

## Innovative Behavior: A Mediating Factor in the Impact of Organizational Culture and Organizational Commitment on Employee Performance

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### Abstract:

This study aims to analyze and explain the role of behavior in mediating the influence of organizational culture and organizational commitment on employee performance. This research is survey research with the subject of all employees at the Dinas Koperasi and UMKM in Denpasar City as many as 68 people. With data analysis using SEM-PLS, it was found that organizational culture and organizational commitment can determine the increase in innovative behavior. In addition, it was found that organizational culture has no significant effect on employee performance, while organizational commitment and innovative behavior can determine employee performance improvement. Then it was found that the role of innovative behavior significantly mediates the indirect effect of organizational culture and organizational commitment on employee performance. However, higher employee commitment to the organization will encourage increased innovative behavior, and later have the greatest impact on employee performance.

**Keywords:** Organizational Culture, Organizational Commitment, Innovative Behavior, Employee Performance.

### Introduction:

In an organizational context, the role of human resources (HR) has great significance in ensuring the achievement of organizational goals (Hatch, 2016). The success or failure of an organization in achieving its goals depends largely on the performance of their employees (Robbins, 2016). In order to achieve organizational goals, it is highly dependent on the performance of its employees. This shows that employee performance factors play a crucial role in achieving the progress and success of an organization (Mathis & Jackson, 2012). The performance obtained by employees is the

fulfillment of work requirements that must be carried out in accordance with the values and conditions in the organization (Costa, et al., 2019). In public sector organizations, human resource management is a very important activity in encouraging employees to provide optimal services to the community. This certainly requires active participation from all employees in order to achieve predetermined performance targets, thereby generating a positive reputation and encouraging organizational progress (Abbatiello, et al., 2015).

The Dinas Koperasi and UMKM is one of the

government agencies of Denpasar City that has an important role in local economic development by making integrated efforts to facilitate partnerships, both cooperatives and MSMEs. The crucial role at this time is to strive for the revival of the local economy through the expansion of active and contemporary cooperatives, as well as competitive MSMEs. This role can be realized if employees provide the best performance in carrying out their duties and work, so that services to the community can be provided optimally. Good work results can be realized by employees if the organizational culture provides conduciveness and comfort at work, and can encourage their creativity (Chatman & O'Reilly, 2016).

Organizational culture is a shared perception adopted by all members of the organization, including norms, values, assumptions, beliefs, and habits in organizational life (Lubis & Hanum, 2020). Therefore, organizational culture is used as a guide for organizational members to think and behave in carrying out their duties and work (Silva & Ferreira, 2016). Work practices and services carried out by employees can be directed by a strong organizational culture, resulting in appropriate and better work results (Pallawagau., 2021). Several empirical studies from Qudrat-Ullah & Akhtar (2017), Singh & Gupta (2016), Mehmood & Khan (2016), and Wang & Shen (2016) have found that organizational culture significantly determines employee performance improvement. However, in contrast to the results of Wahyudi & Tupti (2019), Astuti, et al. (2020), Wardani, et al. (2016), and Marwansyah (2016) who found that organizational culture cannot have a direct impact on improving employee performance.

Apart from organizational culture, organizational commitment can also determine employee performance (Hassan & Ahmed, 2019). Organizational commitment is the level of employee attachment, loyalty, and enthusiasm for the goals, values, and mission of the organization where they work (Afsar & Farooq, 2020). The high commitment of employees in the organization will display the obedience and willingness of

employees to carry out better work for the achievement of organizational goals (Khan, et al., 2018)). In accordance with some previous research results from Jufriadi & Kusuma (2020), Austen & Zacny (2015), Ates & Buluc (2015), and Sahu & Rout (2016) that organizational commitment can determine employee performance improvement. However, research results from Rembet & Nurjanah (2020), Rahmawati & Arini (2020), and Alfi & Syarif (2019) found that organizational commitment cannot determine employee performance.

With the differences in empirical findings on the effect of organizational culture and organizational commitment on employee performance, this study will include innovative behavior as a mediating variable. Innovative behavior usually arises if an employee is in a work atmosphere that emphasizes the values of creativity. This work atmosphere will be able to bring up various new ideas and ways so that it shows results in their innovative behavior (Sarmawa, 2019). This is in accordance with the empirical findings of Abbatiello, et al. (2015) and Zhang & Zhao (2018) that the stronger the values of creativity in organizational culture, the more it encourages them to behave innovatively at work.

In addition, the innovative behavior of employees can also be determined by their sense of belonging and attachment to the organization (Sutrisno, et al., 2018). Employees who have a strong commitment will be more enthusiastic and earnest in carrying out their work. The seriousness and enthusiasm of employees carrying out work will encourage them to behave innovatively. This is revealed in the results of research by Suharli (2020) and Wulandari & Yuliasih (2018) that employees who have a strong commitment to the organization can encourage them to apply new knowledge and ways of doing work. In addition, previous literature has shown a significant relationship between innovation behavior and employee performance (Widyantari & Cipto, 2021 and Sulhan, et al., 2022). Innovation behavior is the action of individuals to apply new ideas, methods, and knowledge, so that the completion of tasks and work becomes more satisfying (Yasa, et al., 2021;

and Schuh, et al., 2018).

