



The Influence of Employee Wellbeing and Employee Resilience on Innovation Work Behaviour Mediated by Work Climate in the Insurance Industry in DKI Jakarta

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ABSTRACT

This study aims to analyse the influence of employee wellbeing and employee resilience on innovation work behavior mediated by work climate in the insurance industry in DKI Jakarta. The population of this study are all employees of companies who work in the essential sector of DKI Jakarta, especially in life insurance and general insurance companies. The sampling method used non-probability sampling with purposive sampling technique. the minimum sample size in this study was 250 respondents. The data analysis method used Structural Equation Model (SEM) analysis with the AMOS version 20 statistical program. Based on the test results it can be concluded that employee wellbeing does not had a positive effect on innovation work behavior. employee resilience had a positive effect on innovation work behavior. Furthermore, it is found that employee wellbeing and employee resilience had a positive effect on hybrid work climate, while hybrid work climate had no effect on innovation work behaviour. In testing the intervening hybrid work climate found that it can mediate the effect of employee wellbeing on innovation work behaviour. While the hybrid work climate cannot mediate the effect of employee resilience on innovation work behaviour on all employees of companies working in the essential sector of DKI Jakarta.



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INTRODUCTION

At this time the business world is faced with a situation that increasingly demands change, so that companies must be responsive to any changes so that the company's business continuity can be maintained and improved. The rapid development of information technology, such as the presence of industry 4.0 towards 5.0, has made a paradigm shift in managing business to be more efficient, when the need for new approaches related to aspects of productivity, knowledge utilisation, measurable costs becomes a necessity to support business growth and development to be more effective in facing increasing business competition. This is what makes companies feel the need to innovate.

Innovative work behaviour is a form of behaviour with the aim of initiating and introducing an idea, process and procedure in an organisation. Employees' innovative work behaviour has a major role for the effectiveness and survival of the organisation, which has a long-term impact on sustainable development in the organisation (Choi *et al.*, 2016). As stated by Porath *et al.* (2012) that innovative behaviour promotes employee development in the workplace. This statement is also supported by Porath *et al.* (2012) who revealed that one of the factors that motivate employees to develop is innovative behaviour. To achieve efficiency and sustainability of the company, employees' innovative behavior is required. In addition, maximum company results can be obtained from the innovative behaviour of employees in the workplace.

Innovative work behaviour is also needed when there are changes in the external environment such as the Covid-19 pandemic. Some policies in an effort to anticipate the transmission of COVID-19, such as limiting social gatherings, closing schools and tourist attractions, and companies are also asked to limit workers' physical presence in the office. The existing challenges force business people to

encourage innovation to create new opportunities that can be utilised by the insurance industry (Bisnis.com, 21 May 2021). The insurance industry is one of the financial sectors directly affected by the Covid 19 pandemic that triggered the 2020 global recession, the world's worst since the 1930.

Based on DKI Jakarta Governor Decree no. 1122 of 2021 (Kepgub No. 1122/2021, n.d.) the company applies a hybrid work system, where 50% of work activities are carried out at home and 50% are carried out at the workplace. Employees' innovative work behaviour does not stand alone, but is affected by several factors, such as employee wellbeing, employee resilience, and work climate. According to Abukhait *et al.* (2020), workers with high levels of curiosity, opportunity focus, and resilience improve the chance of career adaptation and have a good influence on employee innovative work behavior. Marisdianti and Etikariena (2019) discovered that the toughness personality has a strong favorable influence on innovative work behavior.

Aside from employee resilience, wellness has the potential to impact workers' creative work behavior. According to Shahid *et al.* (2016)'s research, particularly social ties, have a strong beneficial influence on innovative work behavior, and well-being has been demonstrated to modulate the effect of social interactions on innovative work behavior. Masyhuri *et al.* (2021) study emphasizes the significance of psychological well-being as a moderating component in affecting creative work behavior. According to the findings of this study, workplace spirituality and perceived organizational support have a direct impact on innovative work behavior. Various studies have found that organizational climate has a major influence on innovative work behavior. Tan *et al.* (2021) discovered that organizational atmosphere had a strong favorable influence on employee creative work behavior in Malaysian food manufacturing. Madhavi (2018) found that organizational atmosphere has a strong favorable impact on creative work behavior.

