

**THE INFLUENCE OF ORGANIZATIONAL CLIMATE  
ON INNOVATIVE BEHAVIOUR IN  
A MALAYSIAN PUBLIC SECTOR AGENCY.**

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The influence of Organizational Climate on Innovative Behaviour  
in a Malaysian Public Sector Agency

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## **ABSTRACT**

This research attempts to identify the determinants that can stimulate and undermine the innovative behaviour among the public servants in Malaysia. The relationship between organizational climate and innovative behaviour was investigated in a sample of 200 employees. A questionnaire was used for the data collection. The results from the study have shown that stimulant scales (organizational encouragement, supervisory encouragement, teamwork support, freedom, challenging work and sufficient resources) have significant positive relationship with the innovative behaviour. Surprisingly this study reveals that organizational impediments have a weak significant positive relationship with innovative behaviour. It is found that workload pressure has no significant relationship with innovative behaviour among the sample studied. The study also reveals that knowledge transfer has a mediating effect in the relationship between organizational climate and innovative behaviour. The result from the multilevel regression analysis indicates that age, level of education and length of working experience moderated the relationship between organizational climate and innovative behaviour. The implications of these results to the organizations are discussed at the end of the chapter.

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## **LIST OF SYMBOLS AND ABBREVIATIONS**

OC     =     Organizational Climate

IB     =     Innovative Behaviour

KT     =     Knowledge Transfer