Based on the above background, this study aims to fill the research gap by testing and explaining the role of innovative behavior as a mediator of organizational culture and organizational commitment to employee performance in public sector organizations, namely the Dinas Koperasi and UMKM in Denpasar City.

## Literature Review:

### Organizational culture

Culture is a complex combination of assumptions, behaviors, stories, myths, metaphors and various other ideas that come together to determine what it means to be a member of a particular society (Hitt et al., 2017). Meanwhile, organizational culture is a number of important understandings, such as norms, attitudes, and beliefs, which are shared by members of the organization (Griffin, 2020). The characteristics of organizational culture, according to Robbins & Judge (2011) are: individual initiative, tolerance for risk, direction, integration, control, identity, reward system, and tolerance for conflict.

### Organizational commitment

Organizational commitment is a condition where employees have loyalty to the organization where they work (Kumasey, et al., 2017). Furthermore, Khan & Rashid (2015) provide meaning that employees' commitment to the organization is shown by their loyalty to be part of the organization and want to remain in the organization, and there is no desire to leave the organization. In this study, organizational commitment refers to Busro (2019), which includes: 1) affective commitment, namely employees' confidence and loyalty to the interests of the organization, 2) continuous commitment, namely employees' efforts for organizational progress and taking into account the impact of leaving the organization, and 3) normative commitment, namely: organizational attention to employee work results and employee contributions to the organization.

### Innovative behaviour

Innovative behaviour is shown by the behaviour of employees who are always creative at work, always convey creative ideas, look for new techniques at

work, have plans to develop new ideas, try to innovate in the use of resources, and develop creativity in teamwork (Shu-pei, 2018). In addition, Hendri (2019) added that the essence of employee innovative behaviour lies in creative and innovative ideas in carrying out their duties and activities at work. The indicators of innovative behaviour in this study refer to De Jong & Den Hartog (2010) which include: employees' ability to see opportunities, issue constructive ideas, and fight for ideas.

### Employee Performance

Magnier-Watanabe, et al. (2020), said that employee performance is the result of the implementation of tasks and activities carried out, and of course has an impact on improving organizational performance (Costa, et al., 2019; Edger, et al., 2018). Employee performance in this study is measured by indicators from Magnier-Watanabe, et al. (2020), namely: being able to complete tasks according to the amount of work given, being able to complete tasks according to the quality of work, and being able to complete tasks within the specified time.

### Conceptual Framework and Hypothesis:

Organizational culture is an employee's important understanding of the norms, values, and behaviours that are shared within the organization (Hitt, et al., 2017). Thus, organizational culture is used as a guide for employees to think and behave in carrying out their duties and work (Chatman & O'Reilly, 2016). Due to the clarity of work practices and services in the organization, employees can develop innovative behaviour. Clear guidelines in carrying out tasks and work can lead to new ideas, creativity, trying to find new things at work, all of which are a reflection of an employee who behaves innovatively (Zhang & Zhao, 2018).

In addition to organizational culture, an employee's loyalty can lead to innovative behavior. Employees who always obey the rules and maintain the good name of the organization will strive to optimize the completion of their tasks and services by developing innovative behavior (Muslim & Daud,

2021). Furthermore, organizational culture can also encourage employees to be more productive, work on time, complete more work (Rusdin & Sjarlis, 2022). In addition, organizational commitment can lead to increased employee work results (Muis, et al., 2018), coupled with innovative work behavior also has a significant effect on improving employee performance (Primandaru & Prawitasari, 2022).

In accordance with the conceptual framework (Figure 1), the hypotheses proposed in this study can be conveyed.

### The influence of organizational culture on employee innovation behaviour

Singh & Punia (2015) suggest that organizational culture is an understanding of the values and beliefs developed in an organization or sub-unit that directs the behaviour of organizational members. The culture that exists in an organization has a very large influence on the personal formation of organizational members (Zhang & Zhao, 2018). This means that if the culture in the organization does not support the growth of individual creativity in the organization, it will undoubtedly limit them from bringing up creative ideas and innovation in carrying out tasks and activities at work (Parashakti et al., 2016). In accordance with the empirical findings of Prayudhayanti (2014), and Asbari, et al. (2019) that organizational culture can increase innovative behaviour. Thus, the research hypothesis can be proposed as follows:

H<sub>1</sub>: Organizational culture has a positive effect on employee innovation behaviour.

