

The influence of innovation climate and motivation on employee performance through innovative behaviour as a mediating variable

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Abstract. The researcher's attention to the importance of innovative climate to drive performance increases along with the complex competitiveness of the organisation. This study aimed to analyse the influence of innovation climate and motivation on employee performance through innovative behaviour as a mediating variable. The respondents of this study were 170 junior high and senior high school teachers in East Lampung Province. This study used a quantitative paradigm, by conducting a survey through distributing questionnaires to respondents, and then conducting quantitative analysis with SPSS. The results of the study indicated that an innovation climate is able to drive innovative work behaviour, motivation is able to drive employee performance, and innovative work behaviour can drive performance. However, this research was unable to prove the direct influence of the innovation climate on performance. The innovation climate can affect performance through the mediation effect of innovative behaviour. Additionally, this study did not prove that employee motivation can drive innovative work behaviour. Similarly, innovative work behaviour is not proven to mediate the influence of motivation on employee performance. The results of this study provided implications for the important role of innovative work behaviour as a mediator in explaining the influence of innovation climate on performance in organisations. This study suggested that to enhance employee performance, organisations must foster a supportive innovation climate, as innovative work behaviour serves as a crucial mediator between innovation climate and performance. Furthermore, methods to enhance motivation should be complemented by initiatives to cultivate a conducive environment, thereby encouraging employees to innovate within the workplace

Keywords: impact of motivation; organisational innovation; workplace innovation; work innovations; work environment

● INTRODUCTION

In the disruptive age experienced by all organisations, the implementation of motivation and innovative climate can enhance employee performance, thereby improving the quality of the organisations, including institutions in Indonesia. As technology advances and the demand for excellence increases, every organisation must continually adapt and enhance its standards, particularly by boosting employee effectiveness. Employees are essential human

resources, and organisational support is essential to foster an innovative climate that promotes the execution of activities within the setting. To improve employee performance, organisations need to consider the factors that influence it, one of which is the innovation climate.

According to S. Bibi *et al.* (2020), innovation climate is a strong atmosphere that fosters and spreads creative mechanisms to achieve its goals. Research on corporate

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climate focused on employee perceptions of the work climate, which affects their attitudes and behaviours in the workplace. According to P. He *et al.* (2019), innovation is a complex and high-risk condition. Many employees have difficulty in innovating. A good innovation climate can positively affect the performance of an organisation or individual, while a bad innovation climate can hinder performance. Innovation climate is important for organisations or individuals because with the existence of an innovation climate, new solutions can be created that can improve their performance. This is proven by B. Afsar & W.A. Umrani (2020), who said that “innovation climate is important for innovation practices and performance”. Besides innovation climate, performance is also influenced by the motivation of the company itself.

Motivation can create enthusiasm and encouragement to the employees themselves. A boss must be able to understand the nature of employees. It can be said that if someone has strong motivation, then that person will be more active in working, and that causes their performance to increase. This is proven by H. Widyaningsih *et al.* (2021), which says that “motivation directly affects performance”. With a strong climate of innovation and motivation, it will affect employee performance which will have an impact on the ease of the organisation to achieve its goals. Because employees are motivated to work harder and, and there is a good climate of innovation in the organisation, it will create innovative behaviour. According to H. Widyaningsih *et al.* (2021), innovative work behaviour is the introduction and application of new ideas, processes, products or procedures designed for better performance in the workplace; thus, good innovative work behaviour with the application of new ideas in solving problems in production can create or produce better performance.

Innovative behaviour also plays a role in influencing employee performance in an organisation. Innovative behaviour can improve employees’ ability to work efficiently and productively. Because when employees are involved in the innovation process, they can find new ways to do their jobs more efficiently. This is evidenced by F.P. Adekanmbi & W.I. Ukpere (2022), who stated that “innovative behaviour has a significant relationship with performance”. In addition to influencing employee performance, innovative behaviour is also influenced by two factors, such as innovation climate and motivation. Innovation climate is very important in facilitating innovative behaviour. If the organisation or environment encourages and supports innovation, then individuals or groups will feel more open to experimenting and trying new things. This is evidenced by B. Afsar & W.A. Umrani (2020), who stated that innovation climate has an impact on innovative work behaviour. Motivation can encourage someone to try new things, dare to take risks, and achieve the best results in their work. It is important for individuals or organisations to motivate employees to increase their innovative behaviour. D.S. Widodo & A. Yandi (2022) and Q. Dai *et al.* (2022) concluded that employee motivation has a significant positive effect on innovative work behaviour. However, R. Hidayat (2021) was unable to prove the positive influence of motivation on employee performance.

