

Transformational Leadership, Organisational Climate and Organizational Trust; Is It Trigger to Innovative Work Behavior?

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Abstract

In disruptive era and increasingly competitive world today, innovative work behaviour is the basic foundation for organisations to create a brilliant work process, services and products. With the increasingly complex and multitasking work of lecturers, innovative behavior is needed to carry out their duties. This study examines the effect of transformational leadership, organisational climate and organisational trust on the innovative work behaviour of lecturers working on Open Distance Learning (ODL) Context. This research was conducted at the headquarters of the largest Open Distance Learning higher education institution in Indonesia and uses a correlational quantitative approach, involving 100 randomly selected respondents. Descriptive Statistic and Ordinary Least Square is used for analyze the data. Findings showed that organizational climate has the greatest effect on improving innovative work behavior, followed by transformational leadership and organizational trust. Therefore organisational climate, transformational leadership and organisational trust can be developed into a valuable strategy in order to improve innovative work behaviour.

Keywords: transformational leadership, organisational climate, organisational trust, innovative work behaviour.

INTRODUCTION

The Covid-19 pandemic has disrupted all aspects of our lives, including the world of higher education. Online learning suddenly becomes a breakthrough for higher education to continue operating safely and sustainably. Online learning involving digital devices, internet networks, and Learning Management Systems is not an ODL speciality anymore. Now it has become part of face-to-face university learning activities. The Open University of Indonesia, as the largest and most experienced higher education institution in conducting open and distance learning in Indonesia for 37 years, must be able to adapt and change, move with the times and respond

to opportunities and challenges that come from the environment, both internally and externally, with more fast, flexible, adaptive and innovative. In an academic environment with an open and distance learning format, lecturers play essential roles. Besides their responsibility for teaching, doing research and community services, they also must handle administrative tasks or act as academic managers, content writers, reviewers, and even producers of learning media (Maharani, 2020). In other words, ODL lecturers' jobs are increasing based on knowledge and becoming more complex. It is known as innovative work behaviour, which is the basis in organizations to produce brilliant performance, generate ideas, thoughts, and breakthroughs that serve as the foundation for

creating better work processes, services, and products. Many studies have been developed to determine what motivates or enables the emergence of individual innovative work behaviour (Scott et al., 1994). Several research results related to the emergence of individual innovation behaviour are linked to leadership, transformational leadership, organizational trust and organizational climate, which are referred to as prerequisites that must exist before the emergence of what is called individual innovative work behaviour (Amabile & Pratt, 2016 ; J. De Jong & Den Hartog, 2008, 2010). Previous research is generally conducted in business organizations, hospitals and public schools. There is no research on innovative work behaviour that examines the profession of lecturers who work in the context of ODL services. This research is expected to provide an empirical contribution to developing innovative work behavior theories, especially in higher education institution that operate with a open and distance learning format.

LITERATURE REVIEW

INNOVATIVE WORK BEHAVIOR

Innovation is a creation and implementation of a new idea, product, process and policy. An idea is the core of innovation, and the effectiveness of implementation is a form of contribution from the knowledge possessed by employees (Duygulu & Ozeren, 2009). The innovation that is displayed explicitly by individuals in the organisation is the innovation behaviour of individual work. Although most innovation studies are conducted at the organisational level, innovation is an idea (Scott et al., 1994), and individuals are the originators and implementers of innovative ideas. The idea comes from the individual as the party who brings, develops, reacts and can modify it. (Getz & Robinson, 2003) found that nearly eighty per cent of innovative ideas arise from individuals.