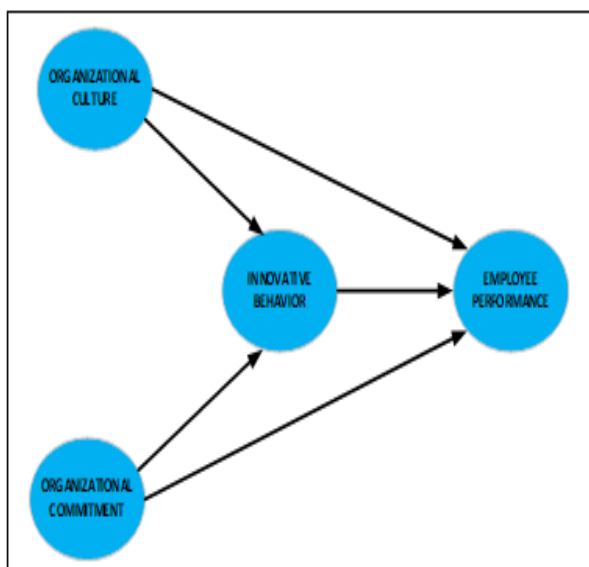


Figure 1. Research conceptual framework

### Effect of organizational commitment on employee innovation behavior

Ramadhoan (2015) argues that employees who have a high commitment to their organization emphasize their activities to achieve organizational goals and choose to remain in the organization in any situation or condition. Agustina & Suparmi (2020) revealed that organizational commitment is the loyalty of organizational members to obey the rules and contribute to the achievement of organizational goals with their innovative behavior (Wulandari & Yuliasih, 2018). Individual behavior does not appear randomly, but can be predicted and then modified according to the conditions and uniqueness of each job (Robbins & Judge, 2014). In accordance with the empirical study of Dahri & Aqil (2017) which emphasizes the importance of managing innovation from employees through efforts in building organizational commitment, and can identify the innovation process can be overcome by increasing organizational commitment along with various challenges internally (Ramadhani, et al., 2023). Thus, a hypothesis can be proposed:

H<sub>2</sub>: Organizational commitment has a positive effect on innovation behavior.

### The influence of organizational culture on employee performance

Organizational culture is a shared meaning system adopted by members that distinguishes the organization from other organizations (Griffin, 2020). The application of a conducive and pleasant organizational culture can be a force to direct employee work towards achieving organizational goals (Yilmaz & Kaya, 2015). In addition, the formation of a strong internalization of organizational culture that can be understood by all members of the organization can create positive perceptions to achieve organizational goals with their work (Omwenga & Nyarombo, 2016). The results of empirical studies from Quadrat-Ullah & Akhtar (2017), Singh & Gupta (2016), Mehmood & Khan (2016), and Wang & Shen (2016) have found that organizational culture significantly determines the improvement of employee

performance. Based on this description, the following hypothesis can be proposed:

H<sub>3</sub>: Organizational culture has a positive effect on employee performance.

### **The effect of organizational commitment on employee performance**

Commitment in the organization can be realized if organizational members are aware of their rights and obligations regardless of the position and position of each individual, because achieving organizational goals is the result of the work of all members of the organization which is collective (Austen & Zacny, 2015). Angel, et al. (2017) added, employees with high commitment have the potential to show optimal work results. The attitude of employees who want to be involved in the organization, are loyal to the organization, and feel part of the organization will encourage them to carry out their duties and obligations seriously, so that the predetermined work targets can be achieved. In accordance with research conducted by Jufriadi & Kusuma (2020), Austen & Zacny (2015), Ates & Buluc (2015), and Sahu & Rout (2016) that organizational commitment has a positive and significant effect on employee performance. Thus, a hypothesis can be proposed:

H<sub>4</sub>: Organizational commitment has a positive effect on employee performance.

### **The effect of employee innovation behavior on employee performance**

Employee performance is the result of work achieved by employees, both in quality, quantity, and timeliness in carrying out their duties in accordance with the responsibilities given to them (Mathis & Jackson, 2012). One of the efforts in ensuring the achievement of employee work results is the innovative work behavior of employees. Employees who behave innovatively at work can satisfy (Shu-pei, 2018). The achievement of organizational goals is highly dependent on the performance of their members who are able to respond to various changes through their innovative behavior (Astrama, et al. 2021). In accordance with the research findings of

Widyantari & Cipto (2021) and Sulhan, et al. (2022) that innovative behavior has a positive and significant effect on employee performance. Based on this description, the research hypothesis can be proposed as follows:

H<sub>5</sub>: Innovative behavior has a positive effect on employee performance.

### **The role of innovative behavior as a mediating influence of organizational culture on employee performance**

Organizational culture is an important factor in building employee innovative behavior, so as to ensure the achievement of organizational goals (Hitt, et al., 2017). Employee work behavior filled with new ideas and methods of working is the main driver to produce better performance than before (Uhl-Bien, et al., 2020). In accordance with the results of research from Sarmawa (2019), Abbatiello, et al. (2015), and Zhang & Zhao (2018) that innovative behavior positively mediates the effect of organizational culture on positive employee performance. Based on this description, the hypothesis in this study is as follows:

H<sub>6</sub>: Innovative behavior positively mediates the effect of organizational culture on employee performance.

### **The role of innovative behavior as a mediating influence of organizational commitment on employee performance**

Employees' commitment to the organization formed from their love and loyalty will form a mindset to advance the organization. Furthermore, the growing positive mindset of employees will be manifested in innovative work practices to ensure organizational goals with the results obtained (Sutrisno, et al., 2018). In other words, employees who are committed to the organization have a desire to advance and help the organization from the results of their work through creativity and innovation at work. The results of research by Suharli (2020), and Wulandari & Yuliasih (2018) have found that organizational commitment has a positive and significant effect on employee performance with innovation behavior as a

mediator. Therefore, a hypothesis can be proposed:

H7: Innovative behavior positively mediates the effect of organizational commitment on employee performance.

