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The Influence of Organizational Climate and Workplace Spirituality on Employee Well-being & Performance Mediated by Innovative Behavior and Moderated by Government Support "A Study at the Secretariat of the Southeast Sulawesi Provincial DPRD"

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Abstract

This research is quantitative and uses an explanatory research design. The population was all 151 employees at the Southeast Sulawesi Provincial DPRD Secretariat. Data collection used a questionnaire distributed directly to respondents. Data analysis used Structural Equation Modeling Partial Least Squares (SEM-PLS) and processed using SmartPLS 4. The results showed that organizational climate significantly influenced innovative behavior (β = 0.091; t = 6.492; p = 0.000) and employee well-being (β = 0.856; t = 9.310; p = 0.000), but not significantly on employee performance (β = -0.086; t = 1.411; p = 0.093). Workplace spirituality significantly influences innovative behavior (β = 0.842; t = 15.579; p = 0.000) and employee performance (β = 0.254; t = 10.598; p = 0.000), but not significantly on well-being (β = -0.491; t = 1.215; p = 0.213). Innovative behavior significantly influences performance (β = 0.021; t = 21.119; p = 0.000) and employee well-being (β = 0.549; t = 8.569; p = 0.000). In the mediation pathway, innovative behavior significantly mediated the effect of spirituality on well-being (β = 0.143; t = 3.911; p = 0.000) and organizational climate on well-being (β = 0.462; t = 3.915; p = 0.000), but did not significantly mediate the effects of spirituality on performance (β = 0.002; t = 0.095; p = 0.924) or organizational climate on performance (β = 0.018; t = 0.667; p = 0.505). Meanwhile, government support was not significant as a moderating variable in the relationship between organizational climate and innovative behavior (β = -0.020; t = 1.179; p = 0.739), thus categorizing it as a homologizer.

Keywords: *Organizational Climate; Workplace Spirituality; Employee Well-Being; Employee Performance; Innovative Behavior; Government Support.*

Introduction

Human resources are the most important factor in organizational effectiveness, as the quality of human resources determines an organization's success in facing increasingly fierce competition (Armstrong & Taylor, 2014). Organizations must be able to adapt to developments in information technology and the dynamics of the ever-changing macro environment (Stephen P & Timothy A, 2019; Mutonyi et al., 2020; Anderson et al., 2014). Robbins (1990) stated that organizational effectiveness is determined by an organizational structure and design that is open to its environment. However, the main weakness of public organizations is their slow adaptation and still being trapped by rigid regulations, thus hampering innovation and responsiveness of services (Srirahayu et al., 2023; Bysted & Jespersen, 2014). In fact, public organizations and the individuals within them are required to continuously innovate according to community needs (Denhardt et al., 2019). Innovation is key to the success of public organizations in addressing complex issues (De Vries et al., 2016; Shanker et al., 2017), which is influenced by personal, organizational, and external environmental factors (Srirahayu et al., 2023; Denhardt et al., 2019).

The organizational environment is a determinant of the emergence of creativity and innovative behavior (M.B. Scott & Turner, 1965; Shanker et al., 2017). Perceived support for the development of

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innovative ideas and skills increases individuals' confidence in innovative behavior (Odoardi et al., 2010). An open and goal-oriented organizational climate has positive implications for innovative behavior (Imran et al., 2010). Many studies have found that a positive organizational climate influences increased innovative behavior (Salsabila & Mansyur, 2024; Etikariena & Kalimashada, 2021; Nilasari et al., 2023; Dewantara et al., 2023; Shanker et al., 2017; Xu et al., 2022), but its creation remains a fundamental challenge in public organizations (Bos-Nehles et al., 2017; Osborne, 2010). Furthermore, government support is an important external factor in strengthening innovative behavior (Zhang et al., 2021; Wang, 2018; Huang et al., 2004; Srirahayu et al., 2023), although it is rarely studied in the context of public organizations.

