

## THE INFLUENCE OF EMPLOYEE WELL-BEING AND EMPLOYEE RESILIENCE ON INNOVATION WORK BEHAVIOR MEDIATED BY WORK CLIMATE IN THE INSURANCE INDUSTRY IN DKI JAKARTA

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### Abstract:

This study aims to analyze the effect of employee well-being and employee resilience on innovative work behavior mediated by the work climate in the insurance industry in DKI Jakarta. This research method uses a quantitative approach, tested by Structural. Equation Modeling with the help of the Amos program. The sampling method uses purposive sampling. The data was collected using a questionnaire distributed randomly to all departments of three life insurance companies and three general insurance companies via a google form. The findings in this study indicate that Innovative work behavior has a positive effect on employee resilience but does not have a positive effect on employee well-being. Hybrid work climate has a positive effect of employee well-being but does not have a positive effect on employee resilience. There is a positive effect of hybrid work climate on innovative work behavior. There is an effect of employee well-being on innovative work behavior mediated by hybrid work climate. There is no effect of employee resilience on innovative work behavior mediated by hybrid work climate. There is no effect of hybrid work climate on innovative work behavior moderated by gender. The findings of this study have management implications in that management can improve human resource development to identify and maintain resilience qualities in employees and influence them with specially designed interventions. In addition, a company climate that supports creativity and innovation also contributes to the emergence of innovative behavior in the workplace.

**Keywords:** Employee Well-being, Employee Resilience, Innovation Work Behavior, Work Climate, Gender



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## INTRODUCTION

At this time, the business world is faced with a situation that increasingly demands changes, so the company must be responsive to any changes so that the company's business continuity can be maintained and improved. Nowadays, the issue of change is increasingly complex because it affects all business sectors. Economic globalization has led to changes in government policies, leadership patterns and trade between countries, both threats and opportunities for business development to become more competitive. Factors of the rapid development of information technology, such as the presence of industry 4.0 towards 5.0, make a paradigm shift in managing a business to be more efficient when the need for new approaches related to aspects of productivity,

knowledge utilization, measurable costs becomes the need to support business growth and development to be more effective in facing increasing business competition.

It is what makes the company feel the need to innovate. Innovation is implementing and adapting new ideas, processes, products, and procedures for better work in working groups, organizations, and society at large. Innovation is expected to meet market needs so organizations can compete with other companies. Thus, innovation is an important factor in the success of today's competitive and dynamic organization. One of the shaping factors for innovation to be realized in the organization is if the organization's workers or human resources are involved in innovative work behavior.

Innovative work behavior is a form of behavior to initiate and introduce an idea, process and procedure in an organization. Employees' innovative work behavior has a significant role to play in the effectiveness and survival of the organization, which has a long-term impact on sustainable development in the organization (Choi et al., 2015). Carmeli and Spreitzer (2009) state that innovative behavior encourages employee development in the workplace. This statement is also supported by Porath et al. (2012), who stated that one of the factors that motivate employees to develop is innovative behavior. Employees' innovative behavior is needed to achieve the efficiency and sustainability of the company. In addition, the maximum results for the company can be obtained from the innovative behavior of employees in the workplace (Korzilius et al., 2017). The above are some of the reasons why innovative work behavior is needed by companies, specifically service companies that are more likely to rely on the ability of human resources to achieve their competitive advantage.

Employees' innovative work behavior is influenced by several factors, such as employee well-being, employee resilience, and work climate. As stated in the research of Abukhait et al.(2020), employees with a high level of curiosity, focus on opportunities, and resilience tends to increase the likelihood of career adaptation and positively impact employees' innovative work behavior. The results further explain that only certain personality traits can quickly adapt and react positively to organizational changes and impact innovative work behaviors. One of the personality traits tested is the level of employee resilience. Employees with a high level of resilience tend to have more ability to adapt to careers and positively impact innovative work behavior. In other words, employees with a high level of resilience will further increase innovative work behavior.

In addition to the employee resilience level factor (employee resilience), well-being also influences employees' innovative work behavior. As shown by the research of Shahid et al. (2016), social relationships have a significant positive effect on innovative work behavior, and well-being has been shown to mediate the influence of social relationships on innovative work behavior.