### Research Methods:

This study is a causality study that aims to test and explain the causal relationship between variables of organizational culture, organizational commitment, innovative behaviour, and employee performance. This research was conducted at the Dinas Koperasi and UMKM in Denpasar City which is located at Mulawarman Street, No. 3, Denpasar-Bali, Indonesia. The reason behind this research was conducted at the Dinas Koperasi and UMKM in Denpasar City, because of the phenomenon concerning efforts to improve employee performance which is determined from organizational culture, organizational commitment, innovative behaviour. The population in this study were all permanent employees (civil servants) totalling 68 people (excluding leaders), and all of them were used as research samples (saturated samples).

The operationalization of organizational culture variables in this study refers to Robbins & Judge (2011) which uses eight single-item indicators, namely: individual initiative, tolerance for risk, direction, integration, control, identity, reward system, and tolerance for conflict. On the organizational commitment variable, the operationalization refers to Busro (2019) with three multi-item indicators, namely: affective commitment, continuous commitment, and normative commitment. Furthermore, the measurement of innovative behaviour variables adapts from De Jong & Den Hartog (2010) with three multi-item indicators, namely: employees' ability to see opportunities, issue constructive ideas, and fight for ideas. Meanwhile, the measurement of employee performance variables adapts from Magnier-Watanabe, et al. (2020), namely: being able to complete tasks according to the amount of work given, being able to complete tasks according to the quality of work, and being able to complete tasks within the time set.

A questionnaire with a 5-point Likert scale (from 1=strongly disagree to 5=strongly agree) was used as this research instrument. Before being distributed to the entire target sample, the questionnaire was tested by 30 respondents to ensure the validity and reliability of the research instrument. The results of testing the research instruments showed that eight items from the organizational culture (OC) variable obtained correlation coefficients from 0.725 to 0.886. Furthermore, six items from the organizational commitment variable (OCM) obtained a correlation coefficient of 0.740 - 0.890, six items from the innovation behavior variable (IB) obtained a correlation coefficient of 0.646 - 0.866, and six items from the employee performance variable (EP) obtained a correlation coefficient of 0.682 - 0.852. Thus, it can be stated that all items of the four variables are valid (correlation coefficient above 0.30). In the reliability test, the OC variable obtained a Cronbach's Alpha ( $\alpha$ ) correlation coefficient of 0.932, and then the OCM variable of 0.943, IB of 0.908, and EP of 0.919. The test results show that all variables have a good level of reliability (Cronbach's Alpha ( $\alpha$ ) correlation coefficient is above 0.60). Thus, the research instrument can be used and distributed to the entire target sample that has been determined.

### Results of Analysis and Discussion:

The data that has been collected from the distribution of questionnaires will then be analysed with a statistical approach to explain the mediating role of individual behaviour on the influence of organizational culture and organizational commitment on employee performance at the Dinas Koperasi and UMKM in Denpasar City. Demographic analysis of respondents was first carried out to obtain a profile of respondents, both regarding gender, age, and education.

According to the results of the demographic analysis of respondents (Table 1), the characteristics of respondents based on gender show that female employees dominate with a contribution of 58.82 percent, while male employees only have a distribution of 41.18

percent. Furthermore, the characteristics of respondents based on age show that respondents aged 30 - 49 years are more numerous with a distribution of 57.35 percent. Furthermore,

followed by respondents aged 17-29 years (25 percent), and the least aged over 50 years (17.65 percent).

**Table 1. Respondent Demographics**

No	Profile	Quantity	Percentage (%)
1.	<b>Gender:</b>		
	• Male	28 people	41,18
	• Female	40 people	58,82
2.	<b>Age:</b>		
	• 17 - 29 years	17 people	25
	• 30 - 49 years	39 people	57,35
	• > 50 years	12 people	17,65
3.	<b>Education:</b>		
	• Junior High School	1 people	1,48
	• Senior High School	16 people	23,53
	• Diploma	2 people	2,94
	• Bachelor	42 people	61,76
	• Magister	7 people	10,29
<b>Total</b>		<b>68 units</b>	<b>100</b>

Source: Data processed, 2023

The information from the distribution of respondents by age indicates that employees are at a productive age in providing services to the community. Next, the characteristics of respondents based on education level show that the majority of employees have a bachelor education with a distribution of 61.76 percent. Then followed

by those with high school education (23.53 percent), magister degree (10.29 percent), diploma (2.94 percent), and junior high school (1.48 percent). These results show that employees tend to have adequate education in supporting the implementation of tasks and work.