Based on the phenomenon and the results of previous research, the objectives achieved from this study are to analyse the effect of employee wellbeing and employee resilience on increasing innovation work behavior mediated by work climate (hybrid) in the insurance industry in DKI Jakarta. This research is expected to provide learning input and continuous information or reference material for further research and provide information and become a reference in increasing employee work behaviour innovation and managing employee wellbeing and employee resilience and their impact on meeting organisational goals. Based on this, researchers offer a construct model that examines "The Effect of Employee Wellbeing and Employee Resilience on Innovation Work Behaviour Mediated by Work Climate in the Insurance Industry in DKI Jakarta".

RESEARCH METHODS

The research approach adopted is quantitative. The population in this research includes all firm employees who operate in DKI Jakarta's critical industry, particularly life insurance and general insurance companies. Furthermore, the sample approach employed is non-probability sampling, with the sampling strategy used in this study being purposive sampling. In this study, the minimal sample size was 250 respondent. The data collection method uses questions on a questionnaire distributed to respondents via google form. The sample criteria set are employees who work in life insurance or general insurance with a total work period of at least 3 years in the same industry, then employees with a minimum position of supervisor and employees who work with a hybrid work system.

This study consists of two independent variables, namely employee wellbeing and employee resilience, one dependent variable, namely innovation work behavior, and one mediating (intervening) variable, namely hybrid work climate. Measurement of employee wellbeing variables refers to Sandilya and Shahnawaz (2018) which consists of 5 indicators. Then the measurement of the employee resilience variable refers to the research of Nartova-Bochaver *et al.* (2021) which consists of 10 indicators. Furthermore, the measurement of innovation work behavior variables refers to De Jong and Den Hartog (2010) research which consists of 10 indicators. Meanwhile, the measurement of the hybrid work climate variable refers to the research of Sanduvete-Chaves *et al.* (2018) which consists of 13 indicators.

The Theoretical Framework

Wellbeing is a feeling of well-being, both physical and psychological. Wellbeing can be defined as the level of a teacher's emotional and mental evaluation of his or her life in terms of happiness, peace, joy, and satisfaction in life (Al Jufri *et al.*, 2021). The quality and safety of the physical environment, as well as how people feel about their jobs, work environments, and work organization, all have an

impact on employee wellbeing. Research (Zhou et al., 2020) shows a significant positive effect of workplace violence on wellbeing. And innovative work behaviour is proven to mediate the effect of workplace violence on wellbeing in MSME workers in China. Due to the explanation above, hypotheses are generated such as:

H1 : Employee wellbeing has a positive effect on innovation work behaviour

Employee resilience is a psychological attribute, among others, that affects how well employees accept organizational change as well as how they deal with the stress of organizational change (Abukhait *et al.*, 2020). Employees that are resilient contribute significantly to an organization's ability to not only survive but also grow in the face of severe competition, financial downturns, and uncertainty (Linnenluecke, 2017). According to research Anser *et al.* (2022), employee resilience has a beneficial influence on innovative work behavior. As a result of this explanation, the following hypothesis is formed:

H2 : Employee resilience has a positive effect on innovation work behaviour

In addition to creating clarity of organizational goals and objectives for employees, the work climate shapes employees' perceptions and can influence their behavior. With clear guidelines and goals, making the organization a well-known company and choosing the community (Li *et al.*, 2016). Hartanto and Kurniawan (2015) discovered a substantial association between employee well-being and work climate, with workers working in a positive work climate producing a high degree of well-being for employees of private enterprises in Jakarta. Because of this explanation, the resulting hypothesis is:

H3 : Employee wellbeing has a positive effect on work climate (hybrid)

Jangsiriwattana (2021) found that the higher the level of employee resilience, the higher the level of employee work attachment, and it is proven that organisational support as a manifestation of the work climate mediates the effect of employee resilience on the level of work attachment. It can be concluded that the higher the employee's resistance, the easier it is for the employee to adapt to changes in the work environment, including in this case doing work with the work climate system. Because of the explanation above, the resulting hypothesis is:

