Rahman Institute of Higher Education

Journal of Modern Psychology

Research Paper: The Effects of Innovative Organizational Climate on Job Performance in Private-Sector Employees: Mediating Role of Job Motivation and Self-Efficacy

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Citation: Rezaei, N., Shafaei, H. (2025). The Effects of Innovative Organizational Climate on Job Performance in Private-Sector Employees: Mediating Role of Job Motivation and Self-Efficacy. *Journal of Modern Psychology, 5(2)*, 27-37. https://doi.org/ 10.22034/jmp.2024.453965.1105

https://doi.org/10.22034/jmp.2024.453965.1105

Article info:

Received date:
23 Jan. 2024

Accepted date:
16 Mar. 2025

Keywords:
Innovative Organizational Climate, Job Performance, Motivation, Private Sector, Self-efficacy

Abstract

Objective: The purpose of the present research was to investigate the impact of innovative organizational climate on the job performance of private sector employees, taking into account the mediating role of job motivation and self-efficacy.

Methods: A descriptive-correlation approach was employed in the current investigation, utilizing structural equation modeling. The population of the study consisted of 384 employees from the private sector, aged between 21 and 49 years (with a mean age of 35.11±8.17 years), who willingly participated in the present study. The research was conducted in Tehran, Iran, in the year 2023. The participants were selected through a convenience sampling method, adhering to the guidelines outlined by Krejci and Morgan. Standard questionnaires were used for data collection. Pearson correlation test and structural equation modeling were used for data analysis.

Results: Results revealed that innovative organizational climate significantly affected job performance (T=6.284). Moreover, innovative organizational climate significantly affected job motivation (T=11.594). Furthermore, innovative organizational climate significantly affected self-efficacy (T=9.509). In addition, job motivation had significantly mediated the relationship between innovative organizational climate and job performance (P<0.001). Finally, self-efficacy had significantly mediated the relationship between innovative organizational climate and job performance (P<0.001).

Conclusion: Based on the findings of this research, it is recommended that market holders focus on promoting and enhancing the factors and components that contribute to the innovative organizational climate of private-sector employees. Additionally, greater emphasis should be placed on job motivation and self-efficacy of the private-sector employees.

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1. Introduction

One of the factors that can improve the performance of employees is the organizational atmosphere. Organizational atmosphere is very effective in creating dynamism and creativity of an organization, especially educational organizations that deal with people. As a result, when there is a suitable atmosphere in the organization, people are more motivated to innovate because they work in an organization that accepts creativity and innovation by facilitating a suitable and dynamic atmosphere (American Psychological Association [APA], 2014; Connor & Davidson, 2003; Jolivet et al., 2010). An innovative organizational atmosphere is an atmosphere that can accept an opinion or behavior that is new to the industry, market, or general environment of the organization, and to grow and expand creative and innovative efforts in organizations and facilitate learning. Researchers consider organizational climate as a tool that is used to evaluate, diagnose, and change behavior in the work environment and employees' perception of the general work environment (Sadeghpour & Sangchini, 2020; Taso et al., 2014). Organizational climate is a set of measurable criteria in the work environment that is perceived directly and indirectly by the people who work in this environment and influences their motivation and behavior. Organizational climate indicates the prevailing atmosphere in a company, the perception of the organization's employees, the reflection of the level of cooperation and friendship, mutual trust and support, and is effective on the behavior and motivation of the organization's employees (Abdi et al. 2022; Afsanepurak, et al. 2012; Dana & Shams, 2019; Dana et al., 2021). Organizational climate is an organizational attitude and a combination of attitudes, feelings and behaviors that shape life in the organization and since it affects the behavior of people in the organization, it can be one of the facilitating and effective factors in creating innovation and creativity in the organization, especially in organizations. It should be educational, which strengthens the will and ability of the organization in the field of innovation and plays a vital role in promoting the creativity and innovation of people (Masten, 2001; Sadeghipor & Aghdam, 2021). The innovative atmosphere of the organization is formed based on the organizational knowledge and culture, and the innovative atmosphere in which the creative behavior of the people gradually enriches the learning of the people. An innovative organizational atmosphere is an atmosphere that develops creative efforts in the organization and facilitates learning; moreover, the organizational atmosphere of schools is effective in fostering creative behaviors and elements of innovation (Ramachandra et al., 2013; Ulger & Yagli, 2010; Vasconcelos et al., 2013; Sharma, 2014).

