

## The Role of Work Environment and Change Resistance on Innovative Work Behavior through Job Satisfaction: Moderating Effects of Emotional and Spiritual Intelligence



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**ABSTRACT:** This study examined the impact of work environment and resistance to change on employees' innovative work behavior, with job satisfaction as a mediator and emotional and spiritual intelligence as moderators. The population consisted of 85 employees of PT. SBM, using a convenience sampling approach. The results showed that work environment and resistance to change significantly affected innovative work behavior, while job satisfaction had no direct effect but mediated the relationships. Emotional intelligence did not moderate, but spiritual intelligence positively moderated the relationships between work environment, resistance to change and innovative work behavior. These findings provide insights into how organisational factors interact to influence employee innovation.

**KEYWORDS:** resistance to change; innovative work behavior; emotional intelligence; spiritual intelligence; job satisfaction

### INTRODUCTION

In today's rapidly evolving business landscape, the ability to innovate and foster innovative work behaviors among employees has become a critical determinant of organisational success and competitive advantage (Chen & Wu, 2021; Garcia & Rodriguez 2020). Innovative work behavior involves the generation, promotion and implementation of novel and beneficial ideas, processes, products or procedures within an organisational context (Lee & Kim, 2021; Park & Lee, 2022). However, cultivating a culture of innovation and encouraging IWB among employees is a multifaceted endeavour influenced by a variety of organisational and individual factors.

A critical organisational factor that can shape innovation work behavior is the work environment. A supportive and stimulating work environment that encourages creativity, autonomy and collaboration has been consistently associated with higher levels of innovative work behavior among employees (Chen & Wu, 2021; Shanker et al., 2017). Conversely, resistance to change within an organisation can be a significant barrier to the adoption and implementation of new ideas, thereby hindering IWB (Park & Lee, 2022; Garcia & Rodriguez, 2020).

In addition, individual-level factors such as job satisfaction, emotional intelligence and spiritual intelligence may also play an important role in influencing IWB. Job satisfaction, defined as an employee's positive emotional state resulting from the evaluation of their work experience (Locke, 1976), has been associated with increased creativity, proactivity and innovative tendencies (Akhtar et al., 2018; Cheung & Wong, 2011). Emotional intelligence, which includes the ability to perceive, understand, manage, and reason with emotions (Lee & Kim, 2021; Mayer et al., 2008), can facilitate effective interpersonal interactions, problem solving, and managing emotions, all of which are essential for fostering IWB (Akhtar et al., 2019; Miao et al, 2018). Similarly, spiritual intelligence, which includes the ability to engage in virtuous behavior and achieve a deep sense of meaning and purpose (Ismail et al., 2015), has been linked to enhanced creativity, problem-solving skills, and ultimately innovative work behaviors (Mousa & Alas et al., 2016; Garcia & Rodriguez, 2020).

Given the importance of these factors, it is imperative to examine their interplay and the mechanisms through which they influence innovative work behaviors. The purpose of this research is to examine the impact of work environment and resistance to change on employees' innovative work behavior, considering job satisfaction as a mediating factor and emotional intelligence and spiritual intelligence as potential moderators. By exploring these relationships, this study aims to contribute to the growing body of knowledge on the antecedents and enablers of innovative work behavior and the mechanisms through which organisational and individual factors interact to shape this critical employee behavior.

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## **LITERATURE REVIEW**

### ***Innovative Work Behavior***

Innovative work behavior (IWB) refers to the intentional generation, promotion, and implementation of novel and useful ideas, processes, products, or procedures in an organisational context (Chen & Wang, 2022; De Jong & Den Hartog, 2010). Innovative work behavior is a multidimensional construct that encompasses various stages, including idea generation, idea promotion, and idea implementation. Fostering IWB among employees is critical for organisations to remain competitive and responsive to changing market demands (Johnson et al., 2024; Shanker et al., 2017).

### ***Work environment and Innovative Work Behavior***

The work environment plays a crucial role in shaping employees' innovative work behavior (IWB). A supportive and stimulating work environment that encourages creativity, autonomy, and collaboration has been consistently associated with higher levels of IWB (Shanker et al., 2017; Smith & Johnson, 2023). Specific factors such as job autonomy, supervisor support, and access to resources have been identified as key enablers of IWB (Afsar et al., 2018;). In addition, a positive organisational climate that values innovation, risk-taking, and knowledge sharing can foster a culture conducive to IWB.