In comparison, only about twenty per cent of innovation comes from organisational initiatives. According to (Hammond et al., 2019; Farr, F. and Ford, 1990), Innovative

Work Behavior is defined as a context in which individuals can initiate and intentionally introduce new and valuable ideas, processes, products or procedures. Innovative work behaviour is a multi-stage process involving idea formation, presentation and implementation (Scott & Bruce, 1994). Perspective on innovative work behaviour continues to grow where at first it was only developed in one-dimensional, two-dimensional, three-dimensional to four-dimensional models, (Janssen, 2003; Reuvers et al., 2008). De Jong & Hartog (2010) then developed innovative work behaviour into four corresponding behavioural sequences: problem recognition, idea generation, idea promotion, and also idea realisation. Yuan & Woodman (2010) defines work innovation behavior as the process of developing, adopting and implementing new ideas of employees in groups or organizations, towards products, technology and work methods to optimize organizational performance. Experts widely cite job innovation behaviour as a critical asset for organisations to generate innovation and function as a determinant of organisational success in a dynamic environment (Arquitectura et al., 2015). This is, of course, not an exaggeration because it stems from the fact that innovation lies in the hands of individuals within the organisation, which then develops and produces behaviours that are very important for the continuous improvement of an organisation's business processes and products (Janssen, 2000). Even today, according to Kör (2016), innovative work behaviour has become one of the essential attributes of the hallmark of high-performing companies.

TRANSFORMATIONAL LEADERSHIP

In a constantly changing world and full of uncertainty, it takes a leader who is strong, not authoritarian, trustworthy, has a clear concept and direction in work that can bring about change. The most suitable leadership in a change situation is transformational leadership (Kazmi & Naaranoja, 2015). Transformational leadership is a leadership that can develop the potential abilities of its followers through inspiration, intellectual stimulation and

empowerment, which ultimately leads to the development of subordinate innovative work behaviour (Bass et al., 1996). Transformational leadership involves inspiring followers to commit to a shared vision, which gives meaning to their work while serving as role models who help followers develop their potential and see problems from new perspectives (Colquitt, J. A., LePine, J. A., & Wesson, 2019). Meanwhile, Bass in Muchinsky (2000) defines transformational leadership as the ability of leaders to transform subordinates by making them realise the importance of the position and value of a task, through activating their needs at a higher level and persuading them to go beyond personal interests for the benefit of the organisation. As a result of this influence, followers feel trust and respect for the leader and are motivated to do more than expected. Therefore, Aamodt (2004) states that transformational leaders are visionary, forward-looking, charismatic and inspiring leaders.

ORGANISATIONAL CLIMATE

Organisational climate comes from a social climate that reflects an organisational social system order or is referred to as the normative infrastructure of an organisation. Organisational climate shapes behaviours and attitudes, ultimately translated into benefits, products, results or organisational characteristics/organisational outcomes. Litwin and Tagiuri (1968) introduced the term organisational climate to mention a relatively permanent quality of an organisational environment that its residents perceive, influences their behaviour, and can be explained as a value or a set of certain characteristics (attributes) an environment/organisation. Ekvall (1983) defines organisational climate as an organisational attribute consisting of behaviours, attitudes and feelings that are organisational characteristics. In line with the development of research on organisational climate, the concept of organisational climate has developed to be more complex and organisational. The organisational climate is seen as a dynamic ability of an organisation to perceive, capture, and reconfigure situations or events that are also influenced by the

workplace context that shapes social interactions. organisational members (Gavetti, 2005; Staats, 2009; Fainshmidt & Frazier, 2017). Organisational climate is closely related to creating a conducive work environment to create harmonious relationships and cooperation between individuals and human resources. This organisational climate will then affect an organisation's innovation, growth, productivity, and financial performance (Fainshmidt & Frazier, 2017).

