



The Influence of Innovation Culture and Organizational Support on Employee Performance in Fostering Innovative Behavior within the X Department of West Java Province

Agnes Alzena Syafitri

Universitas Teknologi Bandung

DOI:

<https://doi.org/10.53697/emak.v7i1.3311>

*Correspondence: Agnes Alzena Syafitri

Email: agnes@utb-univ.ac.id

Received: 25-11-2025

Accepted: 24-12-2025

Published: 25-01-2026



Copyright: © 2026 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Abstract: This study investigates the direct and indirect effects of innovation culture and organizational support on employee performance through innovative behavior within the X Department of West Java Province. Using a quantitative explanatory design, data were collected from 69 civil servant employees who had worked for at least three years. The data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The results reveal that innovation culture, organizational support, and innovative behavior each have a positive and significant impact on employee performance. Furthermore, innovation culture significantly influences innovative behavior, while organizational support does not. The mediation analysis indicates that innovative behavior mediates the relationship between innovation culture and employee performance, but not between organizational support and employee performance. These findings highlight the importance of strengthening innovation culture within public sector organizations as a key driver for enhancing innovative behavior and improving employee performance. The study contributes to organizational behavior and human resource management literature by providing empirical evidence on the mechanisms linking innovation culture, organizational support, and performance outcomes in a public sector context.

Keywords: Innovation Culture, Organizational Support, Employee Performance, Innovative Behavior

Introduction

In this modern era, organizations are facing the challenge of adapting to a rapidly changing and dynamic environment. To meet these demands, organizations must possess several competitive advantages, one of which lies in their human resources (Samudra et al., 2023). Human resources or employees serve as the main drivers of all operational activities, meaning that the organization's progress or stagnation heavily depends on the abilities, skills, and experiences of its employees (Khoregia et al, 2023).

One of the key objectives that organizations strive to achieve is high performance. Organizational performance is largely determined by the performance of its human resources or employees. Therefore, an organization's success in improving its performance is highly dependent on the quality and productivity of its workforce. Every organization needs to continuously enhance the quality of its human resources to improve overall performance. This implies that a progressive organization is characterized by employees

who perform well. Performance refers to the quality and quantity of work accomplished by an employee in carrying out assigned duties and responsibilities (Samudi et al, 2023).

Employee performance is shaped by various factors such as workload, competence, motivation, leadership, organizational culture, job satisfaction, and work environment (Putri & Bahri, 2023). Additionally, employee performance is affected by innovation culture (Cetaso & Putri, 2021) and organizational support (Aini et al., 2023). Considering these factors enables a deeper understanding of the complex determinants of employee performance and highlights the importance of developing effective strategies to manage these factors.

Innovation culture is one of the determining factors of employee performance, yet few studies have examined it as an influencing variable due to its relatively new conceptualization. Innovation culture serves as a foundation that enables organizations to face global competition in an ever-changing environment that demands adaptability and resilience (Suryani et al., 2024). Previous studies have demonstrated that innovation culture positively affects employee performance (Cetaso & Putri, 2021) (Nurhaliza & Abadiyah, 2022) (Tiqwani & Wijayanti, 2019). However, other researchers have found that innovation culture can negatively affect performance, as employees may feel disrupted by constant changes—especially those involving technological updates (Laura & Meidina, 2022).

Besides innovation culture, organizational support also plays a significant role in influencing employee performance. Organizational support refers to the assistance provided by the organization in the form of training, tools, expectations, and productive teamwork. Previous research has shown that organizational support positively affects employee performance (Aini et al, 2023) (Purnawati et al, 2019). However, some findings suggest that organizational support does not significantly impact employee performance (Fitriani et al, 2022).

Both innovation culture and organizational support can also foster innovative behavior, which in turn influences employee performance. Organizational support can have a positive impact on innovative behavior by providing motivation and psychological reinforcement, making employees feel fully supported by their organization. This encouragement leads employees to confidently exhibit innovative behaviors that benefit the organization (Antok et al, 2024). Prior studies have shown that organizational support not only directly affects employee performance but also influences innovative behavior (Ayuni & Etikariena, 2020). Furthermore, innovative behavior has been proven to mediate the relationship between organizational support and employee performance (Aini et al, 2023).