H4 : Employee Resilience has a positive effect on work climate (hybrid)

Organisational work climate is defined as employees' perceptions of the work environment within the organisation (Robbins, S. & Coulter, 2016). This climate will contribute to the survival and ability of the organisation to adapt and renew which will improve individual abilities. According to the findings of Savitry *et al.* (2021), organizational atmosphere has a strong favorable influence on innovative work behavior in Jakarta IT businesses. The more suitable the work environment, the more inventive the work behavior. Similarly, Beh (2019) discovered that organizational atmosphere had a strong favorable influence on innovative work behavior. Due to the explanation above, the following hypothesis is generated:

H5 : Work climate (hybrid) berpengaruh positif terhadap innovation work behavior

The study's results Kašpárková *et al.* (2018) found an important role of resilience for employees who work in an environment full of pressure or demands. Stability helps employees to deal with difficulties, maintain relationships or interactions with other employees to run smoothly and effectively, and experience positive emotions, then it can increase job satisfaction in Czech private company workers. Due to the above explanation, the following hypothesis is generated:

H6 : Employee wellbeing affects innovation work behavior mediated by work climate (hybrid)

Research Leofianti *et al.* (2015) found that work climate has a positive effect on innovation work behavior. Furthermore, Marisdianti and Etikariena (2019) found that innovative work behaviour is positively influenced by employee resilience in respondents who work at a Sharia Bank and a private television station. This finding is reinforced by research Asmoro and Mulyana (2021) that the work climate has a positive effect on innovative work behaviour, where the more conducive the work climate, the higher the innovative work behaviour of employees at State Senior High School Teachers 3 Jombang. Due to the explanation above, the following hypothesis is generated:

H7 : Employee resilience affects innovation work behaviour mediated by work climate (hybrid)

The framework employed in this study may be defined as follows based on the previous description:

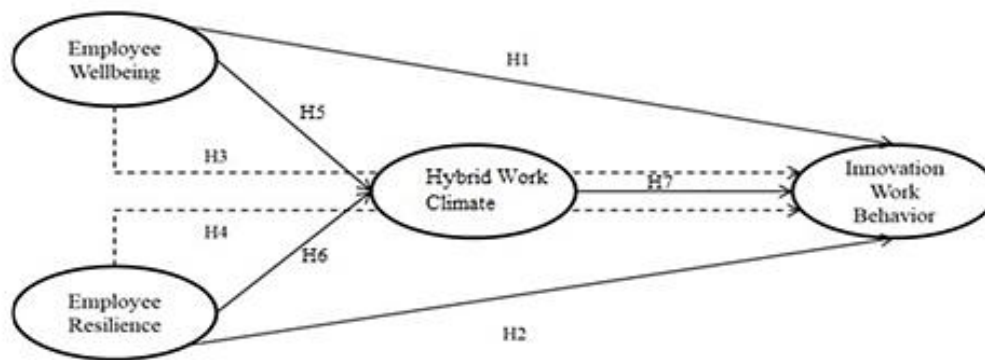


Figure 1 Conceptual Framework

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the data obtained, it is known that there are 254 questionnaires of company employees working in the essential sector of DKI Jakarta, especially in life insurance and general insurance companies who are willing to fill out the questionnaire. Table 1 shows more detailed demographic factors regarding gender, age, length of service, last education, current work company including insurance, last position, and section/department/division can be seen in the following table.

Table 1 Respondent Demographics

Gender	Total	%
Male	112	44,1%
Female	142	55,9%
Total	254	100%
Age	Total	%
20-25 years	9	3,5%
25-40 years	143	56,3%
>40 years	102	40,2%
Total	254	100%
Length of Service	Total	%
1-3 years	6	2,4
>3 years	8	3,1
4-8 years	106	41,7%
8-12 years	56	22,0%
>12 years	78	30,7%
Total	254	100%
Last Education	Total	%
High school or equivalent	3	1,2%
D3	17	6,7%
S1	183	72,0%
S2	50	19,7%
S3	1	0,4%
Total	254	100%
The company is currently included in insurance	Total	%
Life Insurance	111	43,7%
General Insurance	143	56,3%
Total	254	100%
Last Position	Total	%