ORGANISATIONAL TRUST

Fundamentally, trust is defined as the extent to which a person is confident in and willing to act based on words, actions, and decisions (McAllister, 1995). Lewicki et al. (1998) explained that trust is a person's confidence in positive expectations of other people's behaviour in a risky context. In other words, trust reflects the expectation or belief that the other party will act reasonably following what is expected (Whitener et al., 1998). Trust is a fundamental coordination mechanism in everyday social life, especially in business organisations (Bachman & Zaheer, 1993). Trust is a basic need that the organisation must meet to create a sense of joy at work (Mullins, 2005). In line with the development of research on organizational climate, the concept of organizational climate has developed to be more complex and organizational, where the organizational climate is defined as the dynamic ability of an organization to perceive, capture, and reconfigure situations or events that are also influenced by the workplace context that shapes members' social interactions. (Gavetti, 2005; Staats, 2009; Fainshmidt & Frazier, 2017). Currently, trust can simply be formulated in the organizational context as a form of willingness to submit to authority based on positive expectations for the actions and intentions of the superior (Colquit, 2019). Furthermore, trust can be grown through the presence of three main aspects in the organization, namely ability, benevolence and integrity (Colquitt & Salam, 2015).

TRANSFORMATIONAL LEADERSHIP AND INNOVATIVE WORK BEHAVIOR

Transformational leadership is a unique form of leadership, where leaders are considered to have the ability to influence employees' moral and ethical values so that employees tend to show better performance than expected (Yi et al., 2019). Transformational leaders can empower followers to question the status quo, provide challenges and stimulate subordinates to think outside the box and invite followers to carry out divergent thinking processes rather than requiring followers to be obedient and obedient. This can trigger the emergence of Innovative Work Behavior, defined by Farr, F. and Ford (1990) as a context for how individuals can intentionally introduce purpose to an idea, process, product or procedure that is new and useful for work and organisation. Many researchers find transformational leadership as a pattern of leadership that is suitable for the development of innovative work behaviour in the workplace. Reuvers, Van Engen, Vinkenbug, & Wilson-Evered (2008) found that transformational leadership is positively and significantly related to employee innovative work behaviour. It is proven that transformational leadership is a catalyst for the emergence of work behaviour and positively impacts innovation, processes and products and organisational innovation (Yıldız, Baştürk, & Boz, 2014; Elrehail, Emeagwali, Alsaad & Alzghoul, 2018). Other studies also prove that the more transformational the leaders in the company are, the more innovations will emerge in the company (Shin and Zhou, 2003; Chen & Hou, 2016; Dewa Nyoman Reza Aditya, 2016). Based on theoretical review and empirical support for the relationship between the two variables, the following hypothesis can be established;

Hypothesis 1 (H1): Transformational leadership has a positive effect on the innovative work behaviour of Open University lecturers

ORGANISATIONAL CLIMATE AND INNOVATIVE WORK BEHAVIOR

Organisational climate refers to the assessment and attitude of organisational members on managerial practices, procedures, work relations, and various other attributes within the organisation (Tokarski & Oleksa-Marewska, 2019). Therefore, organisational climate is an essential factor because it will determine member behaviour and organisational efficiency (Sokol et al., 2015), including innovative work behaviour (Ghasemi, 2014).

An organisational climate that encourages and motivates the emergence of risk-taking behaviour supports the emergence of new ideas, recognises and rewards innovation, supports collaboration and participation in decision-making, has a more significant potential to foster individual innovative behaviour at work. A study by (Ghasemi, 2014) found that a conducive organisational climate triggers innovation and inspiration. That way, a conducive climate contributes to the achievement of organisational goals. In line with the findings of this study, De Jong (2006), based on in-depth interviews with respondents, found that the innovation climate within the organisation is a determining factor for innovative work behaviour (Shanker et al., 2017). Some other studies also prove that organisational climate affects innovative employee behaviour. The positive role of organisational climate in exploiting innovation, so that it is proven that organisational climate can affect innovation and growth, productivity, and financial performance of an organisation (Zuraik & Kelly, 2019; Izzati, 2018; Fainshmidt & Frazier, 2017). Based on theoretical review and empirical support for the relationship between the two variables, the following hypothesis can be established;

Hypothesis 2 (H2): Organisational climate has a positive effect on the innovative work behaviour of Open University lecturers