Based on the research gap, the authors wanted to re-examine the influence of innovation climate, motivation

on performance and mediation of innovative behaviour in an organisation, which was the purpose of this study. The hypotheses for this study were the following. H1: innovation climate has a significant positive effect on performance. H2: motivation has a significant positive effect on performance. H3: innovative behaviour has a significant positive effect on performance. H4: innovation climate has a significant positive effect on innovative behaviour. H5: motivation has a significant positive effect on innovative behaviour. H6: innovative behaviour mediates the positive influence of innovation climate on performance. H7: innovative work behaviour mediates the influence of motivation on performance.

● THEORETICAL OVERVIEW

The influence of innovation climate on performance.

Hypothesis development. Research conducted by A. Waheed *et al.* (2019) concluded that innovation climate is very important in creating good performance. S.M. Chege & D. Wang (2020) also raised the importance of innovation needed for company growth; it means that performance will increase. V. Ramadani *et al.* (2018) study supported innovation climate influence on performance and stated that product innovation has a positive impact on company performance in a transition economy. M.A.A.M. Harif *et al.* (2022) said that open innovation is very important to improve the organisation. S.G. Kebajikan & S. Sumartik (2023) concluded that innovation has a significant influence on employee performance. Based on the description above, the hypotheses were formulated as follows.

H1: Innovation climate has a significant positive effect on performance. The influence of motivation on performance. Individuals with high motivation will have the desire to carry out tasks well so that performance increases. This is because motivation basically describes the drive that arises from within the employee caused by the needs they have. H. Sembiring (2020) and N.T. Febrianti *et al.* (2020) has proven the influence of motivation on employee performance. **H2: Motivation has a significant positive effect on performance. The influence of innovative behaviour on performance.** Innovative work behaviour is needed to create superior performance. Employees who have high innovative work behaviour will be encouraged to generate creative ideas in solving problems related to tasks, so they can overcome difficulties found in the workplace and improve performance. Previous literature has proven this logic, including by N.N.K. Yasa *et al.* (2021) and D. Darmaileny *et al.* (2022).

H3: Innovative behaviour has a significant positive effect on performance. The influence of innovation climate on innovative behaviour. A supportive innovation climate will encourage each individual to find, create, and develop innovative ideas that support the implementation of tasks. Individuals who work in an environment full of innovation encouragement will find it easy to develop ideas or concepts, so they will tend to have innovative attitudes and behaviours compared to individuals who work in an environment that is less supportive of innovation. Research conducted by A. Ali *et al.* (2020) and Q. Dai *et al.* (2022) concluded that a good innovative climate will encourage innovative work behaviour of employees. **H4: Innovation climate has a significant positive effect on innovative**

behaviour. The influence of motivation on innovative behaviour. Motivation describes the individual’s driving force in carrying out actions related to work aspects. Individuals with high motivation will be driven to take creative actions and create ideas to complete tasks. B. Afsar & W.A. Umrani (2020) and Q. Dai *et al.* (2022) have shown that the higher the motivation of employees, the higher their innovative behaviour.

H5: Motivation has a significant positive effect on innovative behaviour. The role of innovative behaviour as a mediator of the influence of innovation climate on employee performance. Innovative behaviour is employee behaviour that always shows new ideas in carrying out its activities. Innovative work behaviour in the workplace describes a positive response from several organisational conditions that are built, such as an innovative climate. In addition, innovative work behaviour can also occur as a positive response to the high motivation of employees. This means that innovative work behaviour can play a role in mediating organisational factors and individual outcomes, namely performance. In this

research, researchers try to use innovative work behaviour as a mediator between innovative climate on performance and motivation on performance. Research conducted by N.N.K. Yasa *et al.* (2021) revealed the influence of innovative climate on innovative work behaviour. The influence of motivation on innovative work behaviour is proven by B. Afsar & W.A. Umrani (2020) and Q. Dai *et al.* (2022). While N.N.K. Yasa *et al.* (2021) and D. Darmaileny *et al.* (2022) concluded that innovative work behaviour can drive performance. Based on this description, the researchers wanted to test whether innovative work behaviour mediates the variables of innovation climate and motivation on performance, with the following hypotheses. **H6: Innovative behaviour mediates the positive influence of innovation climate on employee performance. H7: Innovative work behaviour mediates the influence of motivation on performance.**

● **MATERIALS AND METHODS**

Research model. Figure 1 is the theoretical framework of this study.