Based on the above discussion, although many studies have examined the effects of innovation culture and organizational support on employee performance, there remains a research gap regarding how these factors directly or indirectly affect employee performance. Previous studies indicate that both innovation culture and organizational support play important roles in fostering innovative behavior, which in turn enhances performance. Therefore, this study aims to further investigate the mediating role of innovative behavior, with the expectation of producing more consistent results and deeper insights into how innovation culture and organizational support influence employee performance through innovative behavior. Consequently, this research seeks to fill the

existing gap in the literature by providing a more comprehensive understanding of the role of innovation culture and organizational support in shaping employee performance through innovative behavior.

Methodology

This research uses a quantitative method with an explanatory design intended to examine a theory or hypothesis, thereby confirming or refuting the results of prior studies (Fauzi et al, 2022). Therefore, the explanatory quantitative design in this study focuses on examining the relationships among variables, testing the formulated hypotheses, and exploring cause-and-effect (causal) relationships between variables.

The population in this study consists of all employees of the X Department of West Java Province, totaling 275 employees. The research sample was determined to be 25% of the population (Arikunto, 2020), resulting in 69 employees as the sample. The sampling technique used was purposive sampling, with the following criteria: employees must have civil servant (ASN) status and have worked for at least three years.

Data analysis was conducted using the Partial Least Squares (PLS), PLS can be applied to test weak theoretical frameworks and handle small sample sizes or data normality issues. Structural Equation Modeling with PLS (SEM-PLS) can also be used to explain the existence of relationships between latent variables as well as to confirm theoretical models (Duryadi, 2021).

Result and Discussion

Structural Model Testing (Outer Model)

The assessment of the measurement (outer) model started with construct validity testing, which consisted of convergent and discriminant validity analyses, followed by reliability evaluation through composite reliability. Using SmartPLS version 4, the validity results indicated that several indicators had outer loading values below 0.70. In particular, two indicators within the employee performance variable (Y2) were found invalid, whereas all indicators of innovation culture (X1), organizational support (X2), and innovative behavior (Y1) satisfied the validity criteria. The invalid indicators were then excluded, and after re-testing, all remaining indicators had outer loading values exceeding 0.70, signifying that the constructs were valid for subsequent analysis.

Discriminant validity evaluates data validity by comparing the square root of AVE with correlations among latent variables. If the square root of AVE exceeds these correlations, the data are deemed reliable.

Table 1. Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)	AVE	Description
Innovation Culture (X1)	0.640	0.800	> 0.50 (Reliable)
Organizational Support (X2)	0.674	0.821	> 0.50 (Reliable)
Innovative Behavior (Y1)	0.638	0.799	> 0.50 (Reliable)

Variable	Average Variance Extracted (AVE)	AVE	Description
Employee Performance (Y2)	0.595	0.771	> 0.50 (Reliable)

Table 1 shows the results of the instrument validity test using discriminant validity by examining the square root of AVE values. The results indicate that all \sqrt{AVE} values are above 0.50, thus meeting the reliability and validity criteria. This demonstrates that all four variables are valid and can be used for further analysis.

The results presented in the following table.

Table 2. Composite Reliability Values

Variable	Composite Reliability	Description
Innovation Culture (X1)	0.958	> 0.7 (Reliable)
Organizational Support (X2)	0.958	> 0.7 (Reliable)
Innovative Behavior (Y1)	0.954	> 0.7 (Reliable)
Employee Performance (Y2)	0.950	> 0.7 (Reliable)

Table 2 indicates that every indicator and variable in this research meets the reliability criteria, with composite reliability values above 0.70. Thus, all instruments used are proven dependable and suitable for accurate data collection.

Hypothesis Testing

The detailed results are presented in the following table.

Table 3. Hypothesis Testing of Direct Effects

No	Variable	Original Sample Estimate	Sample Mean	Standard Deviation	T-Statistic	P-Values	Result
1	Innovation Culture → Employee Performance	0.787	0.803	0.179	4.388	0.000	Accepted
2	Organizational Support → Employee Performance	0.816	0.841	0.196	5.108	0.000	Accepted
3	Innovative Behavior → Employee Performance	0.544	0.582	0.124	3.756	0.004	Accepted
4	Innovation Culture → Innovative Behavior	0.647	0.668	0.147	4.367	0.000	Accepted
5	Organizational Support → Innovative Behavior	0.058	0.051	0.099	0.583	0.560	Rejected

The results of the indirect effect testing are shown in the following table.

