



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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Abstract

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Objective: The purpose of the present research was to investigate the effect of innovative organizational climate on the job performance of private-sector employees, considering 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.

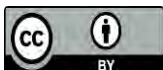
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1e Introduction

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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, Caaaaaasss aaaaa aa s caaaaaaaa rrr iii s ccceeyyoo lllll lll dddd iii iized Parrrrssss 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 ss s Caaaaaahaa acccc ccefffeeee.

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, jbb eeffaaaa nce add bbb ttt nnnnnnmn ee at a mmmmmnnnnm Fy yyy yyy hle eff-efccacy ff hle aa555sssss s as rrrrrr nnnn nnnnnnn 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 and job performance, job motivation, and self-efficacy were demonstrated in Table 3. Results revealed a significant direct relationship between innovative organizational climate and job performance ($P<0.001$). Moreover,

innovative organizational climate was directly and significantly associated with job performance ($P<0.001$). Finally, 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 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.

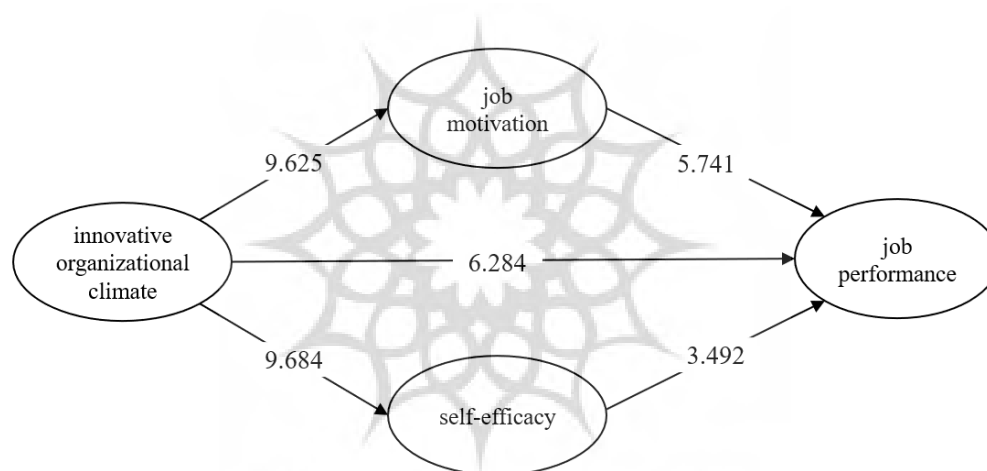
Table 3.

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
4 Innovative organizational climate => Job motivation => Job performance	Z	P-value
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

Results of Model Fit

Index	Optimal Range	Obtained Value	Conclusion
RMSEA	< 0.08	0.07	Good fit
χ^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

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5. Conclusion

In conclusion, it can be affirmed that an
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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 eeeeeeeee
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Acknowledgement

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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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