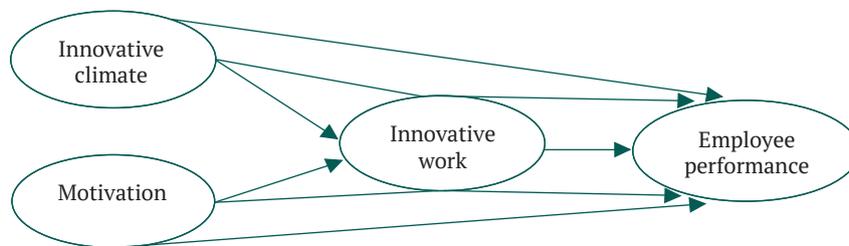


Figure 1. Research model

Source: created by the authors

Research design. This research was conducted in junior high school and senior high schools in Bandar Sribhawono Sub District, East Lampung, in 2024. This study used a positivist approach to test the relationship between research variables. Respondents in this study were 170 junior high school and senior high school teachers in East Lampung Regency. The questionnaires distributed were 170, with a total of 144 questionnaires collected, and 26 were damaged or not returned. Thus, the questionnaires processed in this study were 144. The number of respondents was obtained from saturation sampling, meaning that all members of the population were used as samples by (Bell *et al.*, 2022). Research with respondents was conducted in accordance with the American Sociological

Association’s Code of Ethics (1997). Causality research as a representation of quantitative research uses a survey through the distribution of questionnaires that are distributed directly to respondents at school locations. In the questionnaire, there were 5 question items with a scale of 1-5. The Likert scale was used in the questionnaire (scale 1 – strongly disagree, scale 5 – strongly agree). Prior to data analysis, the validity, reliability, and included multiple linear regression using the SPSS software.

Measurement. Employee performance variable in this study refers to the concept used by S. Shan *et al.* (2015) which described the work results achieved by an employee in carrying out the tasks assigned to achieve target (Table 1).

Table 1. Employee performance

Dimensions	Item
Perspectives on work effectiveness	1. I contribute to my school’s performance.
	2. I enjoy working as a teacher.
	3. I often think about how to do my job more effectively.
Willingness to meet work standards	4. I feel proud when I succeed in achieving the work standards that have been set.
	5. I feel proud when I successfully complete my work.

Source: compiled by the authors based on S. Shan *et al.* (2015)

Innovative behaviour is measured using the concept from J. De Jong & D. Den Hartog (2010) which describes

individual behaviour in initiating, recognising, exploring ideas, processes, results related to work aspects (Table 2).

Table 2. Innovative work behaviour

Dimensions	Item
Exploration of opportunities	1. I noticed problems that were not really my responsibility.
	2. I am often looking for ways to improve everything I have to do.
	3. I often look for new methods, techniques or instruments in completing tasks.
Source of ideas	4. I often generate solutions to a problem.
	5. I often find new approaches in carrying out tasks.
	6. I often make other teachers feel important with innovative ideas.
Support for innovative ideas	7. I often support innovative ideas.
	8. I often introduce innovative ideas into work practices.
	9. I often contribute to the implementation of new ideas.
	10. I often try to develop new things.

Source: compiled by the authors based on J. De Jong & D. Den Hartog (2010)

Motivation is the mechanism that outlines the level of intensity, direction, and perseverance an individual displays in pursuits of their objectives. Motivation in this

study was expressed as a drive to increase enthusiasm in completing a job or task. The instrument was adopted from M. Gagné *et al.* (2010) (Table 3).

Table 3. Motivation

Dimensions	Item
Intrinsic	1. I enjoy working as a teacher.
	2. I am happy with my job as a teacher.
	3. I was happy when I was given a job at this school.
Extrinsic	4. I do this job for the pay check.
	5. This job provides a certain standard of living.
	6. This job allows me to earn a lot of money.
Identification	7. This job allows me to achieve my life goals.
	8. This job fits my career plan.
	9. This job is in line with my life values.
Introspection	10. I have to be the best at this job.
	11. This job is my source of income.
	12. My reputation depends on this job.