### ***Resistance to Change and Innovative Work Behavior***

Resistance to change within an organisation can be a significant barrier to the adoption and implementation of new ideas, thereby hindering innovative work behavior (Lee & Kim, 2021). Employee resistance to change can be due to a variety of factors, including fear of the unknown, lack of trust in the organisation, and perceived threats to job security and the status quo (Meyers et al., 2019; Tan & Ng., 2019). Overcoming this resistance requires effective change management strategies, clear communication and addressing employees' concerns (Chen & Wang, 2022).

### ***Job Satisfaction and Innovative Work Behavior***

Job satisfaction, defined as an employee's positive emotional state resulting from the evaluation of their work experience (Locke, 1976), has been associated with increased creativity, proactivity, and innovative tendencies (Akhtar et al., 2018; Cheung & Wong, 2011). Satisfied employees are more likely to be motivated, engaged, and committed to their work, which can lead to higher levels of IWB (Furthermore, job satisfaction can mediate the relationship between various organisational factors, such as leadership style and work environment, and IWB (Cheung & Wong, 2011).

### ***Emotional Intelligence and Innovative Work Behavior***

Emotional intelligence, which encompasses the ability to perceive, understand, manage and reason with emotions (Mayer et al., 2008), has been shown to facilitate effective interpersonal interactions, problem solving and managing emotions, all of which are essential for fostering IWB (Akhtar et al., 2019; Wang & Liu, 2018). Individuals with high emotional intelligence are better equipped to navigate the complexities of the innovation process, manage conflict, and build collaborative relationships, which can support IWB (Miao et al., 2018).

### ***Spiritual Intelligence and Innovative Work Behavior***

Spiritual intelligence involves the ability to engage in virtuous behavior and achieve a deep sense of meaning and purpose (Rodriguez & Garcia, 2023). It has been associated with enhanced creativity, problem-solving skills and ultimately innovative work behavior (Ismail et al., 2018; Miao et al., 2018). Individuals with high spiritual intelligence are better able to find meaning in their work, transcend conventional thinking patterns, and approach problems from a holistic perspective, which can contribute to innovative solutions (Afsar et al., 2016; Mousa & Alas, 2016).

## **METHODS**

The overall aim of this research is to investigate the factors that influence employees' innovative work behavior. Specifically, the study examines the effects of work environment and resistance to change on innovative work behavior and the mediating role of job satisfaction in these relationships. In addition, the research explores the potential moderating effects of emotional intelligence and spiritual intelligence on the relationships between work environment, resistance to change and employees' innovative work behavior.

To address these research objectives, the present study employs structural equation modelling (SEM) as the primary data analysis method using PLS 4 software. SEM is a powerful multivariate statistical technique that allows researchers to simultaneously analyse complex relationships between observed variables (indicators) and latent constructs (unobserved variables) within an integrated model (Hair et al., 2019). It provides a comprehensive means of evaluating and modifying theoretical models, allowing researchers to assess direct and indirect effects between variables of interest (Kline, 2015).

The data analysis process within the SEM framework consists of several steps. First, potential problems of multicollinearity between the predictor variables are assessed to ensure the validity of the analysis. Next, the measurement model is assessed to establish the reliability and validity of the latent constructs to ensure that the observed indicators adequately reflect the underlying

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theoretical concepts (Hair et al., 2019). This is achieved by assessing the factor loadings, composite reliability and average variance extracted (AVE) for each construct.

Once the measurement model is deemed satisfactory, the structural model is assessed to test the hypothesised relationships between the latent constructs. This involves examining the path coefficients, which represent the strength and direction of the relationships between the constructs, and their statistical significance (Kline, 2015). In addition, the overall fit of the research model is assessed using relevant fit indices, such as the standardised root mean square residual (SRMR) and the normed fit index (NFI) (Hair et al., 2019).

The use of SEM in this study allows for a comprehensive analysis of the complex interplay between work environment, resistance to change, innovative work behavior, job satisfaction, emotional intelligence and spiritual intelligence. By simultaneously evaluating the measurement and structural components of the model, SEM provides a robust framework for testing the hypothesised relationships and gaining insights into the mechanisms underlying employees' innovative work behavior.

The data in this study was derived from a research instrument (questionnaire) that was sent to 85 respondents, all of whom completed and returned their questionnaires, resulting in a 100% response rate in data collection. The data is divided into two parts, one being the demographic profile and the other being their responses to motivation, work environment and performance by answering both 5-point scales and categorical questions.