Workplace spirituality encourages innovative behavior through meaningful work, togetherness, and intrinsic motivation (Milliman et al., 2003; Ashmos & Duchon, 2000; Hassan et al., 2016; Afsar & Rehman, 2015; Srirahayu et al., 2023) and most studies show a positive influence of spirituality on innovation (Hunsaker & Ding, 2022; Bantha & Nayak, 2021; Susilo, 2019; Alfarajat & Emeagwali, 2021; Chongvisal, 2020; Diantoro, 2024), although some findings differ (Gultom et al., 2022). Innovative behavior has also been shown to improve performance through the realization of creative ideas in better work results (AlEssa & Durugbo, 2022; Faris Hussain et al., 2022; Oldham & Cummings, 1996; Naranjo-Valencia et al., 2011; Zhou & Shalley, 2003; Shalley et al., 2004; Nasir et al., 2019; Pudjiarti & Hutomo, 2020), while work meaning contributes to employee psychological well-being (Yadav et al., 2022; Diener, 1984), although the relationship between innovation and well-being is still debated (Wang et al., 2022). In public organizations such as the Regional People's Representative Council (DPRD) Secretariat, innovation is often hampered by bureaucracy, limited facilities, regulatory uncertainty, and policies on job simplification and the dynamics of financial regulations (PermenPANRB 17/2021; SE MenPANRB B/165/M.SM.02.03/2022; PP 18/2017; Perpres 33/2020; Perpres 53/2023; Permendagri 77/2020), plus the dominance of political interests over budget allocations that weaken the work climate and creativity (Zhang et al., 2021; Yunus et al., 2014; Srirahayu et al., 2023). Considering that studies on innovative behavior in the public sector are still limited and rarely integrate the roles of organizational climate, work spirituality, government support, performance, and well-being in one model (Srirahayu et al., 2023), this research is important to fill this gap in the Southeast Sulawesi Provincial DPRD Secretariat.

Literature Review

Organizational Climate

The concept of organizational climate began to be studied in the 1930s through the work of Lewin et al. (1939), who demonstrated that the climate created within a group can shape the behavior patterns of its members. Over time, the term has often been used interchangeably with organizational culture, as suggested by Porter et al. (1975), until Gray (2007) emphasized that organizational climate initially emerged in the management literature as a pattern of distinctive work habits. Denison (1996) noted a shift in terminological focus, with climate studies in the 1970s becoming more commonly considered cultural studies in the late 1980s. However, the two need to be differentiated because climate reflects members' perceptions of the policies, practices, and procedures implemented by the organization (Wallace et al., 1999), making it more easily influenced by management than culture, which is rooted in organizational values and beliefs (Burke & Litwin, 1992). Although interrelated and influencing each other in a continuous reciprocal process (Mutonyi et al., 2020), Schneider et al. (2013a) emphasized that climate can be understood as a concrete manifestation of culture that is felt through behavior that is supported and rewarded in the organization.

Spirituality in the Workplace

According to Mitroff & Denton (1999), workplace spirituality encompasses the search for a true purpose in life, strong relationships with coworkers, and alignment between personal beliefs and organizational values. Cavanagh (1999) asserts that spirituality is the desire to find meaning in life and live it consistently. Ashmos & Duchon (2000) view spirituality as a recognition of the inner life nurtured through work and meaningful community. Rathee & Rajain (2020) define it as a framework of organizational values that facilitates experiences of transcendence, a sense of connectedness, wholeness, and happiness. Gotsis & Kortezi (2008) emphasize the role of meaning in life in enhancing psychological well-being, while Adams & Csiernik (2002) view spirituality as an appreciation of an individual's innate potential that fosters creativity and self-fulfillment. Spirituality can manifest at both organizational and personal levels (Rathee & Rajain, 2020), and is relevant to HRD because it supports holistic learning and personal growth (Fenwick & Lange, 1998; Elliott & SharonTurnbull, 2005), even

shaping productive behavior and helping individuals find meaning in career development (Heaton et al., 2004; Lips-Wiersma, 2002).

