovative Work Behavior variable consists of three indicators including work innovation, new services development and interactions with patients. Based on loading factor value of work innovation indicator, the highest is the most dominant indicator to Innovative

Work Behavior variables.

The results of respondents' answers indicate a work comfort for employees is affected by environment around the workplace, both the physical environment and non-physical work environment that can improve the Innovative Work Behavior for employees. Therefore, the work environments have important role to promote work morale of employees and promote good Innovative Work Behavior.

This research finding was consistent with Nando, Evanita, & Syahrizal (2018) that non-physical work environments had a significant effect on innovation work behavior. The previous study supports the importance of work environment to improve the Innovative Work Behavior in Malang Public Hospital. This is in line with Li and Zheng in (Ismullah, 2018) that Innovative Work Behavior factors consist of internal and external factors. The internal factors related to nature of individual to participate in eliciting Innovative Work Behavior. The external factors were consistent with environmental conditions where individuals work. Therefore, work environment has an important role to improve the Innovative Work Behavior. Kleysen and Streen in (Kresnandito & Fajrianti, 2012) stated that Innovative Work Behavior was the overall behavior of a person that refers to emergence, introduction, and application of something new and can be beneficial for all levels of organization. Something new and beneficial can include the development of new ideas or changes in administrative procedures with aim to improve the quality of work or the implementation of ideas that can increase efficiency and effectiveness.

The direct effect of work environment on Innovative Work Behavior was greater on motivation variables. This means that work environment has more effective and better direct effect on employees by providing comfort environment where employees work both physically and non-physically. That comfort gained by employees will improve Innovative Work Behavior, than to do the motivation first. The better work environment implemented given by hospital will increase Innovative Work Behavior.

4.2.2 Work Environment Affects Innovative Work Behavior through Motivation

The inner model values showed that work environment (X) has a significant effect on Innovative Work Behavior (Y) through motivation (Z). This can be seen from path coefficient value of 0.137, t statistic of 2.930 with a p value of $0.004 < 0.5$ It showed a significant positive effect. It proved work environment variable affect on Innovative Work Behavior through motivation at Malang Public hospital.

The work environment variable consists of 2 indicators of physical work environment and non-physical work environment. The loading factor of physical work environment indicator was the highest so that physical work environment indicator is the most dominant indicator to shape the work environment variable.

Motivational variable consisted of 2 indicators of internal and external. The loading factor the external indicator is the highest so that external indicator is the most dominant indicator to form the motivational variable.

The Innovative Work Behavior consists of 3 indicators of work innovation, new services development and interactions with patients. The loading factor value of work innovation indicator is the highest so that work innovation indicator is the most dominant indicator to shape Innovative Work Behavior variable.

Sari & Aziz (2019) stated that work environment has a direct effect on work motivation. This is supported by Moulana, Sunuharyo and Utami. (2017) that work environment has a significant effect on work motivation; it means that work environment affects employee motivation to work. The theory and these studies results showed work environment around the workplace such as work relations, work climate, working conditions and pleasant work environment are the basic triggers for a person's comfort at work.

Work Environment according to Pawirosumarto et al. (2017: 3) was the place where all

employees can carry out activities, where they can have a positive or negative impact on employees to achieve their stated goals. Those with positive work situations will show high motivation and vice versa. The intended work situation includes, work relationships, work facilities, work climate, leader policies, work leadership patterns, and working conditions.

Sutrisno (2009: 116) stated that factors to affect motivation consist of internal and external factors. One of external factors is the condition of work environment. The work environment is the overall work facilities and infrastructure around employees to affect work implementation. The work environment includes the workplace, facilities and work aids, cleanliness, lighting, tranquility, and work relationships between people in the place.

Yu et al. (2018) showed that motivation had a significant predictor to Innovative Work Behavior, where study showed that motivation was the main factor to affect the Innovative Work Behavior. The high conditions of employee work motivation are related to high level of Innovative Work Behavior. The theory and results of these studies showed that motivation has an effect on Innovative Work Behavior.

Li and Zheng in (Ismullah, 2018) suggested several factors to affect Innovative Work Behavior, namely internal factors originating from within individuals or motivation and external factors originating from work environment. The meaning of work environment was the creation of a work environment both physical and non Physical as a conducive factor to give a major contribution to improve the Innovative Work Behavior. A comfortable work environment for employees can increase Innovative Work Behavior. Conversely, an inadequate work environment can reduce Innovative Work Behavior and ultimately reduce employee motivation.

The respondents answers indicate that the comfort for employees in the work was affected by environment around the workplace both the physical environment and non-physical environment that affect to improve the Innovative Work Behavior. Motivation also allows employees to pay more attention and deeper efforts, obtain knowledge and new skills in improving Innovative Work Behavior. Afsar, Masood, & Umrani (2019) stated that Innovative Work Behavior was a result of a set of behaviors related to idea creation, idea support and idea implementation.

5. Conclusion and Suggestions

The work environment can improve Innovative Work Behavior. The more effective work environment gives a direct effect on employees by providing comfort environment where employees do work both physically and non-physically. This means that better the work environment applied by Malang Public Hospital will increase the Innovative Work Behavior of employees.

The work environment can improve Innovative Work Behavior through motivation. That was because a comfortable work environment can encourage the spirit of Innovative Work Behavior of employees. A conducive work environment motivated employees to work more productively than not motivated employees.

Based on the conclusions, the suggestions can be stated as follows. Malang Public Hospital should create a comfortable atmosphere, so that it does not interfere the performance of employees in carrying out their duties. By patients and patient visitors, does not affect employee motivation. The work environment disruptions should be eliminated such as lack of lighting, odors, noise and noise caused by patients and visitors, in order do not affect the employee work motivation.

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