Innovative behaviors, as behaviors that bring change with themselves, are related to career transformation. These types of behaviors express the creation of new or different things and are defined by the orientation for change, because these behaviors are related to the creation of a new product, service, thinking, procedure, and

new process (Ghorbani & Bund, 2014, 2016; 2017; Ghorbani et al., 2020; Khosravi et al., 2023; Moradi et al., 2020; Sadeghipor & Aghdam, 2021; Sadeghipor et al., 2021). Individual innovative behavior in the work environment is the basis for generating ideas, supporting ideas, and acting on ideas. Innovative behavior in the workplace is a complex behavior that includes three areas of idea generation, idea promotion, and idea implementation. Idea generation deals with ideation and presentation of new ideas (Bandura, 1997; Conner & Davidson, 2003; Hartfiel et al., 2011; Herrick et al., 2020). Idea promotion refers to people's efforts to get the support and commitment of others in implementing new ideas, and idea implementation refers to more practical efforts to convert new ideas into practical solutions and implement them in their organizational work activities. The ability to develop innovative behaviors is widely considered to be a critical competency and a key factor for gaining sustainable competitive advantage and business performance (Sadeghipor et al., 2021; Seyedi-Asl et al., 2021; Seyedi-Asl et al., 2016; Taghva et al., 2020). Innovative organizations can better adapt to environmental changes. The innovations of the organization and the innovative behaviors of employees lead to a higher level of economic and financial profitability, increase sales, and increase work and organizational performance (Chris et al., 2010; Ellis et al., 2013; Faircloth, 2017). Among the methods of increasing innovation, one of the best methods is to create innovative work behavior and the life and success of organizations in the long term depend on the employees. Innovative work behavior includes innovation and their innovative work behavior is exploring opportunities and generating new ideas, but it can also include behaviors aimed at implementing change, applying new knowledge, or improving processes to enhance personal or professional performance (Letvak et al., 2012; Mikkelsen et al., 2017; Newhan et al., 2014; Ohler et al., 2010). The contribution of employees in the development of organizational innovations refers to the work behavior of innovators, which includes all the work activities related to the development of innovation, which can ultimately lead to the improvement of employee performance as well as the overall performance of the company. The purpose of this research was to investigate the impact of innovative organizational climate on the job performance of private-sector employees, taking into account the mediating role of job motivation and self-efficacy.

2. Methods

2.1. Research Design, Population and Sampling

A descriptive-correlation design was employed in the current investigation, utilizing structural equation modeling. The study consisted of 384 employees who willingly participated in the present study from the private sector, aged between 21 and 49 years (with a mean age of 35.11±8.17 years). The research was conducted in Tehran, Iran, in the year 2023. The participants were selected through a convenience sampling method, following the guidelines outlined by Krejci and Morgan (year).

2.2 Instruments

The Measurement of the Innovative Organizational Climate Questionnaire: The measurement of the innovative organizational climate questionnaire (Letvak et al., 2012) consisted of 24 items. The respondents provided their answers using a five-point Likert scale, ranging from strongly disagree to strongly agree. In this study, Cronbach's alpha was calculated for this scale to be 0.89. The study utilized Paterson's Job Performance Questionnaire (Connor & Davidson, 2003) to evaluate job performance. It comprised 15 questions, each rated on a 4-point Likert scale from rarely (1) to always (4). Scores ranged from 15 to 60, with higher scores indicating better job performance. The questionnaire demonstrated high reliability, as evidenced by a Cronbach's alpha coefficient of 0.95.

Employee Motivation Questionnaire: The job motivation questionnaire (Sharma, 2014) was employed to assess individuals' motivation towards their job. This questionnaire comprises 40 items and is divided into eight subscales, namely job identity, need for bonding, supervision, need for growth and development, independence, salary and wages, physical conditions of the work environment, and need for power. The Likert scale is used to measure responses, with options ranging from very low (1) to very high (5). The job motivation questionnaire demonstrated a Cronbach's alpha coefficient of 0.89, indicating high internal consistency.

Generalized Self-Efficacy Scale (GSES): The self-efficacy of individuals was assessed in this study using the General Self-Efficacy Questionnaire (Bandura, 1997). This questionnaire consists of 17 items. It aims to gauge an individual's beliefs regarding their ability to overcome various situations. The questionnaire employs a five-point Likert scale, with a score of 1 indicating complete disagreement and a score of 5 indicating complete agreement. Higher scores on the questionnaire suggest a greater sense of self-efficacy in the individual. The Cronbach's alpha coefficient for this questionnaire in the present research was calculated to be 0.92.

2.3. Data Collection and Analysis

We utilized SPSS-26 and LISREL software to analyze the data. Descriptive statistics such as means and standard deviations were employed to characterize the variables. A Pearson correlation test was administered to assess the relationships between the variables. The structural equation method was applied to investigate the impact of innovative organizational climate on the job performance of private sector employees, considering the mediating effects of motivation and self-efficacy. The significance level was set at ($P < 0.05$).

