

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MOTIVATION ON INNOVATIVE WORK BEHAVIOR OF EMPLOYEES OF THE COMMUNICATION AND INFORMATICS SERVICE OF BINJAI CITY

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Received : 12 March 2025

Revised : 29 March 2025

Accepted : 17 April 2025

Published : 20 May 2025

DOI : <https://doi.org/10.54443/ijerlas.v5i3.2978>

Publish link : <https://radjapublika.com/index.php/IJERLAS>

Abstract

The purpose of this study is work motivation in mediating the influence of organizational culture on the innovative work behavior of employees of the Binjai City Communication and Informatics Office. The approach in this study uses an associative approach. The study was conducted at the Binjai City Communication and Informatics Office. The determination of this area was done purposively. The study was conducted from January 2025 to March 2025. The sample in this study was all employees of the Binjai City Communication and Informatics Office, namely 20 people. In this study, hypothesis testing was carried out using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) or abbreviated as SEM - PLS. The results of the study The relationship between organizational culture and work motivation is positive and significant. The relationship between organizational culture and innovative work behavior is positive and significant. The relationship between work motivation and innovative work behavior is positive but not significant. The mediation relationship between work motivation and organizational culture and innovative work behavior is not significant.

Keywords: *Organizational Culture, Work Motivation, Innovative Work Behavior*

INTRODUCTION

In the contemporary information era, human resource issues will always be a challenge for organizations, both social and commercial organizations. The relationship between human resources and civilization in the digital era is very important, as a result there is a tendency in human resource management to pay more attention to humans as determinants of organizational success (Isyandi, 2017).

According to Jong and Hartog in Hadi (2020), innovative work behavior is a behavior that includes exploring opportunities and new ideas and includes the behavior of implementing these new ideas to achieve increased individual and company productivity. Innovative work behavior is a complex work behavior that consists of creating, promoting, and implementing new ideas in work roles, work groups or organizations, which aims to improve the performance of the organization itself. Innovative work behavior itself is different from creativity, although creativity is part of the innovation process. Creativity is more directed at the process of producing a new idea or idea. Meanwhile, innovative work behavior does not only produce an idea or idea, but also involves the process of implementing the idea, especially in the scope of work.

As the results of observations that have been carried out at the Binjai City Communication and Informatics Service, it is clear that most employees still lack innovation. For example, the less innovative work behavior carried out by ASN is relying on old ways of working without looking for new ways even though conditions and technology have changed, for example, still prioritizing physical document archiving activities even though a digital system is available. In addition, ASN also do not utilize existing technology to speed up services to the public, such as continuing to process letters manually even though an e-office application is available. Doing tasks is only a formality without trying to improve the quality of the results, for example, making reports carelessly because they only fulfill administrative obligations and not conducting periodic evaluations of the programs being run so that there is no improvement and innovation from year to year.

Table 1.1 Results of the Pre-Survey on Innovative Work Behavior of Employees of the Communication and Information Service of Binjai City

NO	Statement	Agree		Don't agree	
		Person	%	Person	%
1	I generate new solutions to the problems faced.	5	25%	15	75%
2	I create new ideas for my agency	6	30%	14	70%
3	I make members of the organization enthusiastic about innovative ideas.	7	35%	13	65%
4	I turn innovative ideas into practical and useful ones.	6	30%	14	70%
5	I evaluate the usefulness (benefit) of innovative ideas.	8	40%	12	60%
	Amount	32	32%	68	68%

Based on Table 1.1 above, it can be seen that the total number of answers that chose yes was 32 or 32% and the total number of answers that chose no was 68 or 68%, meaning that overall the innovative work behavior in the agency is still not as expected, so there is a possibility that several things make innovative work behavior low in the agency, which in theory innovative work behavior should be high in an organization in order to achieve its goals.

Another element in an organization that also plays an important role in achieving organizational goals is Organizational Culture. According to Saiful (2018), organizational culture is the basic philosophy of an organization that contains shared beliefs, norms and values that are characteristics of how to do things in an organization.