Innovative Behavior

Innovative behavior is essential in public organizations to respond to changing societal demands and improve effectiveness, service quality, and productivity (Denhardt et al., 2019). Creativity drives innovation, enhances motivation and performance (Raudsepp, 1987), supports employee retention (Koberg & Chusmir, 1987), and reduces stress through better procedures (Bunce & West, 1996). Innovation is needed to address “complex problems” and achieve social missions (De Vries et al., 2016). It is shaped by structure, culture, and organizational climate (Denhardt et al., 2019), where less formal structures and flexible informal networks better support creativity (Sawyer, 2012), in line with the open systems view stressing environmental adaptation (Robbins, 1990; Katz & Kahn, 1966). Conceptually, innovative behavior involves generating, promoting, and implementing new ideas to improve performance (Scott & Bruce, 1994; Salsabila & Mansyur, 2024), as individual creativity is key to organizational innovation (Shanker et al., 2017). It is proactive and future-oriented, introducing useful ideas, products, and processes beyond mere idea creation by ensuring implementation and tangible benefits (Farr & Ford, 1990; De Jong & Den Hartog, 2010).

Employee Welfare

Al-Jubari et al. (2022) stated that although the term Employee Well-being is easy to understand, the concept does not have a truly standard definition; well-being is seen as the quality of an individual's experience during work (Van de Voorde et al., 2012) which reflects positive emotions and perceptions in developing self-potential (Sant'anna et al., 2012). Keeman et al. (2017) emphasized two main perspectives of well-being: hedonic, which emphasizes happiness through life satisfaction and positive mood (Ryan & Deci, 2001; Diener et al., 1998; Bentham, 1789; Zalta, 2012), and eudaimonic, which emphasizes self-actualization through virtue, autonomy, personal growth, and purpose in life (Ryff & Keyes, 1995; Mill in Brink, 2008). Based on these two perspectives, Keeman et al. (2017) define workplace well-being as subjective perceptions of satisfaction and positive feelings toward work, while Fisher (2014) adds the importance of social relationships. Good well-being encourages work effort and engagement (Canaff & Wright, 2004), while poor psychological well-being, such as stress and burnout, reduces cognition and leads to decreased performance (Cropanzano et al., 2003; Ford et al., 2011; Taris, 2006). Because poor well-being increases the risk of absenteeism and turnover (Grant et al., 2007), organizations need to consider it as an important factor in positive management, given that high well-being is associated with better commitment and performance (Sparks et al., 2001; Wright & Huang, 2012).

Employee Performance

Sonnentag & Frese (2005) emphasized that organizations require high-performing individuals to achieve goals and competitive advantage, as low performance is seen as a failure that hinders organizational development (Parveen, 2019). High performance has even become a key asset with financial and strategic value in the careers of modern workers (Sonnentag & Frese, 2005; Putro et al., 2019). In both the public and private sectors, employee performance is crucial to organizational success because it reflects the results of task implementation over a specific period (Pynes, 2013; Kurniawan, 2005). Conceptually, performance is the level of achievement of an individual according to job standards (Putro et al., 2019) and is a combination of employee abilities, efforts, and skills that directly impact productivity and the achievement of organizational goals (Dahkoul, 2018). Therefore, performance needs to be continuously developed through feedback and capacity building to ensure the organization's future success.

Government Support

Government support in public organizations is similar to organizational support, which focuses on creating a conducive work environment and providing resources for employees. However, government support places greater emphasis on regulatory aspects, policies, funding, and operational guidelines that encourage innovation and bureaucratic effectiveness (Mintzberg, 2009). Appropriate regulations can provide space for experimentation and the implementation of new ideas in public services, including collaboration, performance measurement systems, and research and development. Xia & Md Johar (2024) emphasized that the government is a dominant actor that influences individuals and public organizations through the policies and facilities provided. In line with the concept of Perceived Organizational Support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002), government support

perceived by employees can foster engagement, loyalty, and performance through social exchange mechanisms (Hock-Doepgen et al., 2024; Wayne et al., 1997). Thus, government support acts as a strategic external factor that can strengthen positive employee behavior and improve the quality of public services if it is realized through regulations and resources that consistently support innovation.