Furthermore, the research of Zhou et al. (2020) showed a significant positive influence of the work environment, especially in terms of workplace violence on well-being. Meanwhile, Masyhuri et al. (2021) found that workplace spirituality and perceived organizational support directly affect innovative work behavior.

Several studies have also shown the considerable role of the organizational climate in innovative work behavior. Tan et al. (2021) show that organizational climate has a significant positive effect on employee innovative work behavior in the food manufacturing industry in Malaysia. Similar results were found by Imran et al. (2019) that the organizational climate significantly positively affects innovative work behavior.

Previous research by Raja and Madhavi (2018) showed that climate organizations significantly positively affect innovative work behavior. This research also shows the importance of good relationships between employees and leaders. It is essential to encourage this behavior

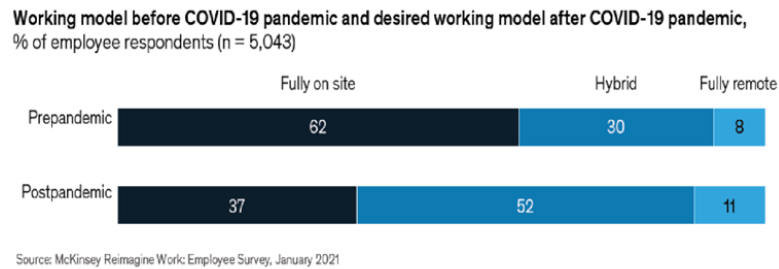
and further provide freedom to employees, which is a major factor in stimulating employee innovation.

Innovative work behavior is also very much needed in times of changes in the external environment, such as the Covid-19 pandemic. Moreover, the impact of the Covid-19 pandemic is not only on the public health sector but also on economic conditions, education, and people's social lives. The service industry and trade and manufacturing sectors were also affected. The implementation of restrictions on people's mobility limits the industry to operate one hundred percent for industries in the non-essential and essential sectors.

Based on the Decree of the Governor of DKI Jakarta no. 1122 of 2021 (Kepgub No. 1122/2021, n.d.), industries that are included in the essential group are the Financial Industry (insurance pension funds, term exchanges, banks, financing institutions oriented towards physical services, and pawnshops), capital markets, information and communication technology (cellular operators, data centers, internet, media related to the dissemination of information to the public), non-quarantine hospitality, export-oriented industries and important sectors in the government sector, can carry out activities in offices with a maximum capacity of fifty percent. With these requirements, the company imposes a hybrid work system, where 50% of work activities are carried out at home, and 50% are carried out at work.

Especially in the financial sector, especially in the insurance industry in its current condition, it is a big challenge to stay afloat. The insurance industry is one of the financial sectors directly affected by the Covid-19 pandemic that triggered the 2020 global recession, the worst in the world since the 1930s. Various strategic policies to prevent the spread of the pandemic, such as lockdowns and PSBB, directly impact many sectors because they reduce the effectiveness of fiscal and monetary stimuli. Currently, life insurance still dominates the insurance industry in Indonesia. Quoting the OJK, the life insurance industry is three times larger than other general insurance industries. During the 2015-2019 period alone, gross life insurance premiums grew by an average of 6.3% per year, while non-life insurance grew by 6.1% (<https://ifg.id/>). The Covid-19 pandemic, which threatens the health, is believed to impact the insurance business, especially life insurance. The economic pressure caused by the outbreak also disrupted people's purchasing power, so it is feared that it will affect insurance purchasing power. The ongoing Covid-19 pandemic has triggered insurance industry players to continue observing changes in marketing models and premium payment problems. The current challenges force companies to encourage innovation to present new opportunities that can be utilized by the insurance industry (Bisnis.com, May 21, 2021).

Hybrid work is a flexible work system where workers can carry out their work activities at home and in the office and is expected not to affect productivity and innovation. During the pandemic, it has become a new model in many companies in terms of work arrangements for their workers. However, for many workers, the definition of the workplace is traditionally the office. The office is separate from the private room. Equipped with all the furniture and technology that people need to work efficiently. Survey results (De Smet, Dowling, Mugayar-Baldocchi, & Schaninger, 2021) show nearly three-quarters of McKinsey's approximately 5,000 employees worldwide want to work from home two or more days a week, and more than half want to work remotely for at least three days (figure 1). Many employees also report that working from home under the pressure of the pandemic causes burnout, difficulty not getting in touch with work, worsening of social networks, and a weakening of a sense of belonging.