**Table 2. Convergent Validity Evaluation Results**

Variable	Indicator	Outer Loading	AVE
Organizational Culture (OC)	OC <sub>1</sub>	0,687	0,650
	OC <sub>2</sub>	0,859	
	OC <sub>3</sub>	0,881	
	OC <sub>4</sub>	0,770	
	OC <sub>5</sub>	0,816	
	OC <sub>6</sub>	0,724	
	OC <sub>7</sub>	0,867	
	OC <sub>8</sub>	0,826	
Organizational Commitment (OCM)	OCM <sub>1</sub>	0,862	0,777
	OCM <sub>2</sub>	0,903	
	OCM <sub>3</sub>	0,879	
Innovative Behavior (IB)	IB <sub>1</sub>	0,886	0,870
	IB <sub>2</sub>	0,962	
	IB <sub>3</sub>	0,948	
Employee Performance (EP)	EP <sub>1</sub>	0,824	0,816
	EP <sub>2</sub>	0,937	
	EP <sub>3</sub>	0,944	

Source: Data processed, 2023

Furthermore, in testing the hypothesis in this study using SEM-PLS analysis with the Smart-PLS v.3.0 program. The stages of this SEM-PLS analysis from Hair, et al. (2011), include: 1) outer model evaluation which includes testing convergent validity, discriminant validity, and composite reliability; 2) inner model evaluation; and 3) hypothesis testing, both direct and indirect effects (mediation test).

**1) Outer model evaluation**

The convergent validity analysis aims to measure the validity of indicators as construct measures which can be seen in the outer loading and average variance extracted (AVE) values. Indicators are considered valid if they have an outer loading and

AVE value above 0.50 (Ghozali, 2014).

Based on the results of the analysis on convergent validity (Table 2), it can be obtained information that all indicators on organizational culture (OC), organizational commitment (OCM), innovation behaviour (IB), and employee performance (EP) have good validity. This is because all of these indicators have outer loading and AVE values above 0.50.

Then, discriminant validity evaluation is carried out by comparing the square root value of average variance extracted (AVE) of each latent variable with the correlation between other latent variables in the model (Ghozali, 2014). The results of the discriminant validity examination (Table 3) show



that the four latent variables studied have a square root of AVE value greater than the correlation coefficient between other variables. Thus, the

results obtained indicate that it has good discriminant validity.

**Table 3. Discriminant Validity Evaluation Results**

Variable	AVE	√AVE	OC	EP	IB	OCM
Organizational Culture (OC)	0,650	0,806	<b>0,806</b>	0,740	0,741	0,730
Employee Performance (EP)	0,816	0,903	0,740	<b>0,903</b>	0,852	0,867
Innovative Behavior (IB)	0,777	0,881	0,741	0,852	<b>0,881</b>	0,763
Organizational Commitment (OCM)	0,870	0,933	0,730	0,867	0,763	<b>0,933</b>

Source: Data processed, 2023

Evaluation of composite reliability aims to evaluate the reliability value between indicator blocks from the constructs that form them (Hair, et al., 2011). The results of the composite reliability assessment in the measurement model (Table 4), it appears that the value of the four latent variables is above 0.70, so that the indicator block is declared reliable to measure the variables.

**Table 4. Composite Reliability Evaluation Results**

Variable	Composite Reliability
Organizational Culture (OC)	0,937
Employee Performance (EP)	0,930
Innovative Behavior (IB)	0,913
Organizational Commitment (OCM)	0,953

Source: Data processed, 2023

From the evaluation results of convergent and discriminant validity of each indicator, and composite reliability for the indicator block obtained, it can be concluded that the indicators on

each latent variable are valid and reliable measures. The next step, an inner model analysis will be carried out to determine the suitability of the model in this study.

**2) Inner Model Evaluation**

This evaluation is carried out by paying attention to the Q<sup>2</sup> predictive relevance model which measures how well the observed value is produced by the model. Q<sup>2</sup> is based on the coefficient of determination of all dependent variables (Hair, et al., 2011). The amount of Q<sup>2</sup> has a value with a range of 0 < Q<sup>2</sup> < 1, the closer to the value of 1 means the better the model. The calculation of Q<sup>2</sup> predictive relevance of the model is as shown in Table 5 below.

**Table 5. Inner Model Evaluation Results**

Structural Model	Endogenous Variable	R-Square
1	Innovative Behavior (IB)	0,643
2	Employee Performance (EP)	0,840
Calculation: $Q^2 = (1 - [(1 - R_1^2) (1 - R_2^2)])$ $Q^2 = (1 - [(1 - 0,643) (1 - 0,840)]) = 0,943$		

Source: Data processed, 2023

Information from Table 5 shows the value of  $Q^2 = 0.943$  and close to the value of 1, so it can provide evidence that the structural model has a good fit. This result also means that 94,30 percent of the data can be explained by the model, while the remaining 5,70 percent is explained by errors or other variables not included in the model.

### 3) Hypothesis testing

Hypothesis testing is carried out by following the provisions of the  $T_{Statistic}$  value above 1,96 in each path, both direct and indirect effect testing (examination of mediating variables). The results of direct effect hypothesis testing can be seen in the recapitulation in Table 6 below.