Based on the observations made by the author, it was found that the nature of work that is based on habitual factors is still running and there are still many traits of self-development and increasing ability in carrying out tasks that are only formalities and only because instructed by superiors, but do not arise from within themselves. This has resulted in a stagnant work culture that often occurs in the Communication and Informatics Service of Binjai City. This can be seen in the following table:

Table 1.2 Results of the Pre-Survey of Organizational Culture of Employees of the Communication and Information Service of Binjai City

NO	Statement	Agree		Don't agree	
		Person	%	Person	%
1	I always create innovative ideas in my work.	6	30%	14	70%
2	My leader always gives direction and communicates clearly and in detail about the work I have to do.	8	40%	12	60%
3	I always think about how to finish work quickly with optimal results.	9	45%	11	55%
4	I am always required to be independent in completing work tasks.	13	65%	7	35%
5	In carrying out work, I coordinate with colleagues and leaders.	10	50%	10	50%
6	I am not satisfied with one task, so I am challenged with the next task.	5	25%	15	75%
7	I feel comfortable with the current state of the organization	14	70%	6	30%
	Amount	65	46.42%	75	53.58%

Source: Results of the Pre-Survey of Communication and Information Service Employees

Based on Table 1.2, it can be seen that the organizational culture is still considered less than good. The pre-survey results showed that 70% of employees did not have innovative ideas for their work, 55% of employees did not have the initiative to be able to complete work quickly with optimal results, in addition 75% of employees also did not have aggressiveness in carrying out tasks, this shows that employees are quite satisfied with just one task given. Thus, the organizational culture implemented by the Binjai City Communication and Informatics Office is

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still not optimal because there has not been a sense of initiative and aggressiveness to work in each individual employee.

Another factor that influences innovative work behavior according to Susanti and Lizarti (2021) is work motivation. The higher the employee's work motivation, the more innovations can be produced, but conversely, if the employee's work motivation is low, the fewer innovations are created.

According to Muhammad Busro in Kurniawan et al (2021), work motivation is a process that explains the intensity, direction, and persistence of an individual to achieve goals, the willingness to use high levels of effort for organizational goals. Work motivation is one of the most important factors in encouraging an employee to do a job. In order to achieve company goals, employees need motivation to be enthusiastic about working, but in reality what happens in the field is still not in accordance with what the organization expects.

From the results of the author's observations, there are several things that cause a lack of employee motivation in carrying out their duties, namely (1) the absence of employee desire to move up a rank, (2) lack of perseverance in working, (3) lack of employee desire to achieve, (4) lack of initiative in carrying out work. This can be seen in the following table.

Table 1.3 Results of the Pre-Survey of Organizational Culture of Employees of the Communication and Information Service of Binjai City

NO	Statement	Agree		Don't agree	
		Person	%	Person	%
1	I am very enthusiastic to move up a class	6	30%	14	70%
2	I have the initiative to complete work promptly.	8	40%	12	60%
3	I am motivated to achieve success in every job I do.	8	40%	12	60%
4	I am very diligent in my work	10	50%	10	50%
	Amount	32	40%	48	60%

Source: Results of the Pre-Survey of Employees of the Communication and Information Service of Binjai City

An employee's motivation to work is usually a complex matter, because it involves individual factors and organizational factors. The motivation of employees will differ from one another, according to their level of education and economic conditions. The more educated and economically independent people are, the different sources of motivation are, not solely determined by traditional means of motivation, such as formal authority and incentives, but also influenced by other need factors.

LITERATURE REVIEW

A strong organizational culture has a great influence on the behavior of its members. This is due to the high value of togetherness that produces an internal climate and high behavioral control to foster organizational cohesion, loyalty and commitment. Organizational culture directs employees to behave in accordance with organizational guidelines that can lead to good or bad behavior (Nurwati, 2012).

Parashakti (2016) argues that the influence of culture in an organization is very large on the formation of the personality of its members. It can be said that if the organizational culture does not support the growth of creativity of its members, it will have an impact on the loss of creativity and it will likely be difficult to reappear when they are outside the organization.