Source: McKinsey Reimagine Work: Employee Survey, January 2021

**Figure 1.** Work model before the Covid 19 pandemic and work desire model after the Covid-19 pandemic in the Service Industry in the USA

The widespread adaptation of hybrid work was originally a short-term phenomenon and a reaction to the conditions of community social restrictions issued by the government. However, many companies believe that this practice will continue because the conditions of the Covid 19 pandemic cannot be predicted to end. From an employer's point of view, remote work can be considered risky due to loss of control and reduced coordination. Employees worry about potential moral hazards and can reduce their workload when not working, thereby reducing productivity and innovation capabilities (Keane, 2021). Concerns about productivity and innovation during remote work caused by the pandemic have also led some companies to monitor employee activity more disruptively than ever before.

The UK R&D organization, Future of Work, has developed artificial intelligence-based employee monitoring software to monitor employee activity during work online (Keane, 2021). Not surprisingly, employees surveyed by several companies expressed serious dissatisfaction with having to work with cameras and monitoring buttons. For remote work, managers don't have immediate clues, such as seeing someone at their desk or seeing them working overtime in the office. While these clues can never be used to increase employee productivity and innovation or work hard, organizational cultures that value "face-to-face time" must more consciously challenge the prejudice that people actually in the office are more engaged, work harder or are more rewarding. Hybrid work also requires managers to change the way they view and act on employee work. However, on the other hand, the current conditions of hybrid work also provide opportunities for companies to seek knowledge about sources that can increase innovation in workers to maintain and even improve company performance during the pandemic (Hirsch, 2021).

The ability of employees to continuously innovate on products and processes is more important to the organization than ever before, as the global market is changing rapidly and requires proper handling within the organization (De Jong & Den Hartog, 2010). Therefore, it is important at this time, with a hybrid work system, managers need to balance two opposing goals. On the other hand, by encouraging individuals to generate, modify, exchange, and apply new ideas to foster employee innovative work behavior (IWB), on the other hand, understand how to manage employees in order to quickly adapt to existing changes to avoid negative impacts that can result from hybrid work.

Understanding the relationship between employee well-being and innovative work behavior is important to examine how to support employees to be innovative (Nangoy, Hamsal, Setiadi, & Pradipto, 2019). Employee well-being is seen from two different perspectives: from a positive perspective of well-being and a perspective of negative well-being. Most research on employee well-being focuses on employee "well-being", i.e., work stress or burnout (Gorgenyi-Hegyes, Nathan, & Fekete-Farkas, 2021). Employee well-being is currently a top priority when work must

be done in a hybrid manner where a good work environment is also needed to support employees to do their best work. Well-being also has the potential to influence employees and organizations negatively. Not being very productive results in poor well-being in employees, gives rise to low quality of the decisions taken, and continuously reduces their overall contribution to the organization (Krekel, Ward, & De Neve, 2019). Therefore, it is necessary to have a review to build a conceptual framework that can understand the relationship between employee well-being and innovative work behavior. How can this relationship be created well when employees work at home with all the limitations and problems faced when carrying out their duties but, on the other hand, also have to do household chores, as well as when it comes to working in the office, how well-being can be an encouragement for employees to continue to be able to improve their attitude of innovation.

The novelty of this study emphasizes the importance of the role of work climate (hybrid) and gender factors in innovative work behavior models, where employee well-being and resilience are considered effective in improving innovative work behaviors when supported in a conditioned work environment. It is based on the actual conditions of the world of work, which are vulnerable to changes in the work environment, especially the disruption of external factors such as the Covid-19 pandemic, which can affect the level of welfare and resilience of an employee, thus impacting the employee's innovative work behavior. In other words, the level of employee welfare and resilience of the same degree will have different potentials for innovative behavior if placed in different work environments. In addition, whether there are differences in how to adapt to their work environment between male and female workers, thus creating different results in innovative work behaviors. It is interesting to further examine the influence of employee well-being and employee resilience on innovative work behavior with work climate as a mediating variable and gender as a moderation variable.

Before the pandemic, employees had a variety of ways to balance work stress, such as reasonable working hours, interpersonal relationships at work, talking or discussing with colleagues and leaders, and daily commutes as a buffer between work and personal life. The hybrid workspace forces leaders to take transformative actions to support employees and reduce pressure on the new workplace.