ORGANISATIONAL TRUST AND INNOVATIVE WORK BEHAVIOR

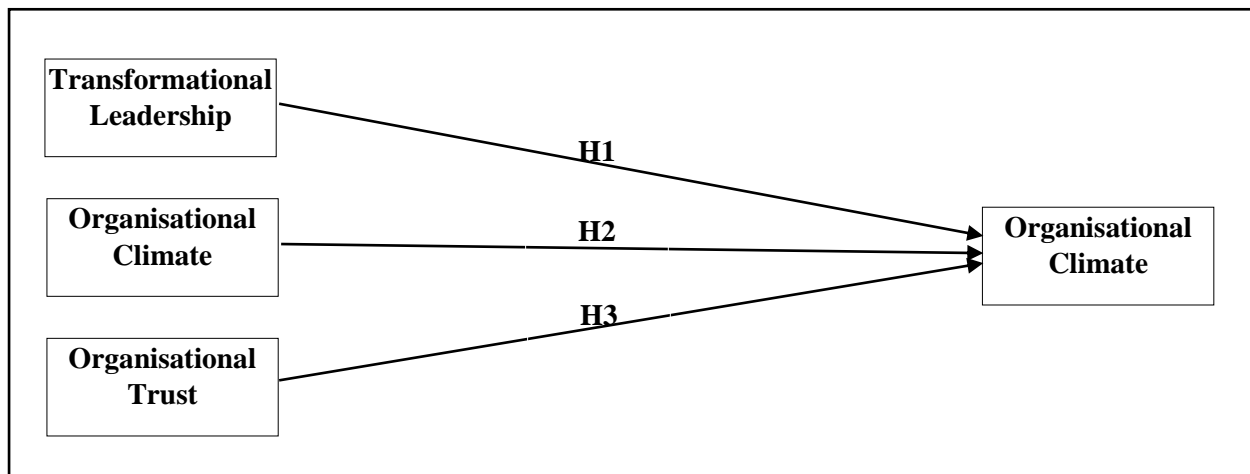
Trust is an essential aspect that the organisation must meet to create a sense of joy at work. When team members have high trust, they are more willing to follow ethical procedures and take risks (Hoyt et al., 2013 ; Chen & Hou, 2016). Risk-taking behaviour is related to the initiative to think about something new or take actions outside the status quo, thus leading to innovative behaviour at work. A positive relationship between organisational trust and innovative work behaviour is evidenced by (Dagogo & Barasin, 2020), which shows that organisational trust positively affects employee innovative work behaviour. Therefore, trust is

one of the most critical determinants of a company's innovation behaviour (Spitzer, 2007). Based on theoretical review and empirical support for the relationship between the two variables, the following hypothesis can be established;

Hypothesis 3 (H3): Organisational trust has a positive effect on the innovative work behaviour of Open University lecturers

RESEARCH FRAMEWORK

Based on the relationship between variables that have been discussed previously, the conceptual framework of this research can be seen in the following figure:



DATA COLLECTION

The unit of analysis in this study is an Open University lecturer in charge of the Open University Headquarters. The respondents involved in this study were 100 people, 30 people being involved as samples to test the instrument's validity and reliability. The sample was chosen by a simple random sampling technique. Due to the current condition of Indonesia still facing the Covid-19 pandemic, the distribution of questionnaires is carried out offline and online.

RESEARCH INSTRUMENTS

In this study, the development of four instruments will be used to collect research data in the form of a questionnaire. The first questionnaire is an innovative work behaviour questionnaire developed based on synthesizing concepts expressed by several experts, including Reuvers et al. (2008) and De Jong & Hartog (2010). Development of a questionnaire that is based on three main indicators of the process of innovation behavior, namely the introduction of ideas, promotion of ideas and implementation of ideas.

The development of the transformational leadership questionnaire refers to the concept proposed by Bass & Avolio, 1996. There are

four main indicators involved, including idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

Meanwhile, the development of the organisational trust instrument is carried out by referring to the concept of Colquitt & Salam (2015); Colquitt, J. A., LePine, J. A., & Wesson (2019). There are three main indicators involved including ability, benevolence and integrity.