Source: compiled by the authors based on M. Gagné *et al.* (2010)

Innovation climate is adopted from the concept presented by S.G. Scott & R.A. Bruce (1994) previously used by S.M. Siegel & W.F. Kaemmerer (1979), which explains the

climate or atmosphere that supports innovation in an organisation. The indicators consist of support for creativity and tolerance for differences (Table 4).

Table 4. Innovation climate

Dimension	Item
Tolerance of differences	1. In this school every teacher is encouraged to be creative.
	2. The principal appreciated my creativity.
	3. In this school, all teachers are allowed to solve problems in different ways.
	4. Teachers at this school always follow the principal's orders.
	5. In this school, teachers can get into trouble if they have different opinions.
	6. In this school I easily adapt to changes.
	7. In this school, teachers cannot do activities that are different from other teachers.
	8. The best way to survive in this organisation is to follow the way other teachers work.
	9. Teachers at this school usually solve problems in the same way.
	10. This school supports change.
	11. This school gives awards to people who have creative ideas.
	12. In this school, teachers in carrying out their duties adhere strictly to existing regulations.
	13. This school is resistant to change.
Support for creativity	14. This school provides facilities to develop creative ideas.
	15. The resources available at this school support the innovation process.

Table 4, Continued

Dimension	Item
Support for creativity	16. In this school there is enough time to develop creative ideas.
	17. Lack of funds to develop creative ideas is a problem in this school.
	18. Lack of resources can hinder the development of innovation in this school.
	19. In this school, you are allowed to develop creative ideas while working.
	20. At this school, there are awards for teachers who innovate.
	21. This school openly recognises those who are innovative/ there is recognition or awards given to innovative teachers.
	22. This school rewards creative teachers.

Source: compiled by the authors based on S.G. Scott & R.A. Bruce (1994)

Research instrument testing. Validity and reliability tests were needed to ensure that the measuring instrument used is appropriate with validity and reliability testing. The validity test criteria were declared valid if the $p < 0.05$ and was invalid if the $p > 0.05$ (Bell *et al.*, 2022). **Descriptive statistics.** Description variables regarding innovative climate, motivation, innovative work behaviour and performance were presented using the following interval determination formula:

$$\text{Class Interval} = \frac{\text{Maximum value} - \text{Minimum value}}{\text{Number of class}} = \frac{5-1}{5} = 0.8. \quad (1)$$

From the calculation of the interval above, the interpretation of the class intervals based on the responses obtained from the respondents is as follows: 1.00-1.80 (very low), 1.80-2.60 (low), 2.60-3.40 (medium), 3.40-4.20 (high), and 4.20-5.00 (very high). **Validity testing.** Validity testing aimed to determine whether the research instrument to be measured. Validity testing criteria was declared valid if the $p < 0.05$ and is said to be invalid if the $p > 0.05$ (Bell *et al.*, 2022). To test the mediation effect, Sobel was used using a Sobel calculator. The test was conducted twice, namely testing the role of innovative work behaviour as a

mediator between the influence of innovative climate on performance and testing innovative work behaviour as a mediator of the influence of motivation on performance.

● **RESULTS AND DISCUSSION**

The results showed that respondents were dominated by S1 graduates totalling 138 (96%), while the rest were S2 graduates totalling 6 (4%) respondents. In addition, the number of male respondents was 70 (49%) and female respondents were 74 (51%). Based on the test results (Table 5), there are 39 statement items that passed the validity and reliability tests. The validity test results indicated that the research instrument was valid, since all values had a significance level of 0.05. Consequently, it can be stated that the assertions regard each variable employee performance, innovative work behaviour, motivation, and climate of innovation. Cronbach’s Alpha on the employee performance value variable is 0.838, on the innovative work behaviour variable is 0.644, on the motivation variable is 0.671. and on the climate of innovation is 0.861. Cronbach’s alpha on all four variables is greater than 0.6, which indicates that the indicators used in the statement on each variable were declared reliable (Bell *et al.*, 2022).