Table 4. Hypothesis Testing of Indirect Effects (Specific Indirect Effect)

N o	Variable	Original Sample Estimate	Sample Mean	Standard Deviation	T- Statistic	P- Values	Result
1	Innovation Culture → Innovative Behavior → Employee Performance	0.515	0.566	0.314	3.288	0.003	Accepted
2	Organizational Support → Innovative Behavior → Employee Performance	0.058	0.051	0.099	0.806	0.676	Rejected

Discussion

1. The Effect of Innovation Culture on Employee Performance

Estimate value of 0.787 (t-statistic = 4.388, p-value = 0.00 < 0.05), indicating that the first hypothesis (H1) is accepted. This means there is a significant positive effect of innovation culture on employee performance within the X Department of West Java Province. This finding suggests that the stronger the innovation culture implemented within the organization, the better the employee performance. These results are consistent with previous studies which found that innovation culture positively affects employee performance (Cetaso & Putri, 2021) (Nurhaliza & Abadiyah, 2022) (Tiqwani & Wijayanti, 2019).

The innovation culture in the X Department of West Java Province reflects organizational values that support creativity, experimentation, and openness to new ideas. This serves as a crucial foundation that encourages employees to think outside the box when performing their duties and achieving organizational goals. When innovation becomes a priority, employees feel more motivated to develop new solutions, leading to higher morale as they perceive their ideas to be valued and supported by leadership. Such an environment also promotes collaboration, knowledge sharing, and teamwork—key elements that drive optimal performance outcomes.

2. The Effect of Organizational Support on Employee Performance

Estimate of 0.816 (t-statistic = 5.108, p-value = 0.00 < 0.05), thus the second hypothesis (H2) is accepted. This means that organizational support has a significant positive effect on employee performance within the X Department of West Java Province. This finding is consistent with previous research showing that organizational support positively influences employee performance (Purnawati et al, 2019).

Organizational support refers to the extent to which an organization provides assistance, resources, and a conducive work environment to help employees achieve their goals. It plays an essential role in improving employee performance. By creating a supportive work environment, organizations ensure that employees feel valued, motivated, and capable of contributing their best efforts. Thus, investment in organizational support benefits both employees and the organization as a whole, positively impacting overall goal attainment.

3. The Effect of Innovative Behavior on Employee Performance

Estimate value of 0.544 (t-statistic = 3.756, p-value = 0.004 < 0.05), meaning that the third hypothesis (H3) is accepted. This indicates that innovative behavior has a significant positive effect on employee performance within the X Department of West Java Province. This result aligns with previous findings that innovative work behavior positively impacts employee performance (Antok et al, 2024).

Employees who demonstrate innovative behavior tend to find new, more effective, and efficient ways to complete their tasks. For example, employees at the X Department who adopt new technologies or modern work methods show significant performance improvement. Therefore, fostering innovative behavior should be a strategic priority in human resource management at the X Department to achieve sustainable performance growth.

4. The Effect of Innovation Culture on Innovative Behavior

Estimate of 0.647 (t-statistic = 4.367, p-value = 0.000 < 0.05), thus the fourth hypothesis (H4) is accepted. This means there is a significant positive influence of innovation culture on innovative behavior among employees within the X Department of West Java Province. This finding supports previous research indicating that innovation culture significantly and positively affects employees' innovative behavior.

This result suggests that the stronger the innovation culture within the organization, the higher the level of innovative behavior among employees. Innovation culture encompasses values, norms, and practices that encourage creativity, learning, collaboration, and adaptability to change. Employees working in such environments tend to be more open to expressing new ideas, exploring alternative solutions, and taking risks in developing improved work methods—thus enhancing their innovative behavior.

5. The Effect of Organizational Support on Innovative Behavior

Estimate of 0.058 (t-statistic = 0.583, p-value = 0.560 > 0.05), meaning the fifth hypothesis (H5) is rejected. This indicates that organizational support does not significantly influence innovative behavior among employees in the X Department of West Java Province. This finding contrasts with previous studies which suggested that organizational support positively affects innovative behavior (Ayuni & Etikariena, 2020).

The absence of a significant effect of organizational support on innovative behavior implies that even when support exists, if the resources allocated for innovation are insufficient or poorly managed, such support may not effectively promote innovation. Additionally, in certain organizations, despite managerial support, a high level of risk aversion or fear of failure may discourage employees from engaging in innovative activities. This suggests that innovative behavior depends not only on organizational support but also on individual factors, external contexts, and the practical implementation of innovation policies.