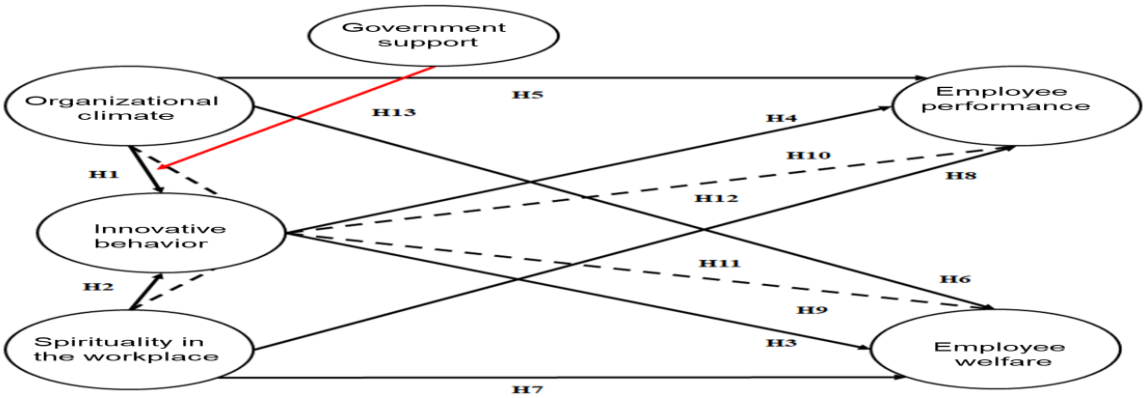

Figure 1 Conceptual Framework

Research Hypothesis

H1 Organizational climate has a positive and significant effect on innovative behavior.

H2 Workplace spirituality has a positive and significant effect on innovative behavior.

H3 Innovative behavior has a positive and significant effect on employee performance.

H4 Innovative behavior has a positive and significant effect on employee well-being.

H5 Organizational climate has a positive and significant effect on employee performance.

H6 Organizational climate has a positive and significant effect on employee well-being.

H7 Workplace spirituality has a positive and significant effect on employee performance.

H8 Workplace spirituality has a positive and significant effect on employee well-being.

H9 Innovative behavior mediates the effect of workplace spirituality on employee well-being.

H10 Innovative behavior mediates the effect of workplace spirituality on employee performance.

H11 Innovative behavior mediates the effect of organizational climate on employee well-being.

H12 Innovative behavior mediates the effect of organizational climate on employee performance.

H13 Government support moderates the effect of organizational climate on innovative behavior.

Research Methods

This research is a quantitative study using the positivist paradigm in the development of knowledge in the field of Management Science, with a primary concentration in the field of Human Resource Management (HRM). The research object in this study is civil servants at the Secretariat of the Southeast Sulawesi Provincial DPRD. The population in this study includes all employees of the Southeast Sulawesi Provincial DPRD Secretariat, totaling 151 people. This study uses data analysis with SmartPLS software, which is a computer application for Partial Least Squares (PLS) analysis.

Operational Definition of Variables

Organizational climate refers to employee perceptions of the meaning inherent in policies, practices, and procedures experienced, felt, and observed. Workplace spirituality refers to employees' search for meaning, a sense of connectedness, and appreciating spiritual values. Innovative behavior refers to individual employee behavior aimed at intentionally initiating and introducing (in a work role, group, or organization) new and useful ideas, processes, or procedures in carrying out their duties and responsibilities as employees. Employee well-being refers to employees' subjective perceptions of general satisfaction and positive feelings toward their work. Employee performance is the result or achievement that employees can generate from their accumulated skills and abilities to support

increased productivity and organizational goals. Government support refers to employee perceptions of the extent to which the government, as a policy-making, regulatory, and resource-providing entity, plays a role in supporting innovation efforts at work.

Research Result

Structural Model Evaluation (Inner Model)

R-Square (R^2) analysis is used to measure the extent to which an independent variable explains the dependent variable in a structural model. According to Hair et al. (2021), an R^2 value of 0.75 indicates a substantial (high) influence, a value of 0.50 indicates a moderate influence, and a value of 0.25 indicates a weak influence.