Gender	Total	%
Director	10	3,9%
Senior Manager	70	27,6%
Junior Manager	57	22,4%
Supervisor (Non-Managerial)	117	46,1%
Total	254	100%

It is known that based on the table above, it shows 142 out of 254 respondents, which means reaching 55.9%. Then the number of respondents aged 25-40 years still dominates with a total of 143 out of 254 respondents. Furthermore, the majority of respondents worked in the range of 4 to 8 years amounting to 106 or 41.7% of the 254 respondents. In the education criteria, the majority of respondents have the latest S1 (Bachelor) education, namely 183 out of 254 respondents, which means reaching 72%. Then in the criteria for where to work, including in insurance, the majority of respondents work in general insurance as many as 143 out of 254 respondents, which means reaching 56.3%. And finally regarding the position of the majority of respondents with Supervisor (Non-Managerial) positions as many as 117 out of 254 respondents, which means reaching 46.1%.

Then the questionnaire was processed using Amos Version 20. Can be seen in Figure 2 which shows the model of Amos Version 20 software.

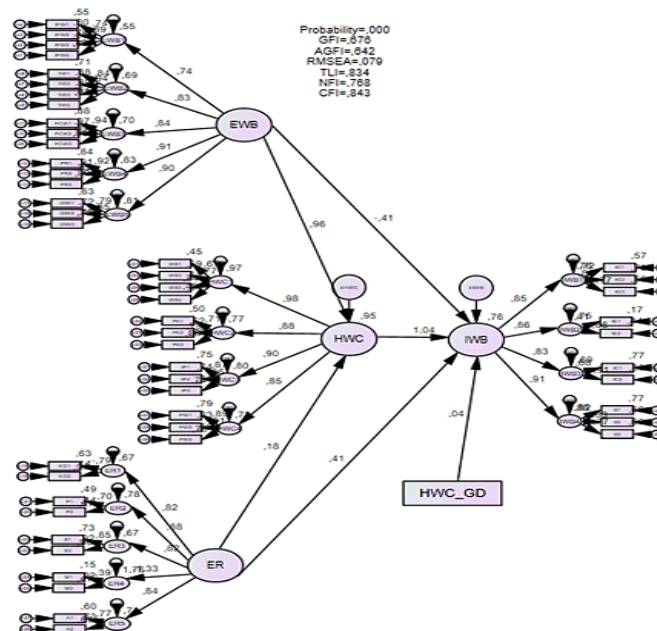


Figure 2 Model Structure

Validity Testing

The research validity test utilizes confirmatory factor analysis. The validity test results can be seen in Table 2 It is declared valid if the factor loading value is greater than 0.5 (Hair et al., 2014).

Table 2 Validity Test Results

Construct	Item	loading factor	Terms	Description
Employee Wellbeing (X1)	EW1	0,742	> 0,50	Valid
	EW2	0,892	> 0,50	Valid
	EW3	0,874	> 0,50	Valid
	EW4	0,888	> 0,50	Valid
	EW5	0,843	> 0,50	Valid
	EW6	0,938	> 0,50	Valid
	EW7	0,944	> 0,50	Valid
	EW8	0,831	> 0,50	Valid
	EW9	0,940	> 0,50	Valid