Motivation is a desire within a person that causes the person to act. People usually act for a reason to achieve a goal. So, motivation is a drive that is governed by a goal and rarely occurs in a vacuum. The words need, want, desire, and drive are all similar to motive, which is where the word motivation comes from.

Employees who have high motivation will be able to increase innovative behavior because motivation is a determinant in directing power and potential within themselves. This means that high work motivation will lead to innovative behavior.

METHOD

The approach in this study uses an associative approach. The associative approach is a research approach that aims to determine the relationship between two or more variables in research (Sugiyono, 2011).

The research was conducted at the Communication and Informatics Office of Binjai City. The determination of this area was done purposively. The research was conducted from January 2025 to March 2025.

The sample in this study was all employees of the Binjai City Communication and Information Service, namely 20 people.

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In this study, hypothesis testing was conducted using the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) or abbreviated as SEM – PLS. Each hypothesis will be analyzed using the Smart PLS version 4.0 application to test the relationship between variables.

RESULTS AND DISCUSSION

Direct Effect Analysis

Table 4.13 Path Coefficient Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Organizational Culture -> Work Motivation	0.526	0.575	0.187	2,814	0.002
Organizational Culture -> Innovative Work Behavior	0.578	0.569	0.198	2.915	0.002
Work Motivation -> Innovative Work Behavior	0.275	0.307	0.212	1,299	0.097

Source: Research results, processed with Smart PLS 4.0, 2025

From the path coefficient above, we can see the original sample value, p value or t statistics which are used as a reference for making decisions on whether the hypothesis is accepted or rejected. The hypothesis can be accepted if the t statistics value > t table or p value < 0.05.

1. The first hypothesis is that organizational culture influences work motivation. Based on Table 4.13, it can be seen that organizational culture has a significant positive effect on work motivation, this can be seen from the t-statistics value of 2.814 > 1.96 or can be seen from the p value which is 0.002 < 0.05. The original sample value is 0.526, which indicates that the direction of the relationship between organizational culture and work motivation is positive. Thus, the first hypothesis is accepted.
2. The second hypothesis is that organizational culture influences the innovative work behavior of ASN employees of the Binjai City Communication and Informatics Service. The t-statistics value of organizational culture on innovative work behavior is 2.915 > 1.96 or can be seen from the p value which is 0.002 < 0.05. The original sample value is positive at 0.578 which indicates the direction of the relationship between organizational culture and innovative work behavior. Thus the second hypothesis is accepted.
3. The third hypothesis is that work motivation has an effect on the innovative work behavior of ASN employees of the Binja City Communication and Informatics Service. The t-statistics value of work motivation on innovative work behavior is 1.299 < 1.96 or can be seen from the p value which is 0.097 > 0.05 which indicates that work motivation has no significant effect on innovative work behavior. The original sample value is positive at 0.275 which indicates that the direction of the relationship between work motivation and innovative work behavior is positive. Thus the third hypothesis is rejected. This can be interpreted that work motivation has no significant effect on innovative work behavior. The increase or decrease in the work motivation variable score will not have a significant effect on innovative work behavior.

Indirect Effect Analysis

Table 4.14 Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Organizational Culture -> Work Motivation -> Innovative Work Behavior	0.145	0.167	0.147	0.983	0.163

Source: Research results, processed with Smart PLS 4.0, 2025

So it can be concluded that the indirect effect value seen in the indirect effect table $X1 \rightarrow X2 \rightarrow Y$ is 0.145, with P-Values $0.163 > 0.05$ (not significant), so $X2$ (Work Motivation) does not mediate the effect of $X1$ (Organizational Culture) on Y (Innovative Work Behavior).

From the test it appears that when the influence of the mediator is entered into the model, it appears that organizational culture has no significant influence on innovative work behavior. This is different from the first step when the influence of the mediator is not entered into the model.