Many studies have examined the impact of employee well-being, both organizationally and individually, on the organization climate and work climate traditionally. However, studies have yet to be conducted to further see the impact of the relationship of employee well-being on work climate in hybrid work situations. Previous research has also never had any research on the influence of employee well-being on innovative work behavior. Likewise, previous research has yet to find an understanding of how employee resilience plays a positive role in improving innovative work behavior. The influence of employee resilience on a hybrid work climate was also not found.

Based on this, researchers offer a constructive model that investigates the role of employee well-being and employee resilience in their influence on improving innovation work behavior by mediating a hybrid work climate, how employee well-being management can encourage the improvement of employee innovation work behavior with hybrid work climate as a mediating variable.

This study aims to answer research questions that will be obtained through research, namely analyzing the influence of Employee Well-being and Employee Resilience on improving Innovation Work Behavior mediated by Work Climate on employees in the insurance industry. Based on these objectives, the authors hope that this research will benefit the researchers

themselves, other researchers, and the organizations under study and for the development of organizations in the industrial environment that fall into the category of essential industries.

## METHODS

This research uses hypothesis testing methods. The opinion hypothesis test (Ghozali, 2018) is a hypothesis test that reveals specific differences or relationships between independence or groups of two or more factors in a situation. Hypothesis testing in this study aims to determine the role of the work climate as a mediator on the influence of employee well-being and resilience on innovative work behavior.

Because the data were collected simultaneously and only once, this study was done through questionnaires to respondents, in this case, employees who worked in the life insurance and general insurance industries in DKI.

The sampling technique used in this study uses purposive sampling, which is a sampling technique that is limited to a specific type of people who can provide the desired information, either because they are the only people who have it or they correspond to some criteria set by the researcher (Sekaran and Bougie, 2017). According to Hair et al. (2014), the determination of the number of samples depends on the number of indicators multiplied by 5 to 10. Thus, the minimum number of samples in the study was 250 respondents, with the following calculations:

$$\text{Sample} = \text{number of indicators} \times 5$$

$$\text{Sample} = 50 \times 5$$

$$= 250$$

## RESULT AND DISCUSSION

**Table 1.** Descriptive Statistics of Employee Well-being Variables (EWB)

No	Variabel/ Indikator (Item) n=254	Mean	Std. Deviation
1	I appreciate the people I work with	4,350	0,510
2	I enjoy working with people at my job	4,244	0,498
3	I get along well with people in my workplace	4,185	0,488
4	I have a trust relationship with the people at my job	4,185	0,496
5	I find my work interesting	4,272	0,534
6	I love my work	4,228	0,592
7	I'm proud of the work I've had	4,240	0,617
8	I find meaning in my work	4,138	0,701
9	I know I'm capable of doing my job	4,106	0,597
10	I feel confident in working	4,087	0,583
11	I feel effective and competent in my work	4,016	0,609
12	I feel that my work is recognized	3,831	0,670
13	I feel that my work efforts are appreciated	3,819	0,670
14	I feel that the people I work with recognize my abilities	3,835	0,674
15	I want to take the initiative in my work	3,984	0,603
16	I care about the proper functioning of my organization	4,063	0,515
17	I want to contribute to achieving the goals of my organization	4,016	0,569
	Average	4,094	0,584

Source: Author, 2023

The lowest indicator value of employee well-being obtained an average score of 3.819 in the statement, "I feel that my work efforts are valued". It shows that employees feel they need to be

fully appreciated by the leader for their work. Hence, the insurance company's management in DKI Jakarta needs to give more appreciation for the work that employees have done.

**Table 2.** Descriptive Statistics of Employee Resilience Variables (ER)

No	Variabel / Indikator (Item) n=254	Mean	Std. Deviation
1	My belief in myself got me through tough times	4,394	0,536
2	I used to relax	3,550	0,864
3	I feel proud that I have achieved a lot in life	3,961	0,658
4	When I made a plan, I followed up on it	4,079	0,528
5	I feel that I can handle many things at once	3,673	0,616
6	I feel like I can handle a lot of things at once	3,657	0,632
7	I am interested in things that are important to me	4,067	0,518
8	I have self-discipline	4,197	0,654
9	I can depend on myself more than anyone else	3,736	0,645
10	When I am in a difficult situation, I can usually find a way out of it	3,748	0,671
	Average	3,906	0,632

Source: Author, 2023

The lowest indicator value of employee resilience obtained an average score of 3,550 in the statement "I used to relax". It shows that employees feel they work in conditions of tremendous pressure or lack of relaxation in handling work, so the management of insurance companies in DKI Jakarta needs to provide sufficient time for every work given to employees.