Table 1 R-Square

Variables	R-Square
Employee welfare	**1. 0.495**
Employee performance	**2. 0.895**
Innovative behavior	**3. 0.566**

Source: Processed Primary Data, 2025

Hypothesis Testing

The testing criteria refer to the significance level α = 0.05, where: The hypothesis is accepted if the p-value < 0.05 or t-statistic > 1.96. And the hypothesis is rejected if the p-value > 0.05 or t-statistic < 1.96. The output results of the hypothesis testing for the direct effect, in more detail, can be seen as follows:

Table 2 Hypothesis Testing

Code	Influence of Variables	Path Coefficient	P Values	Information
H1	Organizational Climate → Innovative Behavior	0,091	0,000	Significant
H2	Workplace Spirituality→Innovative Behavior	0,842	0,000	Significant
H3	Innovative Behavior → Employee Performance	0,021	0,000	Significant
H4	Innovative Behavior → Employee Well-Being	0,549	0,000	Significant
H5	Organizational Climate→Employee Performance	-0,086	0,093	Not Significant
H6	Organizational Climate→ Employee Well-Being	0,856	0,000	Significant
H7	Workplace Spirituality → Employee Performance	0,254	0,000	Significant
H8	Workplace Spirituality → Employee Well-Being	-0,491	0,213	Not Significant
H9	Organizational Climate→Employee Well-Being Through Innovative Behavior	0,050	0,023	Significant
H10	Organizational Climate→Employee Performance Through Innovative Behavior	0,002	0,924	Not Significant
H11	Workplace Spirituality→Employee Well-Being Through Innovative Behavior	0,462	0,000	Significant
H12	Workplace Spirituality→Employee Performance Through Innovative Behavior	0,018	0,505	Not Significant
H13	Government Support X Organizational Climate → Innovative Behavior	-0.020	0.739	Not Significant

Source: Processed Primary Data, 2025

Discussion

The Influence of Organizational Climate on Innovative Behavior

The structural model results indicate that organizational climate positively and significantly influences employees' innovative behavior at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.091; t = 6.492 > 1.96; p = 0.000), confirming the hypothesis. This supports the view that leadership support and training within a conducive climate can stimulate confidence, collaboration, and idea implementation even in hierarchical bureaucracies, consistent with Schneider (1975), Litwin & Stringer (1968), Gray (2007), Leader–Member Exchange theory (Graen & Uhl-Bien, 1995), and Scott & Bruce (1994). Empirical alignment also appears with Salsabila & Mansyur (2024), Etikariena & Kalimashada (2021), Nilasari et al. (2023), Dewantara et al. (2023), Shanker et al. (2017), and Xu et al. (2022), despite Somech & Drach-Zahavy (2013) asserting that bureaucracy restricts innovation. Therefore, supportive organizational climate—especially through leadership and capacity-building—remains a key driver of innovative behavior in public institutions.

The Influence of Spirituality in the Workplace on Innovative Behavior

The test results show that workplace spirituality has a positive and significant effect on the innovative behavior of employees at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.195; t-statistic 2.422 > 1.96; p-value 0.016), thus the hypothesis is accepted. This finding confirms that the higher the spirituality experienced by employees—reflected in the meaning of work, togetherness, integrity, and moral support among colleagues—the higher their tendency to be creative and propose procedural improvements even within a hierarchical bureaucracy. Spirituality provides psychological safety that allows employees to feel safe expressing new ideas and seeking solutions to regulatory dynamics, thus encouraging administrative innovations such as archive digitization, reporting simplification, and improved work coordination. These results are consistent with previous theories and research (Neck & Milliman, 1994; Edmondson, 1999; Petchsawang & Duchon, 2012; Afsar & Rehman, 2015; Milliman et al., 2003) which emphasize that spirituality not only strengthens moral values but also becomes a driving force for forming innovative behavior in the stressful public sector.