Construct	Item	loading factor	Terms	Description
Employee Resilience (X2)	EW10	0,984	> 0,50	Valid
	EW11	0,897	> 0,50	Valid
	EW12	0,916	> 0,50	Valid
	EW13	0,953	> 0,50	Valid
	EW14	0,907	> 0,50	Valid
	EW15	0,790	> 0,50	Valid
	EW16	0,848	> 0,50	Valid
	EW17	0,701	> 0,50	Valid
	ER1	0,596	> 0,50	Valid
	ER2	0,621	> 0,50	Valid
	ER3	0,670	> 0,50	Valid
	ER4	0,692	> 0,50	Valid
	ER5	0,852	> 0,50	Valid
	ER6	0,960	> 0,50	Valid
	ER7	0,522	> 0,50	Valid
	ER8	0,555	> 0,50	Valid
	ER9	0,768	> 0,50	Valid
ER10	0,858	> 0,50	Valid	
Innovation Work Behavior (Y)	IW1	0,801	> 0,50	Valid
	IW2	0,913	> 0,50	Valid
	IW3	0,816	> 0,50	Valid
	IW4	0,568	> 0,50	Valid
	IW5	0,721	> 0,50	Valid
	IW6	0,907	> 0,50	Valid
	IW7	0,930	> 0,50	Valid
	IW8	0,908	> 0,50	Valid
	IW9	0,868	> 0,50	Valid
	IW10	0,822	> 0,50	Valid
Hybrid Work Climate (Z)	HW1	0,708	> 0,50	Valid
	HW2	0,799	> 0,50	Valid
	HW3	0,769	> 0,50	Valid
	HW4	0,528	> 0,50	Valid
	HW5	0,735	> 0,50	Valid
	HW6	0,815	> 0,50	Valid
	HW7	0,898	> 0,50	Valid
	HW8	0,886	> 0,50	Valid
	HW9	0,878	> 0,50	Valid
	HW10	0,773	> 0,50	Valid
	HW11	0,902	> 0,50	Valid
	HW12	0,924	> 0,50	Valid
	HW13	0,787	> 0,50	Valid

Source: Results of Data Processing with AMOS version 20 (2023)

It is known that each construct has a value above 0.5 so that there is no validity problem in the model that has been tested and declared valid.

Reliability Testing

The next approval is to find out whether an indicator is said to be reliable or not. Using tests for average variance extract (AVE) and construct reliability (CR) > 0.7. is displayed in the table below.

Table 3 Reliability Test Results

Variables	CR	AVE
Employee Well Being	0,994	0,911
Employee Resilience	0,956	0,691
Innovation Work Behavior	0,976	0,803
Hybrid Work Climate	0,984	0,832

Source: Results of Data Processing with AMOS version 20 (2023)

Each construct of construct reliability (CR) and average variance extract (AVE) test findings has passed the minimal standards for the reliability coefficient. As a result, all data has accurate data.

Overall Model Fit

The first step in structural model analysis in SEM is to verify the overall fit of the model using the goodness of fit index (GFI) indicator given by AMOS (Hare et al., 2014: 767). A general summary of the critical values for the overall model fit test can be found in the table below.

Table 4 Model Fit Test

Criteria	Acceptable level of fit	Model Results	Evaluation
Chi-Square (X^2)	Expected small value	3089,567	Goodness of Fit
Probability	$\geq 0,05$	0,000	Goodness of Fit
RMSEA	$< 0,08$	0,079	Goodness of Fit
CMIN/DF	$< 2,00$	1,572	Goodness of Fit
GFI	$> 0,90$	0,976	Goodness of Fit
AGFI	$> 0,90$	0,642	Marginal of Fit
TLI	$> 0,90$	0,834	Marginal of Fit
NFI	$> 0,90$	0,768	Marginal of Fit
CFI	$> 0,90$	0,843	Marginal of Fit

Source: Results of Data Processing with AMOS version 20 (2023)

Hypothesis Testing

The CR value must be larger than 1.96 to evaluate whether or not the link between variables is significant. The level of significance has no defined measurement, however the most usual levels of significance are 1%, 5%, and 10% (Ghozali, 2018: 40). The table below contains the test results.

Table 5 Direct Hypothesis Testing Results (Regression Weights)

Hypothesis Testing			Estimate	P-Value	Results
H1	Employee Wellbeing (EWB)	→ Innovation Work Behavior (IWB)	-0,464	0,478	Not Supported
H2	Employee Resilience (ER)	→ Innovation Work Behavior (IWB)	0,495	0,007	Supported
H3	Employee Wellbeing (EWB)	→ Hybrid Work Climate (HWC)	1,185	0,000	Supported
H4	Employee Resilience (ER)	→ Hybrid Work Climate (HWC)	0,236	0,009	Supported
H5	Hybrid Work Climate (HWC)	→ Innovation Work Behavior (IWB)	0,962	0,078	Not Supported

Source: Results of Data Processing with AMOS version 20 (2023)

Direct hypothesis testing results:

- H1: The estimate value is known to be -0.464 with a p-value of 0.478. As a result, either H0.1 or H1.1 is supported. Thus, employee wellbeing does not have a positive effect on innovation work behavior.
- H2: The estimate value is known to be 0.495, and the p-value is known to be 0.007. As a result, either H1.2 or H0.2 is supported. So, employee resilience has a positive influence on innovation work behavior.
- H3: The p-value is 0.000, and the estimate value is 1.185. Therefore, either H1.3 is supported or H0.3 is not supported. Thus, employee wellbeing has a positive influence on hybrid work climate.
- H4: The estimate value, 0.236, and p-value, 0.009, are known. H0.4 is therefore not supported, or to put it another way, H1.4 is supported. This means that employee resilience has a positive influence on the hybrid work climate.
- H5: The calculated value is 0.962, and the p-value is 0.078. As a result, although H0.5 is supported, H1.5 is not. It can be concluded, hybrid work climate does not have a positive effect on innovation work behavior.

Table 6 Hypothesis Testing Results of Indirect Influence Between Variables

Hypothesis Testing				Sobel Test Statistic	Probability	Results
H6	Employee Wellbeing (EWB)	→ Hybrid Work Climate (HWC)	→ Innovation Work Behavior (IWB)	1.7170456 6	0.0429854 2	Supported
H7	Employee Resilience (ER)	→ Hybrid Work Climate (HWC)	→ Innovation Work Behavior (IWB)	1.4642898 9	0.0715573 8	Not Supported

Source: Results of Data Processing with AMOS version 20 (2023)

Indirect hypothesis testing results:

H6: It is known that the sobel test statistic value is 1.71704566 and the p-value is 0.04298542. Thus, H0.6 is not supported or in other words H1.6 is supported. This means that employee wellbeing affects innovation work behavior mediated by hybrid work climate.

H7: It is known that the sobel test statistic value is 1.46428989 with a p-value of 0.07155738. Thus, H1.7 is not supported or in other words H0.7 is supported. This means that employee resilience has no effect on innovation work behavior mediated by hybrid work climate.

Discussion of Research Results

The results of testing the first hypothesis show that employee wellbeing does not have a positive effect on innovation work behavior. Basically, the implementation process or practice of learning and increasing employee knowledge such as through training and seminars can be the main driver of the innovative work behavior process. However, this condition contradicts the awards received by employees in insurance companies in DKI Jakarta. The lack of management appreciation for employee work results is one of the factors that cause low employee motivation to work innovatively. Thus, appreciation as an indicator of employee wellbeing has not gone well in insurance companies in DKI Jakarta, and could be one of the causes of the absence of a significant influence of employee wellbeing on innovation work behavior. This outcome is consistent with Nangoy et al. (2019), who found that employee wellbeing did not significantly influence creative work behavior directly. These findings also corroborate Rijal and Abdullah (2020) study, which found that employee well-being had no bearing on the person's capacity for innovation.

Employee resilience has a favorable influence on innovative work behavior, according to the findings of testing the second hypothesis. Employee resilience is defined as employees' ability to aid others in the face of adversity, which makes them more confident and innovative. One of the main factors that can make employees strong against internal and external changes or shocks is having a high level of discipline and high confidence that every problem will be resolved properly. So this is one of the reasons why employee resilience can positively influence innovation work behavior. Previous researcher Roberts (2016) obtained results when resilience has a significant relationship with innovative work behavior. Research by Anser *et al.* (2022) obtained a positive effect of employee resilience on innovation work behavior.

The results of testing the third hypothesis show that employee wellbeing has a positive effect on hybrid work climate. As explained in the research of Hartanto and Kurniawan (2015) found a significant relationship between employee wellbeing and work climate, employees who work in an environment that fosters a positive work environment are more likely to be happy. This signifies that the DKI Jakarta insurance firm has a favorable work environment. This study's findings are consistent. According to Ciptaningtyas (2018), psychological well-being is favorably associated to work atmosphere. Masyhuri *et al.* (2021) discovered that psychological well-being mediates the relationship between workplace spirituality and perceived organizational support for creative activity.