**Table 3.** Descriptive Statistics of Innovation Work Behavior Variables (IWB)

No	Variabel / Indikator (Item) n=254	Mean	Std. Deviation
1	I'm always looking for new methods, techniques, or work instruments	3,874	0,641
2	I can come up with a solution to a problem in my work	3,815	0,729
3	I can find a new approach to running tasks	3,760	0,761
4	I like to pay attention to problems that are not part of my daily work	3,670	0,616
5	I always wonder how the results of the work can be improved	4,142	0,522
6	I make my team members enthusiastic for innovative ideas	4,217	0,669
7	I am trying to convince my team to support innovative ideas	4,217	0,638
8	I systematically introduce innovative ideas into my work practices and team members	4,079	0,734
9	I contribute to the implementation of new ideas	4,213	0,611
10	I strive in the development of new things	4,185	0,648
	Average	4,017	0,657

Source: Author, 2023

The lowest indicator value of innovative work behavior, obtained an average score of 3670, occurred in the statement, "I like to pay attention to problems that are not part of my daily work". It shows that employees focus on their work without caring about other colleagues. Hence, the management of the Insurance company in DKI Jakarta needs to encourage an attitude of cooperation between colleagues so that an innovative attitude arises in employees.

**Table 4.** Descriptive Statistics of Innovation Hybrid Work Climate Variables (HWC)

No	Variabel / Indikator (Item) n=254	Mean	Std. Deviation
1	I am proud of my work	4,449	0,558
2	I have the same goals as my team	4,130	0,592
3	I am ready to adapt to new circumstances	4,059	0,641
4	Coordinasfish team in <i>hybrid</i> work The working day I think is enough to meet my needs in getting the job done	3,551	0,864
5	I have the necessary infrastructure provided by my company	3,933	0,653
6	I received the necessary training	3,937	0,656
7	I am appreciated by my company for the work I do	3,823	0,662
8	I participate in my team's decisions	4,000	0,603
9	I have good communication in my team	4,134	0,581
10	I work in a good working climate with my team and my boss	4,055	0,574
11	My work is important to my company	4,035	0,572
12	I know what to expect in my work	4,016	0,596
13	I know my shortcomings as a team member	3,835	0,644
	Average	3,997	0,631

Source: Author, 2023

The lowest indicator value of the hybrid work climate obtained an average score of 3551 in the statement, "I think it is enough to meet my needs in completing the work". It shows that employees have yet to receive a fairly loose amount of work time to complete. Hence, the insurance company's management in DKI Jakarta needs to give employees a long time to complete their work.

**The Influence of Employee Well-being on Innovation Work Behavior.** The results showed that positivity (well-being) does not always have a significant direct relationship with performance, including innovative or creative work behaviors. The results of the statistical testing did not answer the formulation of the first problem related to Hypothesis 1 (H1.1) proposed in this study, where employee well-being did not have a positive effect on innovative work behavior.

The results of descriptive statistical testing show that, on average, management's appreciation of the work and effort that employees have done is only 3,819. The lack of management's appreciation for the results of employee work is one of the factors that cause the low motivation of employees to work innovatively. Thus, the award as one of the indicators of employee well-being could have been running better in insurance companies in DKI Jakarta and can be one of the causes of the absence of a significant influence of employee well-being on innovation work behavior.

In addition, management needs to improve employee well-being from the interpersonal fit at work dimension because this dimension has the lowest loading value compared to other dimensions of 0.74. it is so that employees get along better, respect each other in the workplace, and trust other colleagues. It explains that happy employees need a harmonious workplace atmosphere so that they will be more creative and grow innovative ideas while completing their tasks.

In line with Nangoy et al. (2019) research, employee work welfare does not have a significant direct effect on innovative work behavior. This result also supports Rijal and Abdullah's (2020) research that employee well-being has no effect on employee innovative performance.