Table 5. Construct reliability and validity

Variable	Item	Significance	Validity	Cronbach’s Alpha	Information
Employee performance	EP1	0.000	Valid	0.838	Reliable
	EP2	0.000	Valid		
	EP3	0.000	Valid		
	EP4	0.000	Valid		
	EP5	0.000	Valid		
Innovative work behaviour	IWB1	0.000	Valid	0.644	Reliable
	IWB2	0.000	Valid		
	IWB3	0.000	Valid		
	IWB4	0.000	Valid		
	IWB5	0.000	Valid		
	IWB6	0.000	Valid		
	IWB7	0.000	Valid		
	IWB8	0.000	Valid		
	IWB9	0.000	Valid		
Motivation	M1	0.000	Valid	0.671	Reliable
	M2	0.000	Valid		
	M3	0.000	Valid		
	M4	0.000	Valid		
	M5	0.000	Valid		
	M6	0.000	Valid		
	M7	0.000	Valid		

Table 5, Continued

Variable	Item	Significance	Validity	Cronbach's Alpha	Information
Motivation	M8	0.000	Valid	0.671	Reliable
	M9	0.000	Valid		
	M10	0.000	Valid		
	M11	0.000	Valid		
	M12	0.000	Valid		
Innovation climate	IC1	0.000	Valid	0.861	Reliable
	IC2	0.000	Valid		
	IC3	0.009	Valid		
	IC4	0.000	Valid		
	IC5	0.026	Valid		
	IC6	0.009	Valid		
	IC7	0.000	Valid		
	IC8	0.000	Valid		
	IC9	0.000	Valid		
	IC10	0.000	Valid		
	IC11	0.000	Valid		
	IC12	0.000	Valid		
	IC13	0.000	Valid		

Source: created by the authors

The results of the first stage regression are used to test the effect of innovation climate, motivation and innovative work behaviour on performance. Based on the results of the analysis presented in Table 6, it can be seen that the direction of the β of innovation climate and performance is negative -0.292 with a t value of -3.453 ($p < 0.05$). Thus, it

can be concluded that H1 is not supported. The direction of the β of motivation on performance shows a value of 0.550 with a t value of 6.971 ($p < 0.05$). Thus, H2 is supported. Likewise, the direction of the β of innovative work behaviour on performance shows a figure of 0.170 with a t value of 2.178 ($p < 0.05$) so it is concluded that H3 is supported.

Table 6. Stage-1 regression results

Model		Unstandardised coefficients		Standardised coefficients	t	Significance
		B	Std. error	β		
1	(Constant)	2.055	0.537		3.829	0.000
	X1	-0.328	0.095	-0.292	-3.453	0.001
	X2	0.671	0.096	0.550	6.971	0.000
	M	0.263	0.121	0.170	2.178	0.031
Dependent variable: Performance						

Source: created by the authors

The results of the second stage regression are presented in Table 7, which shows the β of innovation climate towards innovative work behaviour with a positive β of 0.401 and a t value of 4.728 ($p < 0.05$) so it is

concluded that H4 is supported. The β of motivation towards innovative work behaviour shows a negative value of 0.079 with a t value of -0.929 ($p > 0.05$). Thus, H5 is not supported.

Table 7. Stage-2 regression test

Model		Unstandardised coefficients		Standardised coefficients	t	Significance
		B	Std. error	β		
1	(Constant)	3.157	0.263		11.996	0.000
	X1	0.291	0.061	0.401	4.728	0.000
	X2	-0.062	0.067	-0.079	-0.929	0.354
Dependent variable: Innovative work behaviour						

Source: created by the authors

The first Sobel test result found a Sobel value of 1.978 (>1.96). However, the second Sobel test result showed a Sobel value of -0.851 (<1.96). This result shows that innovative work behaviour plays a mediating role between the influence

of innovative climate on performance, but innovative work behaviour is not proven to mediate the influence of motivation on performance. Based on the analysis results, the following is a summary of the hypothesis testing.

Table 8. Summary of hypothesis testing

	Hypothesis Statement	Conclusion
H1	Innovation climate has a significant positive effect on performance	Not supported
H2	Motivation has a significant positive effect on performance	Supported
H3	Innovative behaviour has a significant positive effect on performance	Supported
H4	Innovation climate has a significant positive effect on innovative work behaviour	Supported
H5	Motivation has a significant positive effect on innovative work behaviour	Not supported
H6	Innovative work behaviour mediates the influence of innovation climate on performance	Supported
H7	Innovative work behaviour mediates the influence of motivation on performance	Not supported

Source: created by the authors

Performance basically describes the work results shown by each employee in the context of job responsibilities. Individual performance shows the results achieved in the sense of achieving goals and objectives that have been or are being set, including information on the efficiency of resource use in producing goods or services, the quality of goods or services, comparison of work results with targets and the effectiveness of actions in achieving goals. Every institution has an interest in encouraging employee performance to improve organisational performance.