The Influence of Innovative Behavior on Employee Performance

The results of the study indicate that innovative behavior has a positive and significant effect on the performance of employees of the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.021; t = 21.119 > 1.96; p = 0.000), so that the higher the exploration and implementation of new ideas, the better the performance displayed even though the contribution is relatively small (2.1%). This finding strengthens the concept of championing innovation (Higgins & Howell, 1990) and the Janssen model (2000) that the success of innovation depends not only on the creation of ideas, but also on their promotion and realization, in line with Scott & Bruce (1994). Previous research (Oldham & Cummings, 1996; Zhou & Shalley, 2003; Shalley et al., 2004; Nasir et al., 2019; Hussain et al., 2022) also emphasized that creativity and innovation improve task performance, contextual performance, and adaptiveness, so that in a tight public bureaucracy such as the DPRD, innovative behavior becomes an important adaptation strategy to maintain performance effectiveness amidst limited regulations and resources.

The Influence of Innovative Behavior on Employee Welfare

The test results show that innovative behavior has a positive and significant effect on the well-being of employees of the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.549; t-statistic 8.569 > 1.96; p-value 0.000), so the hypothesis is accepted and it can be concluded that the higher the innovation in work, the higher the perceived well-being, both psychologically and socially. This finding confirms that employees' efforts in exploring, promoting, and implementing new ideas provide a sense of pride, satisfaction, meaning of work, and strengthen togetherness and social support, even though working in a hierarchical bureaucracy and full of regulatory pressure. This is in accordance with the theory of Janssen (2000), Ryff (1989), and is in line with research by Afsar et al. (2015), De Spiegelaere et al. (2014), Afsar & Badir (2017), and Sutanto & Handayani (2019) which states that innovative behavior increases well-being through autonomy, competence, positive social relationships, and job meaningfulness. Thus, innovation is not only a means of improving performance, but also an important mechanism in creating sustainable welfare for public bureaucratic employees.

The Influence of Organizational Climate on Employee Performance

The test results show that organizational climate does not significantly influence the performance of employees at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient -0.086; t-statistic 1.411 < 1.96; p-value 0.093), so the hypothesis is rejected because the effect is proven to be negative and insignificant. This finding confirms that a conducive work atmosphere has not been able to directly improve performance, because bureaucratic performance is more determined by compliance with regulations, political dynamics, and structural support rather than psychological comfort alone, as shown by a number of studies stating that organizational climate generally has an indirect effect through mediating variables such as motivation, job satisfaction, or innovative behavior (Kahn, 1990; Fitriani, 2019; Ghozali & Ratmono, 2018; Rivai & Murni, 2020). In the context of the DPRD Secretariat which is full of formal rules and policy changes, a positive work climate does maintain comfort, but is not able to address the complexity of administrative tasks that are fully controlled by the certainty of regulations and leadership directives. Thus, improving performance is not sufficient only through the creation of a good organizational climate, but must also be supported by the legitimacy of innovation, clarity of work systems, and strengthening the capacity of employees to adapt to dynamic regulations.

The Impact of Organizational Climate on Employee Welfare

The test results prove that organizational climate has a positive and significant effect on employee well-being at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.856; t = 9.310 > 1.96; p = 0.000), meaning that supportive communication, leadership attention, and organizational justice effectively enhance psychological and social well-being. This finding supports Social Exchange Theory (Blau, 1964) and Perceived Organizational Support (Eisenberger et al., 1986), where organizational concern generates security, loyalty, and increased well-being, as well as Edmondson's (1999) psychological safety which enables employees to take initiative without fear. Consistent with Viitala et al. (2015) and Hayat & Afshari (2020), a positive climate reduces stress and improves satisfaction and social relations. In bureaucratic environments full of regulatory and political pressures, strengthening organizational climate through leadership support, open communication, development opportunities, and participatory practices becomes crucial to sustaining employee well-being and overall organizational performance.