DISCUSSION OF RESEARCH RESULTS

Relationship between Organizational Culture and Work Motivation

In the first hypothesis regarding the direct relationship between organizational culture and work motivation, the p value is 0.002, which is smaller than 0.05, indicating that there is a significant relationship between the two variables. The coefficient value of 0.526 indicates that the relationship between organizational culture and work motivation is positive and quite strong. This means that the better the organizational culture applied in the agency, the higher the level of employee work motivation. This shows that components of organizational culture, such as values of adaptation, cooperation, and innovation orientation, tend to provide a significant boost to employee work enthusiasm and motivation.

The results of the study indicate that organizational culture has a positive and significant influence on employee work motivation, as reflected in the questionnaire responses. The majority of respondents indicated that their agency was able to adapt to new government policies and respond quickly to community needs, indicating a strong external adaptation dimension. In addition, good coordination between work units and cooperation between co-workers reflect solid internal integration, while a shared understanding of the importance of public service strengthens the organization's basic assumptions. This has an impact on employee work motivation, where most feel that physiological and security needs have been met, harmonious working relationships are maintained, and opportunities for self-development are available. This combination builds a supportive work environment and encourages employees to stay motivated in carrying out their duties.

Thus, this supports the research results of Giantari et al., (2017) entitled "The Influence of Organizational Culture on Work Motivation and Employee Performance at Klumpu Bali Resort Sanur" which concluded that organizational culture has a positive and significant effect on work motivation, which means that the better the organizational culture in an organization, the higher the level of employee work motivation.

The Relationship between Organizational Culture and Innovative Work Behavior

In the second hypothesis regarding the relationship between organizational culture and innovative work behavior, the analysis results show that the relationship between organizational culture and innovative work behavior has a coefficient value of 0.578, which indicates a strong positive correlation. The t-statistics value of 2.915, which is greater than the threshold of 1.96 at a significance level of 5% (0.05), indicates that this relationship is statistically significant. In addition, the p-value of 0.002, which is smaller than 0.05, strengthens this result by indicating high significance. Thus, the data indicates that organizational culture has a significant positive influence on innovative work behavior.

This is in contrast to the research conducted by Julhanif (2020) entitled "The Influence of Organizational Culture and Job Satisfaction on Innovative Behavior with Organizational Commitment as an Intervening Variable at PDAM Tirtanadi, Tuasan Branch, Medan" where the conclusion of the study is that the influence of organizational culture on innovative behavior is positive and insignificant.

The results of the respondents showed that the existing organizational culture has a positive and significant impact on the innovative work behavior of employees. Specifically, indicators of organizational culture such as adaptation to policy changes, coordination between units, and teamwork create an environment that supports innovation. This is reflected in the innovative work behavior of respondents, where the majority moderately to highly stated that they often seek, share, and realize new ideas. Good organizational culture support allows employees to feel more comfortable and motivated to develop innovative solutions. However, there are some respondents who are still less active in innovating, so the agency needs to strengthen the organizational culture by increasing cross-unit collaboration and providing incentives for creative ideas that are implemented.

Relationship between Work Motivation and Innovative Work Behavior

In the third research hypothesis regarding the relationship between work motivation and innovative work behavior, the analysis value shows that the relationship between work motivation and innovative work behavior has a coefficient of 0.275. This shows a weak positive relationship between work motivation and innovative work behavior, meaning that increasing work motivation can slightly increase innovative work behavior, although the effect is not too large.

However, with a t-statistic of 1.299 which is lower than the threshold of 1.96 and a p-value of 0.097 which is greater than 0.05, this relationship is not significant at the 5% level of significance. This indicates that the relationship between work motivation and innovative work behavior is not strong enough to be considered statistically significant in the context of this analysis.

This indicates that although there are several respondents who have a fairly high level of work motivation, such as feeling accepted by the team, being recognized for their achievements, and getting opportunities for self-development, this has not been fully translated into consistent innovative work behavior.

Based on the respondents' answers, there is variation in work motivation where most respondents feel quite motivated, but the level of initiative to find, share, or realize new ideas is still varied. For example, there are respondents who stated that they were satisfied with training opportunities and work recognition, but were not active in sharing or evaluating innovative ideas.