6. The Effect of Innovation Culture on Employee Performance through Innovative Behavior

Estimate value of 0.515 (t-statistic = 3.288, p-value = 0.003 < 0.05), thus the sixth hypothesis (H6) is accepted. This indicates that innovation culture indirectly affects employee performance through innovative behavior among employees in the X Department of West Java Province. Innovation culture fosters an environment that encourages

employees to think creatively, find new solutions, and experiment with different ways of completing tasks. When employees feel that innovation is valued within the organization, they are more likely to express new ideas and implement more effective approaches to their work, thereby indirectly improving performance.

In the X Department of West Java Province, innovation culture acts as a primary motivator that drives employees to engage in innovative behaviors, which ultimately influence how they perform and achieve organizational goals. In other words, innovation culture provides the foundation that stimulates innovative behavior, and this behavior directly contributes to improved employee performance.

7. The Effect of Organizational Support on Employee Performance through Innovative Behavior

Estimate of 0.058 (t-statistic = 0.806, p-value = 0.806 > 0.05), thus the seventh hypothesis (H7) is rejected. This means that innovative behavior does not mediate the effect of organizational support on employee performance in the X Department of West Java Province. This finding indicates that innovative behavior is not strong enough to serve as a mediating variable in the relationship between organizational support and employee performance.

This could be attributed to several factors, such as a lack of tangible support for innovation, fear of failure, rigid bureaucratic systems, or insufficient recognition of new ideas. In such circumstances, even if the organization theoretically supports innovation, employees may not feel motivated or adequately resourced to engage in innovative activities. Consequently, innovative behavior does not develop sufficiently to mediate the relationship between organizational support and employee performance.

Conclusion

The findings of this study indicate that innovation culture, organizational support, and innovative behavior positively affect employee performance within the X Department of West Java Province. While innovation culture significantly influences both innovative behavior and employee performance, organizational support does not have a notable effect on innovative behavior. Furthermore, innovative behavior mediates the relationship between innovation culture and employee performance but does not mediate the relationship between organizational support and performance. These results highlight the critical role of developing a strong innovation culture to foster creativity, adaptability, and improved work outcomes in public organizations. Practically, management should strengthen policies that encourage experimentation and idea sharing while providing continuous learning opportunities to sustain innovative behavior. Future research could expand this study by examining additional mediating or moderating variables such as leadership style, motivation, or digital readiness across different organizational settings or using longitudinal data to better capture the dynamic relationship between innovation culture, organizational support, and performance over time.

References

- Aini, I. S. N., Raharja, E., Antok, M., Wijayanti, D. T., Kistyanto, A., Arikunto, S., Ayuni, E., Etikariena, A., Cahyaningtyas, I. D., Santosa, A. D., Cetaso, M., Putri, M. K., Duryadi, Fauzi, A., Nisa, B., Napitupulu, D., Abdillah, F., Utama, A. A. G. S., Zonyfar, C. & Ihzardian, G. O. (2023). Peran Perilaku Kerja Inovatif Dalam Memediasi Pengaruh Persepsi Dukungan Organisasi Terhadap Kinerja Pegawai (Studi Pada Pegawai Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Purworejo). *Diponegoro Journal Of Management*, 12(1), 1–10. <https://doi.org/10.31842/jurnalinobis.v4i3.191>
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations. *Research in Organizational Behavior*, 36, 157–183. <https://doi.org/10.1016/j.riob.2016.10.001>
- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review. *Journal of Management*, 40(5), 1297–1333. <https://doi.org/10.1177/0149206314527128>
- Antok, M., Wijayanti, D. T., & Kistyanto, A. (2024). Analisis Kepemimpinan Dalam Menunjang Kinerja Melalui Perilaku Inovatif Pada Dinas Koperasi Usaha Kecil Dan Menengah Dan Perdagangan Kota Surabaya. *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 8(3), 327–343.
- Arikunto, S. (2020). *Prosedur Penelitian; Suatu Pendekatan Praktek*. Rineka Cipta.
- Ayuni, E., & Etikariena, A. (2020). Peran Mediasi Keterlekatan Kerja pada Hubungan antara Persepsi Dukungan Organisasi dengan Perilaku Kerja Inovatif. *Jurnal Psikogenesis*, 8(1), 30–44.
- Cetaso, M., & Putri, M. K. (2021). Pengaruh Budaya Birokrasi Dan Budaya Inovasi Terhadap Kinerja Karyawan Indihome (Studi Pada Telkom Divre V Ketintang, Surabaya). *E-Proceeding of Management*, 8(1), 60–66.
- De Jong, J. P. J., & Den Hartog, D. N. (2010). Measuring innovative work behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- Duryadi. (2021). *Metode Penelitian Empiris Model Path Analysis dan Analisis Menggunakan SmartPLS*. Yayasan Prima Agus Teknik.
- Fauzi, A., Nisa, B., Napitupulu, D., Abdillah, F., & Zonyfar, C. (2022). *Metodologi Penelitian* (E. Safitry & R. N. Brilliant (eds.)). CV. Pena Persada.
- Fitriani, Amin, S., & Wediawati, B. (2022). Pengaruh Dukungan Organisasi terhadap Kinerja Karyawan Melalui Keterikatan Karyawan sebagai Mediator (Studi pada Balai Perikanan Budidaya Air Tawar Sungai Gelam). *JIUBJ: Jurnal Ilmiah Universitas Batanghari Jambi*, 22(3), 2256–2262. <https://doi.org/10.33087/jiubj.v22i3.3054>
- Janssen, O. (2000). Job demands, perceptions of effort–reward fairness, and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>