**Table 6. Direct Effect Hypothesis Testing Results**

No	Effect	Path Coefficient	$T_{Statistics}$	Remark
1	Organizational Culture (OC) → Innovative Behavior (IB)	0,364	3,308	H <sub>1</sub> accepted
2	Organizational Commitment (OCM) → Innovative Behavior (IB)	0,494	4,538	H <sub>2</sub> accepted
3	Organizational Culture (OC) → Employee Performance (EP)	0,059	0,834	H <sub>3</sub> rejected
4	Organizational Commitment (OCM) → Employee Performance (EP)	0,430	4,114	H <sub>4</sub> accepted
5	Innovative Behavior (IB) → Employee Performance (EP)	0,496	4,755	H <sub>5</sub> accepted

Source: Data processed, 2023

Based on Table 6 above, the OC effect on IB has a positive path coefficient of 0,364 with a  $T_{Statistic} = 3,308$ , so H<sub>1</sub> is accepted. This result means that strengthening organizational culture can increase employee innovation behavior. The results of testing the effect of OCM on IB show a positive path coefficient of 0,494 with a  $T_{Statistic} = 4,538$ , so H<sub>2</sub> is accepted. This result means that the more committed employees are to the organization will increase their innovation behavior. Furthermore, OC is proven to have no significant effect on EP, because the  $T_{Statistic}$  value = 0,834 ( $T_{Statistic} < 1,96$ ), so H<sub>3</sub> is rejected. The results of this test mean that strengthening organizational culture does not necessarily have a direct impact on improving employee performance. Meanwhile, in testing the direct effect of OCM on EP, a positive path coefficient of 0,430 with a  $T_{Statistic} = 4,114$  is obtained, so H<sub>4</sub> is accepted. This means that the

more committed employees are to the organization will improve their performance. In testing the direct effect of IB on EP, the path coefficient obtained is 0,496 with a  $T_{Statistic} = 4,775$ , and H<sub>5</sub> is accepted. The meaning obtained from this result is that the more employees behave innovatively at work, the more they will be able to improve their work results.

In the following analysis, the hypothesis of the indirect effect of OC and OCM on EP with IB as a mediator will be tested. In addition to following the provisions of the  $T_{Statistic}$  value above 1,96, this indirect effect test also uses the instructions from Hair, et al. (2011) to determine the intervention of mediating variables, either fully mediated, partially mediated or not as a mediating variable. The recapitulation of the results of testing the mediation effect can be presented in Table 7 below.

**Table 7. Recapitulation of Mediation Effect Testing Results**

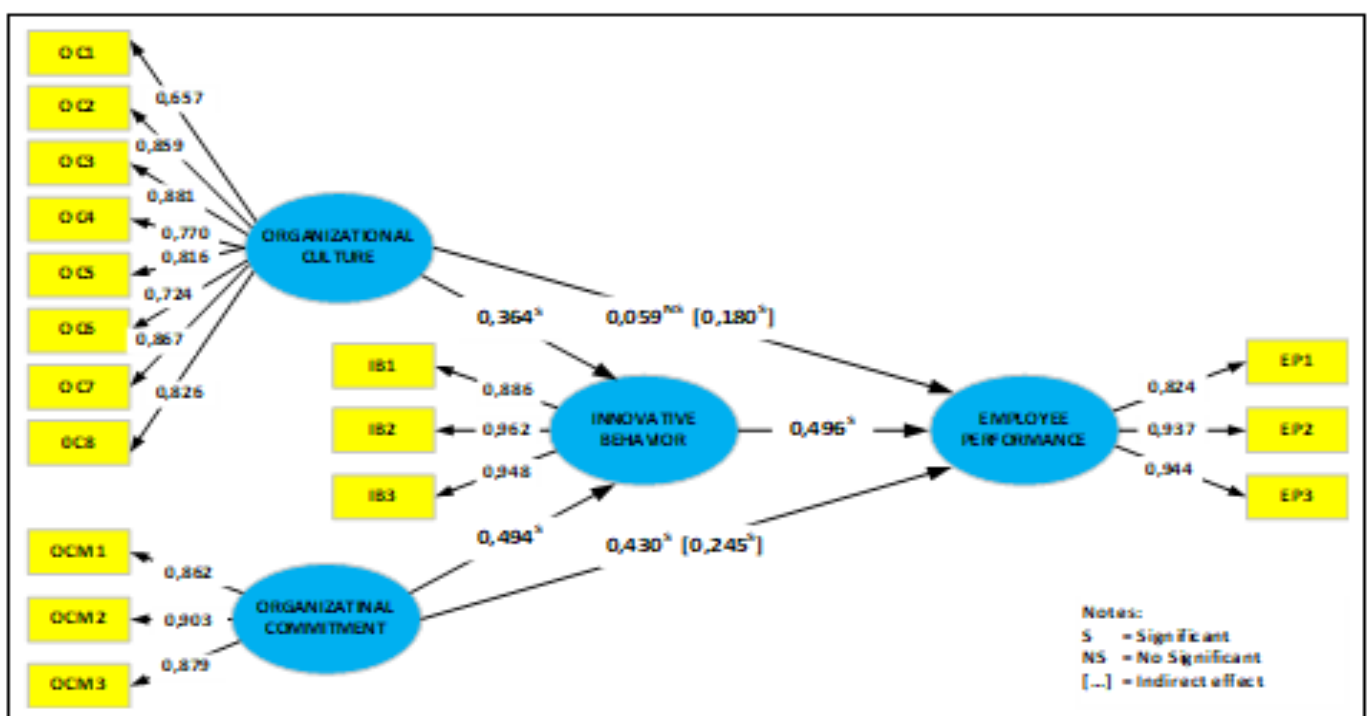
No	Effect	Effect Coefficient				Remark
		A	B	C	D	
1	Organizational Culture (OC) → Innovative Behavior (IB) → Employee Performance (EP)	0,059 (No Sig.)	0,235 (Sig.)	0,364 (Sig.)	0,496 (Sig.)	<b>Full Mediation</b>
2	Organizational Commitment (OCM) → Innovative Behavior (IB) → Employee Performance (EP)	0,430 (Sig.)	0,677 (Sig.)	0,494 (Sig.)	0,496 (Sig.)	<b>Partial Mediation</b>