This shows that work motivation alone is not enough to significantly encourage innovative work behavior. The agency needs to evaluate other factors such as organizational support for the implementation of innovation, a work environment that encourages creativity, and the provision of incentives for innovation so that employee motivation can be more directed towards innovative work behavior.

This is also in contrast to the research conducted by Lizarti and Susanti (2021) entitled "The Influence of Motivation and Job Satisfaction on the Innovative Work Behavior of Employees at the Bank Indonesia Representative Office, West Sumatra Province" where one conclusion from the study is that motivation has a positive and significant effect on the Innovative Behavior of employees at the Bank Indonesia representative office, West Sumatra Province.

The Relationship between Organizational Culture and Innovative Work Behavior with Work Motivation as an Intervening Variable

The results of the analysis show that the mediating effect of work motivation on the relationship between organizational culture and innovative work behavior has a coefficient of 0.145. This coefficient indicates a positive relationship, although weak, which means that a good organizational culture can encourage work motivation, and through this motivation, indirectly has the potential to increase innovative work behavior.

However, the t-statistics value of 0.983 (less than 1.96) and p-value of 0.163 (more than 0.05) indicate that this mediation effect is not statistically significant at the 5% significance level. This means that the influence of organizational culture on innovative work behavior through work motivation as an intervening variable is not strong enough to be considered significant in this model.

This indicates that although a good organizational culture tends to increase work motivation, this work motivation is not strong enough to be a significant mediator in encouraging innovative work behavior.

Based on the respondents' answers, the organizational culture in the agency appears to be quite good, such as coordination between units, support between employees, and a shared understanding of the importance of quality public services. However, answers related to work motivation show that although most respondents feel accepted, appreciated, and have the opportunity to develop, this motivation does not directly encourage innovative behavior.

For example, most respondents who feel quite motivated have not been actively involved in finding new ways, sharing ideas, or realizing innovation in their work. This could be caused by other factors that influence innovative behavior, such as lack of facilities, a work environment that does not support creativity, or an unclear reward system for innovative employees.

Therefore, efforts are needed from the agency to strengthen the relationship between work motivation and innovative behavior, such as by creating a more conducive work environment for innovation, providing special training on creativity, or offering clear incentives for employees who produce useful innovations. With these steps, it is hoped that work motivation can more effectively mediate the influence of organizational culture on innovative work behavior.

This is in line with the research conducted by Feldiannisa (2022) entitled "The Influence of Motivation as an Intervening Variable on the Relationship Between Work Climate and Organizational Culture with Innovative

Work Behavior in the Era of Society 5.0 (Study of Employees at JMC Electronics Kaohsiung)" which found that work motivation does not have a significant influence in mediating the relationship between organizational culture variables and innovative work behavior.

CONCLUSION

Based on the analysis and discussion that has been carried out above, the research that has been carried out can be concluded as follows:

1. The relationship between organizational culture and work motivation is positive and significant. This shows that a strong organizational culture can effectively increase employee work motivation. In the context of the Binjai City Communication and Informatics Agency, building a supportive culture can encourage employees to work with more enthusiasm and dedication.
2. The relationship between organizational culture and innovative work behavior is positive and significant. A good organizational culture can encourage innovative work behavior among employees. In the Binjai City Communication and Informatics Agency, a culture that supports innovation allows employees to be more creative and proactive in carrying out their duties.
3. The relationship between work motivation and innovative work behavior is positive but not significant. This indicates that, although work motivation is important, it does not have a significant influence on innovative behavior in this context. In other words, work motivation is not the main factor in driving innovation among employees of the Binjai City Communication and Informatics Office.
4. The mediation relationship of work motivation between organizational culture and innovative work behavior is not significant. This means that work motivation is not strong enough as an intervening variable to strengthen the relationship between organizational culture and innovative work behavior. Organizational culture has a more direct influence on innovative work behavior without the need to go through increasing work motivation first.

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