The Influence of Spirituality in the Workplace on Employee Performance

The test results show that workplace spirituality has a positive and significant effect on the performance of employees at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient 0.254; t-statistic 10.598 > 1.96; p-value 0.000), so the hypothesis is accepted and the higher the work spirituality, such as finding meaning in tasks and a sense of togetherness—the better the employee performance. This finding is in line with the concept of workplace spirituality (Ashmos & Duchon, 2000; Milliman et al., 2003) that the meaning of work, connectedness, and shared values encourage intrinsic motivation, commitment, and performance, and is reinforced by self-determination theory (Ryan & Deci, 2001) and the positive organizational scholarship approach (Cameron et al., 2003) which emphasizes that positive experiences such as pride, team support, and emotional energy increase productivity. This support is also consistent with research by Rego & Cunha (2008), Petchsawang & Duchon (2012), and Hayati & Caniago (2012), which demonstrated the contribution of spirituality to improving public sector performance. Practically, strengthening the values of meaningful work, a culture of togetherness, and performance appreciation are necessary to ensure that spirituality remains a source of employee motivation in the face of bureaucratic dynamics rife with regulations and political pressures.

The Influence of Spirituality in the Workplace on Employee Well-Being

The results show that workplace spirituality does not significantly affect employee well-being at the Southeast Sulawesi Provincial DPRD Secretariat (path coefficient -0.491; t = 1.215 < 1.96; p = 0.213), so the hypothesis is rejected, and the negative coefficient suggests that spirituality that remains normative without system support may create psychological burdens. In a bureaucracy with strict procedures, political dynamics, and frequent regulatory changes, spiritual values such as honesty and integrity often clash with administrative pressures, leading to moral dilemmas, anxiety, and silent suffering that lower well-being. These findings differ from studies that report positive effects (Garg, 2017; Rego & Cunha, 2008), but are consistent with research showing that spirituality can be counterproductive without organizational justice and leadership support (Dal Corso et al., 2020; Aboobaker et al., 2019). Thus, spirituality can only be a source of well-being if embedded in concrete

organizational policies such as transparent regulations, ethical protection, fair work systems, and sufficient room for innovation.

The Influence of Workplace Spirituality on Employee Well-being with Innovative Behavior as a Mediating Variable

The test results show that innovative behavior significantly mediates the relationship between workplace spirituality and employee well-being (path coefficient 0.050; t = 2.273; p = 0.023), thus the hypothesis is accepted. This means that spirituality, which provides meaning, value alignment, and social connectedness, is not sufficient to improve well-being without being manifested in innovative behavior that can create efficiency and better work solutions. This mechanism is in line with Self-Determination Theory (Ryan & Deci, 2000) and the Job Demands–Resources Model (Bakker & Demerouti, 2007), which states that well-being increases when spirituality as a job resource is actualized through innovation to meet bureaucratic demands. This is supported by Rego & Cunha (2008) and Petchsawang & Duchon (2012), while Dal Corso et al. (2020) and Zou et al. (2022) emphasize that spirituality without structural support does not provide optimal impact. Thus, innovation is the key to bridging spirituality to truly improve the welfare of employees in public bureaucracies such as the Secretariat of the Southeast Sulawesi Provincial DPRD.

The Influence of Workplace Spirituality on Employee Performance with Innovative Behavior as a Mediating Variable

The results of the study indicate that innovative behavior does not mediate the relationship between organizational climate and employee performance (path coefficient 0.002; t = 0.095 < 1.96; p = 0.924), so the hypothesis is rejected. This finding indicates that a good organizational climate is not able to improve performance if it is not accompanied by actualization through innovation, because work comfort does not automatically produce high performance. This can be explained through Self-Determination Theory (Ryan & Deci, 2000) that organizational climate only fulfills the aspect of connectedness, but does not provide autonomy and competence space to encourage innovation, as well as the Job Demands–Resources Model (Bakker & Demerouti, 2007) which states that job resources such as work climate will not impact performance without an active response in the form of innovative behavior. Consistent with public sector studies by Dal Corso et al. (2020), Zou et al. (2022), Kim & Chang (2019), and Fernández & Moldogaziev (2013), who found that a rigid and control-heavy bureaucracy makes it difficult for individual innovation to directly impact performance. Therefore, in the context of the Southeast Sulawesi Provincial DPRD Secretariat, improving performance requires supporting instruments such as work autonomy, innovation incentives, and leadership support to enable the organizational climate to translate into tangible performance.