Furthermore, the development of organisational climate instruments was developed by adopting the Creative Climate Questionnaire (CQC), developed by Ekvall (1996) and Iqbal (2011). There are nine indicators involved including freedom, challenges, openness, idea time, conflict, playfulness, debate, idea support and risk taking.

FINDINGS

DESCRIPTIVE STATISTICS

After obtaining the data, the first step is to perform a descriptive statistical analysis to see the overall characteristics of the research respondents, the details of which can be seen in Table 1 below:

TABEL 1. *Descriptive Statistics*

No	Variable	Category	Percentage (%)
1	Gender	a) Male	39
		b) Female	61
2	Working Period	a) < 5 Years	36
		b) 5 – 10 Years	4
		c) 11 – 15 Years	13
		d) 16 – 20 Years	12
		e) 20 – 25 Years	13
		f) 25 – 30 Years	3
		g) > 30 Years	19
3	Academic Position	a) Assistant Professor	44
		b) Senior Assistant Professor	33

4	Employment Status	c) Associate Professor	21
		d) Professor	2
		a) Civil Servants	99
		b) Non Civil Servants	-
		c) Adjunct Lecturer	1

Source : Data processed (2021)

This study was dominated by female respondents with 61 per cent, while 39 per cent were male. The majority of lecturer respondents have a working period of fewer than five years, with a total of 36 per cent. It means that the majority of lecturers involved in the research are young lecturers. This is in line with the fact that at the Open University currently, the portion of young lecturers is quite large, replacing senior lecturers. Most of them have entered their retirement/retirement period. In terms of academic positions, most respondents are in the functional positions of expert assistants and lecturers with civil servant status.

ESTIMATION RESULT

Before discussing the results of the research estimates, we will discuss the result of heteroscedasticity and multicollinearity tests at the outset. It is essential to ensure that the estimation results obtained to meet the criteria of the best, linear, unbiased estimator (BLUE) (Gujarati, 2012).

TABEL 2. *Heteroscedasticity and Multicollinearity Test Results*

Heteroscedasticity Test	Chi-Square	Sig
Breusch-Pagan/Cook-Weisberg	0.01	0.919
Multicollinearity Test	VIF	1/VIF
Transformational Leadership	1.74	0.574
Organisational Climate	1.51	0.661
Organisational Trust	1.41	0.708
Mean VIF		1.56

Source : Data processed (2021)

The prerequisite for parametric statistics that must be met is that the research sample must come from a population with a homogeneous

variance. In order to test it, this study used the Breusch-Pagan test. The test results show that the data variance is homogeneous, or there is no heteroscedasticity constraint. Meanwhile, from the multicollinearity test, it was found that the VIF value for each variable and the average

value was less than 10. This indicated that there was no multicollinearity between the research variables. Thus, it can be stated that the estimation results of this study have met the test eligibility requirements and the BLUE criteria.

TABLE 3. *Regression Estimation Results*

Hypothesis	Variable	Std Coefficient	Std. Error	Sig	Decision
1	Transform. Leadership	0.195	0.092	0.045	Supported
2	Organisational Climate	0.227	0.089	0.016	Supported
3	Organisational Trust	0.213	0.109	0.061	Supported
F-Stat				25.07	
R-Square				0.514	

Source : Data processed (2021)

The regression test results above clearly show the relationship between transformational leadership, organisational climate, and organisational trust in innovative work behaviour. The results of the first hypothesis test show that transformational leadership has a positive and significant effect on innovative work behaviour. The findings of this study are in line with Reuvers, Van Engen, Vinkenburg, & Wilson-Evered (2008). They found that transformational leadership is positively and significantly related to employee innovative work behaviour. It is proven that transformational leadership is a trigger for the emergence of innovative work behaviour and has a positive impact on the process and product innovation as well as organisational innovation (Yıldız et al., 2014); Elrehail et al., 2018).