**The Effect of Employee Resilience on Innovation Work Behavior.** From the test results, it was found that employee resilience has a positive effect on innovative work behavior. Employee resilience is the ability to rapidly improve from complexity, toughness and difficulty allowing



employees to become stronger and more creative (Zamuda et al., 2019). Panpakdee and Limmirankul (2018) stated that employee resilience fosters new ideas and innovations with the help of past experiences and brings more effective work and customizable changes in the future. These results answer the formulation of the second problem related to Hypothesis 2 (H1.2) proposed in the study, where employee resilience has a positive effect on innovative work behavior. Similar to the previous research by Anser et al. (2020), which found that employee resilience has a positive effect on innovative work behavior. Employee resilience is an employee's ability to help in facing difficulties that make him more confident and creative. Previous researcher Amir (2019); Roberts (2016) obtains results when resilience has a significant relationship with innovative work behavior. Anser et al. (2020) found a positive influence of employee resilience on innovative work behavior.

**The Effect of Employee Well-being on Hybrid Work Climate.** From the test results, it was found that employee well-being has a positive effect on the hybrid work climate. As explained in the research of Hartanto & Kurniawan (2015) found a significant relationship between employee well-being and the work climate, where employees who work in a good work climate will produce a good level of welfare for employees. The results of this test answer the formulation of the third problem related to Hypothesis 3 (H1.3) proposed in this study, where employee well-being has a positive effect on a hybrid work climate. The results of this study, in line with Ciptaningtyas (2018), found that psychological well-being is positively related to the work climate. Research by Masyhuri et al. (2021) showed that psychological well-being mediates between workplace spirituality and perceived organizational support for innovative behavior.

**The Effect of Employee Resilience on Hybrid Work Climate.** The results found that employee resilience positively affected the hybrid work climate. Angsiriwattana (2021) found that if the level of employee resilience is low, then the level of employee work attachment will also decrease due to the lack of organizational support as one of the manifestations of the work climate. The results of this test answer the formulation of the fourth problem related to Hypothesis 4 (H1.4) proposed in this study, where employee resilience positively affects the hybrid work climate. This study's test results align with the research of Steven & Prihatsanti (2017) found that employee resilience affects the work climate. It can be seen from the high level of emotional bonding of employees with work when employees have good resilience. 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 adaptable to the volatile work climate. The results of descriptive statistical testing show that the level of employee resilience in the DKI Jakarta insurance company, especially in discipline and belief, has a fairly high average value of 4,394 and 4,197, respectively. This condition of discipline and high employee confidence makes it easier for employees to adjust to their work environment every time there is a change in their work environment.

**The Effect of Hybrid Work Climate on Innovation Work Behavior.** From the test results, it was found that hybrid work climate does not have a positive effect on innovative work behavior. The more conducive the work climate is, then it will not affect innovative work behavior. This result differs from Munir & Beh's (2019) research, namely that the organization climate significantly positively affects innovative work behavior. This result does not answer the formulation of the fifth problem related to Hypothesis 5 (H1.5) proposed in this study, where a hybrid work climate does not have a positive effect on innovative work behavior. Empirically, the innovative climate affects innovative performance (Shanker et al., 2017). This study's results align with the research of Wardhani and Gulo (2017), where there is no positive relationship between the work climate and innovative behaviors in the workplace. The same results were also found by Riani et al. (2015) that the work climate is towards innovative work behavior.

**The Influence of Employee Well-being on Innovation Work Behavior Mediated By Hybrid Work Climate.** The results of statistical testing answered the sixth problem related to Hypothesis 6 (H1.6), namely that there is an influence of employee well-being on innovative work behavior mediated by hybrid work climate. A study by Kašpárková et al. (2018) shows that well-being is essential for employees who work in an environment full of pressure or demands. Well-being helps employees to face difficulties, maintain their relationships or interactions with other employees to run smoothly and effectively, and experience positive emotions. It can increase job satisfaction. Research (Masyhuri et al., 2021) found that employee well-being positively affects innovative work behavior. Furthermore, research by Aditya & Ardana (2016) said that if the work climate positively affects innovative work behavior, thus the better the work climate perceived by employees, the more innovative the employee's behavior at work.