These results restate that employee's performance is in the very high (very good) category, while innovative work behaviour, motivation and innovative climate are in the high category. Teachers are the main asset in realising quality learning outcomes that have an impact on graduates. Creating an environment that encourages innovation is an urgent matter that needs to be encouraged, considering the disruptive era that has an impact on the challenges of the education process that places teachers as a key role in the success of the delivered process. This study shows that innovative work behaviour mediates with the nature of full mediation of the influence of innovative climate on performance. Innovative climate does not have a direct effect on performance but through innovative work behaviour.

The results of this study are in line with previous studies conducted by S. Hamzali & A. Arwin (2022) which also did not prove the direct influence of innovative climate on performance. In addition to the climate of innovation, motivation can affect a person's performance, because the higher the motivation in a company, the higher the employee performance is going to be. This is supported by the opinion D.S. Widodo & A. Yandi (2022) that motivation is a process that explains the intensity, direction, and persistence of an individual to achieve their goals. The three main elements in this definition include intensity, direction, and persistence. Motivation is a driver or motivator for someone to want to act and work diligently according to their duties and obligations. Then motivated employees understand their goals and actions very well and also believe that these goals will be achieved according to what has been planned.

The study concludes the influence of positive motivation towards employee's performance. However, these results do not prove that motivation affects innovative work behaviour. The motivation possessed by employees can directly improve performance. The results also prove that innovative work behaviour possessed by teachers may be influenced by other aspects besides motivation, in this model the innovative climate is the determining variable.

The results of this research are in line with the results of H. Sembiring (2020) and N.T. Febrianti *et al.* (2020) which concluded the influence of motivation on performance. Other studies conclude that employee motivation does not always encourage innovative behaviour. This means that innovative work behaviour is more influenced by other aspects and motivation does not always affect innovative behaviour, because innovative behaviour does not depend on motivation (Pebrian *et al.*, 2023).

Innovative work behaviour is important to encourage by building strategies such as fostering an innovative climate in the workplace. Educational organisations that are able to create a climate of innovation will have a positive effect on teachers' attitudes towards things faced in the workplace, such as creating increasingly effective media and learning methods or fostering students' enthusiasm for learning so as to encourage their performance. This study is in line with the research conducted by N.N.K. Yasa *et al.* (2021) and D. Darmaileny *et al.* (2022) which stated that the higher the innovative behaviour of an employee, the more it will improve their performance. Employees who assess that their work environment has an innovative climate will feel comfortable working, thus encouraging their innovative behaviour. The results of this study are in line with the research from L. Alviani & A. Nuvriasari (2022) and Y. You *et al.* (2022) which concluded that the higher the climate of innovation in an organisation, the more innovative behaviour of existing individuals will increase.

In this study, junior high school and senior high school teachers in East Lampung showed that motivation did not have a positive effect on innovative behaviour. This implies that a high level of motivation alone may not be sufficient to foster innovation. The job allows to earn a significant amount of money. This can cause a lack of innovative behaviour carried out by employees. These findings align with the findings of the studies by B. Afsar & W.A. Umrani (2020) and S. Jiang *et al.* (2023). This study found that innovative behaviour does not mediate the effect of motivation on employee performance. One of the influencing factors is low motivation related to income. When employee motivation is low, it can reduce innovative behaviour, especially in an environment that prioritises financial results. This finding is important for management, which needs to focus more on how to directly increase employee motivation, such as through incentives or career development. When employee motivation is low, it can reduce innovative behaviour, especially in an environment that prioritises financial results (Afsar & Umrani, 2020; Chaban & Chaban, 2022; Jiang *et al.*, 2023). This finding is

important for management, which needs to focus more on how to directly increase employee motivation, such as through incentives or career development.