### RESULT

The results of the collinearity statistics (VIF) analysis are shown in the Table 1. The analysis showed that the inner product value of the work environment variable on innovative employee behavior was 4.345, while the value of the same variable on job satisfaction was 1.719. The resistance to change variable had a value of 4.399 for innovative employee behavior and 1.719 for job satisfaction. The variable job satisfaction had a value of 4.457 on innovative employee behavior.

**Table 1: The results of the collinearity statistics (VIF) analysis**

Direct	Innovative behavior	Job satisfaction
X1_Work environment	4.345	1.719
X2_Resistance to change	4.399	1.719
Y_ Innovative work behavior		
M_Job satisfaction	4.457	
Z1_ Emotional intelligence	2.527	
Z2_ Spiritual intelligence	1.424	

In addition, the emotional intelligence variable had a value of 2.527 on innovative employee behavior, while the spiritual intelligence variable had a value of 1.424 on innovative employee behavior. All values were less than 5, indicating no violation of multicollinearity. Furthermore, the correlations between work environment and job satisfaction and between resistance to change and job satisfaction did not exceed the Smart PLS threshold of 3.5, indicating no significant correlation or multicollinearity problems.

**Table 2: The results of testing the hypothesis**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	.356	2.121		.168	.868
Resistance to change	.278	.110	.248	2.525	.016
Work environment	.665	.092	.709	7.209	.000
Dependent variable: Innovative work behavior					

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The resulting value shows that the variable resistance to change affects innovative work behavior. The variable job satisfaction has no effect on innovative work behavior. The resulting value job satisfaction mediates positively and significantly between the work environment and innovative behavior, meaning that job satisfaction mediates the influence between the work environments on innovative behavior.

Job satisfaction mediates positively and significantly between resistances to change on innovative behavior. Emotional intelligence was unable to moderate the work environment variables on innovative work behavior, nor does the emotional intelligence variable not moderate the resistance to change variable on innovative work behavior.

The spiritual intelligence variable was able to moderate the work environment variable on innovative work behavior, and the spiritual intelligence variable was also able to moderate the resistance to change variable on innovative work behavior.

### **DISCUSSION**

The study aimed to investigate the relationships between work environment, resistance to change, job satisfaction, emotional intelligence, spiritual intelligence, and innovative work behavior. The results revealed some intriguing insights. Firstly, the findings suggest that both a favorable work environment and a certain level of resistance to change can positively influence innovative work behavior among employees. This relationship is statistically significant, with a t-statistic of 3.096 and a p-value of 0.000, indicating a strong positive effect.

Secondly, the research uncovered that job satisfaction plays a crucial role in mediating the relationships between work environment, RTC, and innovative work behavior. Specifically, job satisfaction partially mediates the positive influence of work environment on innovative work behavior, acting as a mechanism through which a supportive work environment facilitates innovative behavior, both directly and indirectly. Similarly, job satisfaction also partially mediates the relationship between resistance to change and innovative work behavior, with direct and indirect effects. This finding suggests that while resistance to change may seem counterintuitive, a moderate level of resistance can contribute to job satisfaction, which in turn promotes innovative work behavior.

Interestingly, the study found that emotional intelligence does not moderate the relationship between work environment and innovative work behavior. This implies that the positive influence of a favorable work environment on innovative work behavior holds true regardless of employees' levels of emotional intelligence. However, the findings indicate that spiritual intelligence does moderate the relationship between work environment and innovative work behavior, as well as the relationship between resistance to change and innovative work behavior. This suggests that employees' spiritual intelligence can either strengthen or weaken these relationships, depending on their levels of spiritual intelligence.

Overall, the research highlights the importance of fostering a supportive work environment, managing resistance to change effectively, and promoting job satisfaction to encourage innovative work behavior within organizations. Additionally, it emphasizes the potential role of spiritual intelligence in influencing the relationships between these factors and innovative work behavior.

### **CONCLUSIONS**

Work environment influences employees' innovative work behavior, resistance to change influences innovative work behavior, job satisfaction has no effect on innovative work behavior, job satisfaction mediates the effect of work environment on innovative work behavior, job satisfaction mediates the effect of resistance to change on innovative work behavior, emotional intelligence does not moderate the effect of work environment on innovative work behavior, emotional intelligence does not moderate the effect of resistance to change on innovative work behavior, spiritual intelligence moderates the effect of work environment on innovative work behavior, spiritual intelligence moderates the effect of resistance to change on innovative work behavior.

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