- Khoregia, I., Saddewisasi, W., & Santoso, D. (2023). The Influence of Leadership Style and Organizational Culture on Employee Performance. *Sustainable Business Journal*, 2(2), 126–139. <https://doi.org/10.58344/jws.v2i11.489>
- Laura, N., & Meidina, D. W. (2022). Pengaruh Budaya Inovasi dan Efikasi Diri Terhadap Teknostres dan Kinerja Karyawan IT Dimediasi Kesejahteraan di Tempat Kerja. *JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6(1), 635–660.
- Luthans, F., & Youssef-Morgan, C. M. (2017). *Psychological capital and beyond*. Oxford University Press.
- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64–74. <https://doi.org/10.1108/14601060310456337>
- Nurhaliza, V., & Abadiyah, R. (2022). Unlocking Employee Performance: The Nexus of Innovation Culture, Creativity Value, and Job Satisfaction. *Academia Open*, 7(1), 1–14. <https://doi.org/10.21070/acopen.7.2022.3478>
- Purnawati, N. L. G. P., Adhika, I. N. R., & Jodi, I. W. G. A. S. (2019). Pengaruh Dukungan Organisasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Bagian Umum Setda Kabupaten Tabanan. *Jurnal Widyadari*, 20(1), 67–76.
- Putra, A. D., & Kusnadi, A. (2023). Pengaruh budaya inovasi dan dukungan organisasi terhadap kinerja karyawan pada sektor publik di Indonesia. *Jurnal Manajemen dan Bisnis Indonesia*, 9(2), 112–125.
- Putri, N. S., & Bahri, S. (2023). Pengaruh Beban Kerja Dan Budaya Kerja Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Moderating Pada Kantor Badan Pusat Statistik Kabupaten Deli Serdang. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, 6(2), 222–235. <https://jurnal.umsu.ac.id/index.php/MANEGGIO/article/view/18161/10611>
- Samudi, Widjajanti, K., & Indriana, D. (2023). Analisis pengaruh kepemimpinan, budaya organisasi dan rotasi kerja terhadap kinerja Pegawai Negeri Sipil pada Madrasah Tsanawiyah Negeri di lingkungan Kementerian Agama Kabupaten Demak dengan motivasi kerja sebagai variabel intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 16(2), 188–204. <https://doi.org/10.26623/jreb.v16i2.6770>
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580–607. <https://doi.org/10.2307/256701>
- Suryani, E., Hasanah, N. N., Fauzi, F. M., Suhaedi, E., & Chadit, J. (2024). Budaya Inovasi: Upaya Membangun Organisasi Publik Yang Agile. *Profesional: Jurnal Komunikasi Dan Administrasi Publik*, 11(1), 81–92.
- Tiqwani, R., & Wijayanti, D. T. (2019). Pengaruh Kepemimpinan dan Budaya Inovasi Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 2(3), 1058–1068.
- Wulandari, N., & Santoso, R. (2022). The mediating role of innovative work behavior on organizational culture and employee performance. *Jurnal Ekonomi dan Manajemen Terapan*, 5(3), 211–224.

Yuan, F., & Woodman, R. W. (2010). Innovative behavior in the workplace: The role of performance and image outcome expectations. *Academy of Management Journal*, 53(2), 323–342. <https://doi.org/10.5465/amj.2010.49388995>