The Influence of Organizational Climate on Employee Welfare with Innovative Behavior

The results show that innovative behavior significantly mediates the relationship between organizational climate and employee well-being (path coefficient 0.462; t = 3.915; p = 0.000), so the hypothesis is accepted. A positive organizational climate provides job resources—such as leadership support, harmony, and development opportunities—that trigger innovative behavior, which then enhances psychological and social well-being. This mechanism aligns with the Interactionist Perspective (Woodman, Sawyer & Griffin, 1993), the Job Demands–Resources Model (Bakker & Demerouti, 2007), and Self-Determination Theory (Deci & Ryan, 2000), which together explain that innovation enables the fulfillment of autonomy, competence, and relatedness needs. These findings are consistent with Madrid et al. (2014), Balkar (2015), and Montani et al. (2014), affirming that innovation is a key pathway through which work climate is transformed into meaningful experiences, pride, and job satisfaction—even in bureaucratic environments such as the Secretariat of the Southeast Sulawesi Provincial DPRD.

The Influence of Organizational Climate on Employee Performance with Innovative Behavior as a Mediating Variable

Innovative behavior does not mediate the relationship between work spirituality and employee performance (path coefficient 0.018; t = 0.667 < 1.96; p = 0.505), thus the hypothesis is rejected. This finding indicates that spirituality has not been able to improve performance through innovation due to limited space for actualization in a rigid bureaucracy. According to Self-Determination Theory (Ryan & Deci, 2000), spirituality may fulfill the need for connectedness but does not provide enough autonomy and competence to encourage innovation; and according to the Job Demands–Resources Model (Bakker & Demerouti, 2007), job resources such as spirituality do not automatically transform into

performance without innovative behavior. Public sector literature (Fernandez & Pitts, 2011; Borins, 2002; Vigoda-Gadot et al., 2003) also emphasizes that strict regulations and long hierarchies hinder innovation as a path to performance improvement. Thus, in the Secretariat of the Southeast Sulawesi Provincial DPRD, performance is more likely to be influenced by other mediations such as leadership or job satisfaction, while innovation remains important but has not yet become the main mechanism.

The Effect of Government Support as a Moderator on the Influence of Organizational Climate on Innovative Behavior

The test results show that government support has no significant effect in moderating the relationship between organizational climate and employee innovative behavior (original sample = -0.020; p-value = 0.739 > 0.05), so the hypothesis is rejected and the moderation formed is categorized as Homologizer Moderation (Sharma et al., 1981), because the moderator variable and its interaction are not significant. This means that the innovative behavior of employees at the Southeast Sulawesi Provincial DPRD Secretariat is more influenced by internal organizational factors such as communication, leadership support, and work culture, rather than by government support which tends to be formal-regulatory. This is in line with the Resource Dependence Theory (Salancik & Pfeffer, 1978) that organizational dependence on external resources often creates uncertainty so that employees are more cautious (risk averse), as well as the views of Fernandez & Pitts (2011) and Vigoda-Gadot et al. (2003) that rigid public bureaucracy can weaken the influence of external support on innovation.

Conclusion and Suggestions

Organizational climate has been shown to have a positive and significant effect on innovative behavior and employee well-being, but not significantly on performance; while workplace spirituality has a positive and significant effect on innovative behavior and performance, but not significantly on employee well-being. Innovative behavior itself has a positive and significant effect on performance and well-being, and has been shown to mediate the relationship between spirituality and organizational climate on employee well-being, making innovation an important pathway that transforms internal organizational conditions into employee psychological and social well-being. However, innovative behavior is not significant as a mediator on performance, indicating that improving bureaucratic performance still requires other support such as visionary leadership and adaptive policies. Furthermore, government support is not significant as a moderator and is categorized as Homologizer Moderation because it neither strengthens nor weakens the relationship between organizational climate and innovation. Therefore, the DPRD Secretariat needs to strengthen innovative behavior through creative spaces, support mechanisms, and the concrete implementation of ideas so that innovation can become a sustainable work culture and impact organizational well-being and performance.

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