3. Results

Descriptive data are presented in Table 1. Descriptive results showed that, in general, the level of innovative organizational climate is lower than the average. However, job performance and job motivation were at a medium level. Finally, the self-efficacy of the participants was higher than medium. The results of Kolmogorov-Smirnov tests revealed that all variables were normally

distributed (all P>0.05). Results of Independent T-Tests showed that there were no significant differences between men and women in all variables of the study.

Table 1
Descriptive Data

	Innovative organizational climate	Job performance	Job motivation	Self-efficacy
Mean	52.47	27.49	97.56	47.69
SD	10.14	3.58	15.47	6.68

Bivariate relationships between innovative organizational climate with job performance, job motivation, and self-efficacy are demonstrated in Table 3. Results revealed a significant direct relationship between innovative organizational climate and job performance (P<0.001). Moreover, an innovative organizational climate was directly and significantly associated with job motivation (P<0.001). Finally, an innovative organizational climate was directly and significantly associated with self-efficacy (P<0.001).

Table 2.
Results of Bivariate Relationships between Variables

	1	2	3	4
1. Innovative organizational climate	-			
2. Job performance	r=0.493 P<0.001	-		
3. Job motivation	r=0.719 P<0.001	r=0.607 P<0.001	-	
4. Self-efficacy	r=0.539 P<0.001	r=0.471 P<0.001	r=0.739 P<0.001	-

Table 3 and Figure 1 illustrate the results of structural equation modelling. Results revealed that innovative organizational climate significantly affected job performance (T=6.284). Moreover, the innovative organizational climate significantly affected job motivation (T=11.594). Furthermore, the innovative organizational climate significantly affected self-efficacy (T=9.509). In addition, job motivation has significantly mediated the relationship between innovative organizational climate and job performance (P<0.001). Finally, self-efficacy has significantly mediated the relationship between innovative organizational climate and job performance (P<0.001). Results of model fit are presented in Table 4 and indicate that the research model has a good fit.

Table 3.

Results of Structural Equation Modelling

	Path	β	T-value
1	Innovative organizational climate => Job performance	0.581	6.284
2	Innovative organizational climate => Job motivation	0.934	9.625
3	Innovative organizational climate => Self-efficacy	0.840	9.684
		Z	P-value
4	Innovative organizational climate => Job motivation => Job performance	6.780	P<0.001
5	Innovative organizational climate => Self-efficacy => Job performance	5.947	P<0.001

Figure 1

Structural Equation Modelling in the Form of T-Values

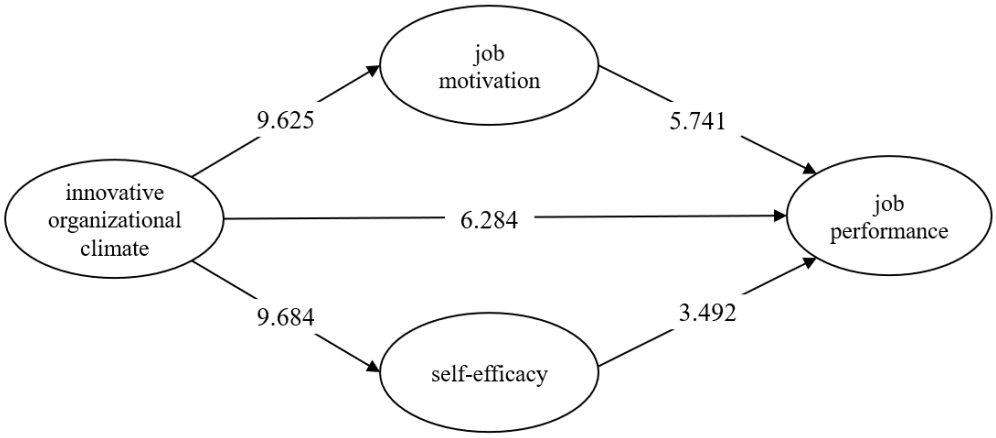

Table 4.

Results of Model Fit

Index	Optimal Range	Obtained Value	Conclusion
RMSEA	< 0.08	0.07	Good fit
X^2 / df	< 3	2.69	Good fit
RMR	Closer to 0	0.04	Good fit
NFI	> 0.9	0.97	Good fit
CFI	> 0.9	0.96	Good fit

4. Discussion

The purpose of this research was to investigate the impact of innovative organizational climate on the job performance of private-sector employees, regarding the mediating role of motivation and self-efficacy. The findings of this study showed that an innovative organizational climate positively affects job performance among employees in the private sector. This finding is in line with those of previous studies. The environment within an

organization can greatly impact creativity and innovation (Khosravi et al., 2023; Moradi et al., 2020). It is crucial for management to foster a climate that supports and enhances individual creativity. Employees who feel supported are more inclined to engage in innovative practices. Moreover, a positive organizational atmosphere can boost employee motivation, commitment, and participation, ultimately leading to improved organizational performance (Sadeghipor et al., 2021; Seyedi-Asl et al., 2021; Seyedi-Asl et al., 2016). Increased employee involvement in innovation results in higher levels of voluntary effort, which in turn enhances overall organizational success. Furthermore, a motivating and engaging organizational climate has a direct positive impact on performance. Hence, an innovative organizational environment plays a key role in enhancing job performance.