The results of the second hypothesis test show that organisational climate has a positive and significant impact on innovative work behaviour. Organisational climate refers to the assessment and attitude of organisational members on managerial practices, procedures, work relations, and various other attributes within the organisation (Tokarski and Oleksa-Marewska, 2019). The positive attitude and assessment of workers on the organisational climate will encourage them to work more innovatively. This finding aligns with Ghasemi

and Keshavarzi (2014) study, which found a conducive organisational climate trigger innovation and inspiration in organisations.

The results of the third hypothesis test also show that organisational trust has a positive and significant effect on innovative work behaviour. A positive relationship between organisational trust and innovative work behaviour is also evidenced by Dagogo & Barasin (2020), which shows that organisational trust positively affects employees' innovative work behaviour (Agarwal, 2014; Afsar & Masood, 2018). Therefore, trust is one of the most critical determinants of a company's innovation behaviour (Spitzer, 2007).

Overall, the empirical model developed in this study is reasonably fit. It is proven by the R-square value of 0.514. It means that the three selected variables, namely transformational leadership, organisational climate and organisational trust, are adequate at explaining variations in innovative work behaviour. In addition, as evidenced by the F-stat value, which is significant at the 1 per cent level, the addition of the three independent variables increases the model's fit compared to the intercept-only model.

DISCUSSION

Transformational leadership involves followers, inspiring followers to commit to a shared vision, which gives meaning to their work while serving as role models who help followers develop their potential and see problems from new perspectives (Colquitt, J. A., LePine, J. A., & Wesson, 2019).

This finding proves that transformational leaders are an essential aspect to improve lecturers' innovative work behaviour. This is inseparable from the positive attribution attached to transformational leadership who has good leadership qualities. Always encourage subordinates to be innovative. Striving to develop the people he leads and prioritising the principles of participation in the management of the organisation. This good leadership quality can improve the innovative work behaviour of lecturers. For this reason, organisational leaders need to apply transformational leadership models.

This study also found that among the four indicators analyzed, individual consideration has a relatively higher value than the three indicators in other transformational leadership. Individual consideration refers to the attention that given by the leadership to the needs, progress, and growth of lecturers. In this case, UT lecturers who were respondents considered that their leaders had sensitivity to needs and have served as good mentors in supporting the development. Thus, this picture is quite relevant to explaining the positive influence of transformational leadership on work innovation behavior at UT.

Organisational climate refers to the assessment and attitude of organisational members on managerial practices, procedures, work relations, and various other attributes within the organisation (Tokarski and Oleksa-Marewska, 2019). Also, organisational climate is an essential factor because it will determine member behaviour and organisational efficiency (Bratnicki, Krys and Stachowicz, 1988), including, in this case, innovative work behaviour. Therefore, an organisational climate that recognises and values innovation becomes

very important to realise innovative work behaviour.

The findings of this study prove that a conducive organisational climate and is considered reasonable by the lecturers is a prerequisite for improving innovative work behaviour. Descriptively, this study found that UT lecturers who were respondents were satisfied with the existing organisational climate conditions, as evidenced by the average value of the organisational climate variable, which was in the high category. A positive attitude and assessment of this organisational climate, among other things, improve the innovative work behaviour of lecturers in UT. Therefore, efforts to improve the organisational climate can be a valuable strategy to improve innovative work behaviour.

The results of this study reinforce the findings of previous studies that show the importance of climate for organisational behaviour. A study by Ghasemi and Keshavarzi (2014) found that a conducive organisational climate triggers innovation and inspiration within organisations. That way, a conducive climate contributes to the achievement of organisational goals. However, the results of this study contradict the findings of De Jong & Den Hartog (2010). They found no correlation between a supportive organisational climate and individual innovative work behaviour, when the work characteristics are routine (Huhtala and Parzefall, 2008).