The results of testing the fourth hypothesis show that employee resilience has a positive effect on hybrid work climate. These results explain that to create a conducive work climate it is necessary to rely on resilient employees, because the resilience factor can make employees easily adapt to a changing work climate. According to Jangsiriwattana (2021) found that if the level of employee resilience is low, the level of employee work attachment will also decrease, this is due to a lack of organizational support

as one of the manifestations of the work climate. The test results in this study are in line with Steven and Prihatsanti (2018) research finding employee resilience has an effect on the work climate, this can be seen from the high level of emotional bonding of employees with work when employees have good resilience.

The findings of the fifth hypothesis test reveal that hybrid work atmosphere has no beneficial influence on innovative work behavior. The more favorable the work environment, the less likely creative job behavior will be. This finding contradicts the findings of Beh (2019), who found that organizational atmosphere had a strong beneficial influence on innovative work behavior. Empirically, innovative climate is said to affect innovative performance (Shanker *et al.*, 2017). The findings of this study are consistent with the findings of Wardhani and Gulo (2017), who found no favorable association between work atmosphere and innovative behavior in the workplace. The lack of a major impact of hybrid work atmosphere on creative work behavior might be attributed to the fact that employees' innovative work behavior is implicitly a consequence of learning and knowledge generation, which is incorporated into everyday work practices (Avby and Kjellström, 2019). Thus, to encourage employee innovative work behaviour cannot only rely on work environment factors, but also needs to be accompanied by a knowledge sharing process and must be carried out consistently until it eventually becomes or forms a positive culture in the company, giving birth to employee innovative work behaviour.

The results of testing the sixth hypothesis show that hybrid work climate can mediate the effect of employee wellbeing on innovation work behaviour. The findings suggest that the sense of well-being might improve the work climatic atmosphere that existing in the firm setting, hence improving employee innovative work behavior. Employee well-being has a favorable influence on innovative work behavior, according to research Masyhuri *et al.* (2021). According to Aditya and Ardana (2016), if the work climate has a positive influence on innovative work behavior, then the better the work climate viewed by workers, the more inventive the employee's behavior at work.

The findings of the seventh hypothesis test suggest that the hybrid work environment cannot moderate the influence of employee resilience on innovative work behavior. This demonstrates that, at the individual level, employee resilience is successful in promoting individual innovative work behavior, but employee resilience cannot play much of a role when faced with unfavourable work climate conditions, because the work climate is the output of collective results. These results are also supported by the descriptive statistics of the hybrid work climate which is only 3.99, which means that the condition of the work environment in insurance companies in DKI Jakarta is not optimal or still needs to be improved so that employees feel comfortable and at home at work, thus stimulating employees to work more innovatively and arising employee resilience in the face of shocks both internally and externally.

CONCLUSION

Based on the findings of this study, it is possible to infer that employee well-being has no beneficial influence on innovative work behavior among all workers of enterprises operating in DKI Jakarta's important sector. Employee resilience has a favorable influence on innovative work behavior in all DKI Jakarta workers that operate in the critical sector. Furthermore, it was found that employee wellbeing and employee resilience had a positive effect on the hybrid work climate of all company employees working in the essential sector of DKI Jakarta. while the hybrid work climate was found to have no positive effect on innovation work behaviour. In intervening testing, hybrid work atmosphere demonstrates that it can mitigate the influence of employee happiness on innovative work behavior. Meanwhile, the hybrid work environment cannot mitigate the influence of employee resilience on innovative work behavior in all DKI Jakarta workers that operate in the critical sector.

The findings of this study are likely to help advance management science by improving the idea of employee well-being. The findings of this study are likely to help advance management science by improving the idea of employee well-being, employee resilience, hybrid work climate, innovation work behaviour and gender in the essential sector in DKI Jakarta, especially life insurance companies and general insurance which are the objects of research. Then it is hoped that the findings in the study will be able to show management that employee resilience has a positive effect on innovation work behaviour. Management can improve human resource development to identify and maintain the quality of resilience in employees and influence them with specially designed interventions. Furthermore, it is

hoped that this research can show management that hybrid work climate does not have a positive effect on innovation work behaviour. This means that a corporate climate that supports creativity and innovation does not contribute to the emergence of innovative behaviour in the workplace.

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