Notes: Significance (Sig) =  $T_{Statistic} > 1,96$  ( $\alpha = 5\%$ )  
 Source: Data processed, 2023

The results of testing indirect effects in this study (Table 7) can be conveyed that IB is proven to be able to mediate the indirect effect of OC on EP, because it obtains an indirect effect path coefficient of 0,180 with a  $T_{Statistic} > 1,96$ . The results of this test indicate that  $H_6$  is acceptable. The meaning that can be conveyed, the stronger the organizational culture that employees believe, it can increase their innovation behavior, and ultimately will be able to improve their work achievements. In addition, in effect B, C and D have  $T_{Statistic}$  values  $> 1,96$ , but in effect A the  $T_{Statistic}$  value  $< 1,96$ . Thus, the mediating effect of IB on the indirect effect of OC on EP is full mediation. This result leads IB to play an important role in mediating the effect of OC on EP, because OC does not have a significant direct effect on EP.

Furthermore, IB is proven to be a mediating variable in the indirect effect of OCM on EP. This result is shown from the indirect effect path coefficient obtained of 0.245 with  $T_{Statistic} > 1,96$ , so  $H_7$  can be accepted. These results provide meaning, the more committed employees are to the organization will increase their innovation behavior, and later will increase their work achievements. In addition, the effects of A, B, C and D have significant values ( $T_{Statistic} > 1,96$ ), so the mediation effect of IB on the indirect effect of OCM on EP is partial mediation. These results indicate that IB mediation is not a key determinant of the effect of OCM on EP, because OCM has a significant direct effect on EP.

**Figure 2. Path Diagram of Analysis Results**



Source: Data processed, 2023

In accordance with the results of the analysis described above, this section will discuss the results of hypothesis testing one by one.

### **Organizational culture affects innovation behavior**

Organizational culture is proven to have a positive and significant effect on innovation behavior. This result means that the existing culture in the organization has a positive impact on the personal formation of employees, so that it can foster ideas and creativity in completing work. The results of this study are in accordance with the research found by Parashakti et al. (2016) and Prayudhayanti (2014) who found that organizational culture has a positive and significant effect on innovation behavior. Similarly, research from Asbari, et al. (2019) found that organizational culture can increase employee innovative behavior.

### **Organizational commitment affects innovation behavior**

Organizational commitment has a positive and significant effect on innovation behavior. The results obtained mean that employees who have a high commitment to the organization will strive to ensure the achievement of organizational goals, and remain loyal to the organization in various situations and conditions. The commitment of these employees will encourage employees to be creative and innovative in carrying out their duties and work. The results of this study are in accordance with Dahri & Aqil (2017), emphasizing the importance of building organizational commitment from employees, because it can identify the innovation process along with the various internal obstacles faced. In addition, it is also in accordance with the research of Wulandari & Yuliasih (2018) and Ramadhani, et al. (2023) which found that organizational commitment has a positive and significant effect on innovative behavior.

### **Organizational culture has no effect on employee performance**

Organizational culture does not have a direct effect on employee performance. This result means that strengthening organizational culture does not

necessarily ensure employee work results. This is relevant because organizational culture, which plays an important role in shaping work harmonization and employee collaboration to carry out tasks and work, has not been optimally implemented. This is because employees have not implemented organizational culture as a whole, and tend to prioritize organizational identity on duty. This does not have a direct impact on the achievement of their work results. Meanwhile, better work results are created if there is communication between all employees and understood in accordance with organizational values which can lead to positive perceptions between all levels, so that they are embodied in their duties and work (Kurniawan and Yuniati, 2017). The results of this study are in accordance with the findings of Wahyudi & Tupti (2019), Wardani, et al. (2016), and Marwansyah (2016) who found that organizational culture cannot have a direct impact on improving employee performance. The same findings were obtained by Astuti, et al. (2020) that an organizational culture that is poorly understood by employees cannot lead to the achievement of optimal performance, both individual and organizational.

### **Organizational commitment affects employee performance**

Organizational commitment is proven to have a positive and significant effect on employee performance. This result means that the more committed employees are to the organization will improve their performance. Employees who are members of the organization are required to have commitment in themselves, because with this commitment there will be a drive to achieve a goal. If the achievement of these goals is met, it will result in good performance in employees (Angel, et al., 2017). The results of this study are in accordance with the statement of Austen & Zacny (2015) that commitment is higher if employees in the organization are aware of their rights and obligations to achieve organizational goals. The awareness and attitude of employees who prioritize duties and responsibilities can ensure good work results. In addition, Jufriadi & Kusuma (2020),

Ates & Buluc (2015), and Sahu & Rout (2016) have found that organizational commitment has a positive and significant effect on employee performance.