Results showed that while employee performance is categorised as very high, innovative work behaviour, motivation, and innovative climate are also at high levels. The study emphasised that motivation positively affects employee performance, but does not directly impact innovative behaviour. Innovative work behaviour, in turn, is influenced more by an innovative climate than by motivation alone. The study supports prior research suggesting that an innovative climate fosters better performance by encouraging innovative behaviour. However, it also found that in certain cases, such as in East Lampung's schools, motivation alone may not be enough to foster innovation, as financial incentives may outweigh intrinsic motivation. The study concluded that management should focus on directly enhancing motivation through incentives and career development, especially in environments where financial rewards are prioritised.

● CONCLUSIONS

The objective was to explore the role of innovative work behaviour as a mediator between innovative climate and employee's performance, as well as to understand how innovative climate and motivation affected employee's performance; the objective was achieved. The results demonstrated that innovative work behaviour significantly mediates the relationship between innovative climate and performance, with a mediation value of 1.978, derived from regression analysis. However, the direct effect of innovative climate on employee performance was found to be negative and significant in one model ($\beta = -0.292, p < 0.05$), but in another model, the direct effect was not significant ($\beta = 0.354, p > 0.05$), suggesting that the relationship may vary depending on the analytical approach. The study also found that an increasingly innovative climate fosters innovative behaviour and improves performance, and employees with

higher motivation tend to perform better, while those with lower motivation show reduced performance.

However, the innovative climate does not directly influence employee performance in the model where no significant effect was found. Furthermore, innovative work behaviour was not found to be influenced by motivation, nor did it mediate the relationship between motivation and employee performance, as confirmed by the Sobel test, which yielded a mediation value of $-0.851 (p > 0.05)$, indicating no significant mediation effect of innovative work behaviour in the relationship between motivation and performance. These results highlight the complex and indirect nature of the factors affecting employee performance. This is proven by the results of the Sobel test, which shows that the mediation value of innovative behaviour is -0.851 .

However, this research has limitations. The data taken with cross section has weaknesses in information that is only obtained once, does not describe behavioural changes that reflect organisational dynamics. In addition, this research was only conducted in one object, namely schools, so it has limitations in research generalisation. Future research is recommended to employ longitudinal methods to achieve a deeper understanding of the dynamics of employee behaviour and performance. It is also advisable to involve a broader range of contexts, such as different organisations, businesses, institutions or settings, to enhance the generalisability of the results. By addressing these limitations, future studies can contribute more significantly to managerial practice and policy development.

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● CONFLICT OF INTEREST

None.

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Вплив інноваційного клімату та мотивації на продуктивність працівників через інноваційну поведінку як медіаторну змінну

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Анотація. Увага дослідників до важливості інноваційного клімату для підвищення продуктивності зростає разом з комплексною конкурентоспроможністю організації. Це дослідження мало на меті проаналізувати вплив інноваційного клімату та мотивації на продуктивність працівників через інноваційну поведінку як посередницьку змінну. Респондентами дослідження стали 170 вчителів молодших та старших класів середньої школи у провінції Східний Лампунг. Використано кількісну парадигму, шляхом проведення опитування через розповсюдження анкет серед респондентів, а потім проведення кількісного аналізу за допомогою SPSS. Результати дослідження показали, що інноваційний клімат здатен стимулювати інноваційну робочу поведінку, мотивація стимулює продуктивність працівників, а інноваційна робоча поведінка може стимулювати продуктивність. Однак не підтверджено прямий вплив інноваційного клімату на продуктивність. Інноваційний клімат може впливати на продуктивність через посередницький ефект інноваційної поведінки. Водночас не було доведено, що мотивація працівників може стимулювати інноваційну поведінку на роботі. Так само не було підтверджено, що інноваційна робоча поведінка опосередковує вплив мотивації на продуктивність працівників. Результати цього дослідження вказують на важливу роль інноваційної робочої поведінки як посередника в поясненні впливу інноваційного клімату на продуктивність в організаціях. Показано, що для підвищення продуктивності працівників організації повинні сприяти створенню сприятливого інноваційного клімату, оскільки інноваційна робоча поведінка слугує важливим посередником між інноваційним кліматом та продуктивністю. Крім того, методи посилення мотивації повинні доповнюватися ініціативами щодо створення сприятливого середовища, що заохочуватиме працівників до інновацій на робочому місці

Ключові слова: вплив мотивації; організаційні інновації; інновації на робочому місці; робочі інновації; робоче середовище