The findings indicated that job motivation acts as a mediator in the correlation between an innovative organizational environment and job performance. This finding is in line with those of previous studies. Employee motivation significantly impacts job performance (Sadeghipor & Aghdam, 2021; Sadeghipor et al., 2021). The study highlights that higher motivation levels lead to better performance in fulfilling duties and responsibilities. In the case of employees at retail company X, motivation primarily stems from internal sources rather than external ones. It has been suggested that external factors like rewards, feedback, and support can boost motivation. However, the lack of perceived stimulant factors externally contributes to the internal motivation of employees at retail company X. This aligns with the Self-determination theory, which emphasizes intrinsic motivation through fulfilling psychological needs. The findings are consistent with previous research (Taghva et al., 2020; Bandura, 1997; Conner & Davidson, 2003; Hartfiel et al., 2011; Herrick et al., 2020). Nevertheless, it is important to highlight that employees' motivation mainly stems from their personal drive. As a result, the company must develop improved strategies and policies to alter the mindset of employees who currently lack external motivational factors. This way, it is anticipated that retail company X will effectively sustain or enhance the external motivation of each employee (Dana et al., 2021; Ghorbani & Bund, 2014).

The findings indicated that self-efficacy acts as a mediator in the correlation between an innovative organizational environment and job performance. These outcomes are in line with previous studies. Self-efficacy beliefs, considered a cognitive process in psychology, play a crucial role under the labels of perceived low self-efficacy or perceived ineffectiveness (Masten, 2001; Sadeghipor & Aghdam, 2021). A strong sense of self-efficacy contributes to personal well-being and the successful completion of tasks in various ways. Individuals with confidence in their abilities perceive challenging tasks as opportunities for growth rather than threats to be avoided. They set ambitious goals and remain dedicated to achieving them, believing they have control over the challenging situations. This perception of capability reduces stress and

depression, leading to task completion (Connor & Davidson, 2003; Jolivet et al., 2010). Self-efficacy involves assessing one's skills and abilities to handle tasks in specific circumstances. Conversely, self-efficacy empowers individuals to excel by utilizing their skills to overcome obstacles, making it a critical factor in successful performance and the fundamental skills required for it. Self-efficacy influences the level of effort exerted in task performance. Those with high self-efficacy put in extra effort to surmount obstacles and challenges. Additionally, Bandura (1997) posits that individuals' physical state, influenced by their emotional and behavioral states, impacts their abilities (self-efficacy) and overall adaptability. Negative emotions like fear, anxiety, stress, and depression lead individuals to underestimate their capabilities in task execution, reflecting low self-efficacy (Bandura, 1997). Individuals with low self-efficacy tend to feel powerless and incapable of managing life's challenges. They perceive their efforts as futile and easily lose hope when faced with obstacles. This mindset can lead to mental and emotional states such as fatigue, anger, and distress, hindering their ability to adapt in social settings. On the other hand, individuals with high self-efficacy believe in their ability to effectively handle various situations (Ramachandra et al., 2013; Ulger & Yagli, 2010; Vasconcelos et al., 2013; Sharma, 2014). They exhibit determination in tackling problems and consistently perform well. Unlike those with low self-efficacy, individuals with high self-efficacy have confidence in their skills, less self-doubt, and view challenges as opportunities for growth. This positive mindset reduces the fear of failure, elevates aspirations, enhances problem-solving abilities and analytical thinking, ultimately boosting individual performance.

5. Conclusion

In conclusion, it can be affirmed that an innovative organizational climate is a crucial element in enhancing the job performance of private-sector employees. Furthermore, it is worth noting that the impact of innovative organizational climate on job performance is amplified by the job motivation and self-efficacy of the private sector employees. Based on the findings of this research, it is recommended that market holders focus on promoting and enhancing the factors and components that contribute to the innovative organizational climate of private sector employees. Additionally, greater emphasis should be placed on job motivation and self-efficacy of the private-sector employees.

Acknowledgement

The authors are grateful to everyone who participated in this study and contributed to and facilitated the present research process.

Conflict of Interest

The Authors declare that there is no conflict of interest with any organization. Also, this research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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