### **Innovation behavior affects employee performance**

Innovation behavior has a positive and significant effect on employee performance. This result means that the more innovative employees are at work, the more they will be able to improve their work results. Increasing employee work results is highly dependent on their innovative behavior in the organization to respond to various changes by generating creative ideas in using more effective and efficient work methods. In addition, innovative behavior shows the exploration and application of new ideas from employees to improve existing work processes (Shu-pei, 2018). In addition, the achievement of organizational goals is highly dependent on the performance of their members who are able to respond to various changes through innovative behavior (Astrama, et al. 2021). The results of this study are in accordance with the research of Widyantari & Cipto (2021) and Sulhan, et al. (2022) which found that innovative behavior has a positive effect on work implementation, expedites the work process, and provides innovative developments in the work process, so that employee work results increase.

### **Innovation behavior plays a role in mediating the effect of organizational culture on employee performance**

Organizational culture has a positive and significant effect on employee performance with innovation behavior as a mediator. This means that organizational culture is an important source in building innovative employee behavior, so as to ensure the achievement of organizational goals. Creative and innovative employee work behavior is an important part of ensuring better employee performance than before. The role of innovative behavior as a key determinant of the indirect effect of organizational culture on employee performance, because the mediation of innovative behavior is full. In other words, an organizational

culture that cannot build innovative behavior will certainly not ensure improved employee performance. (Uhl-Bien, et al., 2020). The results of this study are in accordance with Zhang & Zhao (2018) who state that in a challenging corporate environment, organizational culture is a major determinant of innovative behavior to achieve optimal organizational performance. In addition, the results of research by Sarmawa (2019) and Abbatiello, et al. (2015) have found that innovative behavior mediates the effect of organizational culture on employee performance.

### **Innovation behavior plays a role in mediating the effect of organizational commitment on employee performance**

The analysis shows that organizational commitment has a positive and significant effect on employee performance with innovation behavior as a mediator. This means that the more committed employees are to the organization, the more innovation behavior will increase, and in turn will increase their work achievements. However, the role of innovation behavior as a mediator in the indirect effect of organizational commitment on employee performance is partial, so it can be ascertained that innovation behavior is not a determinant in the indirect effect of organizational commitment on employee performance. Individuals who join the organization are required to have commitment in themselves, because with this commitment, there will be an urge to behave innovatively in carrying out their duties and work (Sutrisno, et al., 2018). Therefore, employees who are committed to the organization have a desire to advance and help the organization from their work through creativity and innovation at work (Suharli, 2020). Similar results were found by Wulandari & Yuliasih (2018) that organizational commitment has a positive and significant effect on employee performance with innovation behavior as a mediator.

### **Conclusions and Suggestions:**

The conclusion that can be conveyed from this research is that organizational culture and commitment are important factors that can

determine the innovation behaviour of employees. Although organizational culture does not have a direct impact on employee performance, the role of innovation behaviour as an important mediator to bridge organizational culture in improving employee performance. This means that strengthening organizational culture can increase employees' innovative behaviour which will ultimately determine their performance improvement. On the other hand, organizational commitment has a positive impact directly on employee performance, and indirectly through the mediation of innovative behaviour. This means that the more committed employees are to the organization, the more it will have a direct impact on their performance. In addition, employees who have a high commitment to the organization will be more innovative in carrying out work, and will ultimately improve their performance. Thus, organizations should focus on strengthening their culture and promoting commitment among employees to increase innovative behaviour, which will improve their performance.

Some suggestions that can be conveyed from the results of this study are as follows:

- a. In order to improve employee performance, leaders at the Dinas Koperasi and UMKM in Denpasar City should pay attention to the innovative behavior of employees based on organizational culture and organizational commitment. However, high commitment from employees to the organization can have a greater impact on improving employee performance at the Dinas Koperasi and UMKM in Denpasar City if it is able to encourage employee innovation behavior in carrying out tasks and work.
- b. In strengthening organizational culture, the leadership of the Dinas Koperasi and UMKM in Denpasar City should provide more direction for clarity of work standards and achievements expected from employees, and be followed by clarity of the reward system, tolerance for risk, tolerance for conflict, control, integration, identity, and individual initiative.

- c. In increasing employee commitment to the organization, the leadership of the Dinas Koperasi and UMKM in Denpasar City should pay attention to the continuous commitment of employees through movements to improve organizational progress, and take into account the impact if employees leave the organization.
- d. In improving employee innovation behavior, the leadership of the Dinas Koperasi and UMKM in Denpasar City should pay attention to further mobilizing their employees to generate ideas in providing solutions to the work at hand.
- e. For future researchers, they can use different measures or parameters on the variables studied, so that they can confirm with certainty the direct and indirect effects of organizational culture, organizational commitment on innovation behavior and employee performance. In addition, other researchers can use this research model with settings in different organizations or companies, so that the research model can be confirmed better.

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