**The Effect of Employee Resilience on Innovation Work Behavior Mediated by Hybrid Work Climate.** The statistical testing results show no relationship between the influence of employee resilience on innovative work behavior and hybrid work climate. The readiness of employees to implement and initiate innovations is determined by their perception of a particular organizational situation where a supportive organizational climate will make them feel more productive. The results of the statistical test did not answer the formulation of the seventh problem related to Hypothesis 7 (H1.7) proposed in this study. The existence of a hybrid work climate does not mediate the influence of employee resilience on innovative work behavior to increase the possibility of career adaptation that will positively impact employee innovative work behavior. Studies show that employee resilience is quite effective in directly influencing innovative work behavior, but when it is associated with the work climate as mediation, employee resilience does not affect innovative work behavior (Leofianti et al., 2015; Marisdianti & Etikariena, 2019).

**The Effect of Hybrid Work Climate on Gender-Moderated Innovation Work Behavior.** The results of statistical testing show that when a higher positive organizational climate arises, the greater the likelihood of innovative work behavior of actual employees. The results of the statistical test did not answer the formulation of the eighth problem related to Hypothesis 8 (H1.8), namely that gender cannot moderate the influence of hybrid work climate on innovation work behavior. In contrast to Ng and Feldma (2009), studies found that gender and ethnicity moderate the relationship between educational attainment and work achievement. The research of Etikariena (2018) found different results where gender did not have a significant influence on employees' innovative work behavior.

The absence of a significant influence of gender factors in moderating the influence of hybrid work climate on innovation work behavior is inseparable from the fact that employees who work in insurance companies in DKI Jakarta have relatively the same number of male and female employees or in other words, the representation of the number of male and female employees is almost the same in insurance companies in DKI Jakarta. It is shown by the demographic testing results of respondents who got results for male employees of 112 people (44.1%) and women 142 people (55.9%). This composition shows that the employability of male and female employees is equal in the insurance industry. This condition may be different if applied to industries such as petroleum or mining companies that require more male employees, especially for jobs of a field nature.

## CONCLUSION

There is no positive influence of employee well-being on innovative work behavior. It shows that well-being is not what encourages them to innovate while working. For employees working in the insurance industry, both general and life insurance, the commitment and support from top

management to employee innovation behavior encourages them to continue to innovate in order to provide optimal results to their organizations.

There is a positive influence of employee resilience on innovative work behavior. It shows that the employee's resilience as an employee's ability helps in facing difficulties that, make him more confident and creative. It can be seen from the way employees work to survive and continue to perform in the company when the company is facing financial difficulties during the Covid-19 pandemic, namely by doing efficient ways of working, such as relying more on information technology in this case, the zoom meeting application in the work process, both for internal activities such as submitting reports on work results and external such as meetings with clients.

There is a positive influence of employee well-being on hybrid work climate. It shows that a good level of employee welfare will result in a good work climate or conducive to employee work comfort. In order to improve a good work climate when employees work from home, insurance companies implement flexible working hours, where employees determine for themselves when they should start doing their duties and when to stop after the targets and directions of each of their managers. In addition, the company also provides training to improve the knowledge and skills of employees in using applications that can help employees work digitally.

There is a positive influence of employee resilience on the hybrid work climate. It shows that an employee with good resilience will show his ability to respond and solve problems wherever he is placed. Employees with good resilience will be sensitive to situations and be able to recognize their emotional state and control circumstances and situations. Employees whose level of resilience is good will not be affected by any work climate. They will continue to work hard and make innovations for the betterment of themselves and their organizations.

There is no positive influence of hybrid work climate on innovative work behavior. A conducive working climate will not affect high and low innovative work behaviors.

There is an influence of employee well-being on innovative work behavior mediated by hybrid work climate. It shows that the welfare that employees have felt will further improve the work climate in the company environment to improve innovative work behavior.

Employee resilience is not influenced by innovative work behavior mediated by a hybrid work climate. Employee resilience is quite effective in directly influencing innovative work behavior. However, when it is associated with the work climate as mediation, employee resilience does not affect innovative work behavior.

There is no influence of a hybrid work climate on innovative work behavior by being moderated by gender. It suggests that there is no significant sex difference in the ability to demonstrate innovative work behavior; in the case of innovative work behavior, male or female employees can show the same potential.

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