In line with the findings of this study, (J. P. J. D. Jong & Hartog, 2008), based on in-depth interviews with respondents, found that the innovation climate within the organisation is a determining factor for innovative work behaviour (Shanker et al., 2017). The results of other studies also prove that organisational climate affects innovative work behaviour, among others, shown through the positive role of organisational climate in the process of exploiting innovation, so that it is proven that organisational climate can affect innovation, growth, productivity, and financial performance of an organisation (Zuraik & Kelly, 2019 ; Izzati, 2018 ; Fainshmidt & Frazier, 2017)

Fundamentally, trust is defined as the extent to which a person is confident and willing to act based on words, actions, and decisions (McAllister, 1995). Lewicki et al. (1998) explained that trust is a person's confidence in positive expectations of other people's behaviour in a risky context. Trust reflects the expectation that the other party will act reasonably by what is expected (Whitener et al., 1998).

This finding emphasises the importance of organisational trust in improving the innovative work behaviour of UT lecturers. In this case, the higher the level of employee trust in the organisation, the greater the tendency to display innovative work behaviour. Thus, the potential for organisations to gain economic benefits from innovative work behaviours, such as novelty and collaboration of ideas and efficient use of resources, becomes more significant. Descriptively, this study found that UT lecturers who were respondents had a high level of organisational trust. Thus, the high level of organisational trust in these respondents explains the positive influence of organisational trust on innovative work behaviour.

The results of this study reinforce the findings that emphasise the vital role of trust in increasing innovation through the opportunity to exchange ideas freely (Luhmann, 1979 ; (Sankowska, 2013). The non-routine and unpredictable nature of the innovation process requires psychological support and security provided through trust. High trust makes employees dare to innovate—which is full of risks. Therefore, trust is one of the most critical determinants of a company's innovation behavior (Akhavan et al., 2015)

IMPLICATIONS

This research provides some contributions, both to theory and practice, in innovative work behaviour. First, few studies discuss innovation behaviour at the individual level; most previous studies analyse innovation behaviour at the organisational level (West & Anderson, 1996; Amabile et al., 1996; Nijhof, Krabbendam &

Looise, 2002). Therefore, the findings of this study provide a new perspective regarding the relationship of transformational leadership, organisational climate, and organisational trust to innovative work behaviour. Second, University Open leaders, especially faculty leaders, need to strengthen the adoption of transformational leadership patterns by emphasizing the idealized aspect influence. For this reason, faculty leaders must take a more active role in solve organizational problems and seek to position themselves as a role models for lecturers. It can achieve support so that the lecturers believe that the faculty leadership seeks to advance and give them a chance to grow. In addition, leaders also need to be participative in managing the organization by convincing the lecturers together to solve organizational problems. this study finds that relatively speaking, the organisational climate significantly influences innovative work behaviour than transformational leadership and organisational trust. Therefore, organisationally, efforts to improve the organisational climate can be a valuable strategy to improve innovative work behaviour. An organisational climate that recognises and values innovation becomes very important to realise innovative work behaviour. The Open University needs to maintain and increase lecturers' trust by emphasizing the principles of integrity in organizational relationships. As representatives of the organization, leaders must show that the organization is managed based on the principle of honesty. Therefore, an open and transparent attitude in managing the organization is essential. Principle integrity is strengthened by the willingness of every faculty member, especially the leadership, to understand and always follow the rules of the organization.

LIMITATIONS

This study has several limitations in its analysis. First, it only considers transformational leadership, organisational climate, and organisational trust as determinant factors influencing innovative work behaviour. To that end, several other variables that can

influence innovative work behaviour can be added. Second, findings of the research were based on the UT data alone and it may or may not represent the situation in other universities around the country or even in South East Asian region. Third, because it was carried out during a pandemic, the opportunity to make observations at the research location was minimal, thus affecting the depth of the data obtained.

CONCLUSION

This study analyses the effect of transformational leadership, organisational climate and organisational trust on innovative work behaviour. Using UT lecturers as the sample and the ordinary least square estimation technique, this study finds that transformational leadership, organisational climate and organisational trust have a positive and significant effect on the innovative work behaviour. An organisational climate has a more significant influence on innovative work behaviour than transformational leadership and organisational trust. Therefore, organisationally, efforts to improve the organisational climate, transformational leadership and organisational trust can be developed into a valuable strategy to improve innovative work behaviour.

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