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INNOVATIVE BEHAVIOR AS A MEDIATOR OF ORGANIZATIONAL CLIMATE AND JOB STRESS' INFLUENCES ON PERFORMANCE

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ABSTRACT

Background: Performance and job stress are two connected factors that influence one another. A low to moderate degree of job stress will positively affect performance, which will be at its best. When there is less pressure on the staff, they often do their tasks more quickly and more effectively. On the other hand, low work performance will result if employees are under a lot of stress and have a ton of work to do.
Aim: The objective of the research is to identify the innovative behaviors mediation role's towards organizational climate, along with job stress towards Muhammadiyah University of Yogyakarta postgraduate student which already employed.
Method: Implementing the quantitative approach, data of the research obtained by spreading questioner towards Muhammadiyah University of Yogyakarta postgraduate students who were already employed. Purposive data sampling technique was used, resulting in 89 respondents. SEM-PLS (Purposive sampling) implentation is to analyze suggested relation model.
Findings: Based on the results of the research, employee's performance can be improve by the implementation of innovative behavior. Innovative behavior as variable of mediation may applied towards organizational climate and job stress in order to improve employee's performance.

KEYWORDS *innovative behavior, organizational climate, job stress, employee performance*

INTRODUCTION

World corporations' organizational climate, including in Indonesia, facing various problems due to the Covid-19 pandemic. Organizational climate change may be caused by numerous factors, such as economic and social alterations. Organizational climate is an environment which is faced by organizations in decision-making. According to Simamora in Riani et al. (2017) organizational climate is the internal environment of an organization. Organizational climate may influence the practice and the policy of human resources, which can be accepted by the organization's members. It is important to acknowledge that every corporation will have a distinct organizational climate. Employees individual character and occupational diversity which is created within the organization will reflect the difference.

Organizational climate may push the employees to show innovative behavior. Innovative behavior itself is a process of the development of new ideas which is done by the organization. According to De Jong & Den Hartog (2010), innovative behavior is illustrated as a distinctive behavior with creativity, where the creativity only reaches to the idea, whereas the innovative behavior will continue until how the idea can be implemented. Innovative behavior will appear within the employee self caused by several factors. According to Hammond et al. (2011) there are 3 main factors which influence innovative behavior; are internal factor, work factor, and contextual factor. In the research, the employee's innovative behavior caused by work factor,

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that the existing demand within work that requires the employee to be able to develop and implement creative ideas.

Aside from focusing on an employee's capability to innovate and introduce creative ideas in the workplace, some corporations reported having issues with the job stress of their employees. It is estimated that job stress will bring negative impact on employee's efficiency and attitude towards work environment. Job stress may have a positive impact on creativity and innovative behavior of the employee when they really want to know about various problems related to work. Ren and Zhang in Melhem et al. (2020) quoted that stress may produce or hamper creativity and innovative behavior depending on the source. Stress may have a positive impact if it creates challenges, such as tight deadlines. On the other hand, stress may have a negative impact if caused by other factors, such as work inconvenience.

The increasing competition and professional work demand cause the pressures that burden the employee within the work environment or outside of it, which leads to depressed employees and affects the employee's work performance (Sugiarti, 2018). According to Robbins & Judge (2019) quoted that job stress and performance are two correlated matters that influence each other. Low to mid level of job stress will have a good impact on performance, that performance will be optimal. Usually the employees will do their assignments better and quicker when there is less pressure on them. On the other hand, if the pressure experienced by the employees is high, along with the huge amounts of work, it will produce low performance.

According to Robbins & Judge (2019) job stress and performance are two correlated matters that influence each other. Low to mid level of job stress will have a good impact on performance, that performance will be optimal. Usually the employees will do their assignments better and quicker when there is less pressure on them. On the other hand, if the pressure experienced by the employees is high, along with the huge amounts of work, it will produce low work performance. In contrast with the research from Murali et al. (2017) time and work pressure provide significantly negative on an employee's work performance.

Organizational climate is an invisible social force that can move people in an organization to carry out work activities. Organizational climate is one of the crucial factors in building human resources through aspects of changing behaviour and attitudes, which are expected to adapt to ongoing or future challenges (Manik & Megawawi in Asbari et al. (2019). Other research results from Haholongan & Kusdinar (2019) say that Organizational Climate has a positive influence on innovative employee behaviour. Therefore, companies must design a positive organizational climate and support employees to display innovative behaviour.

Job stress is an unpleasant psychological state that suppresses a person's self and soul beyond their capabilities. According to Goswami (2015), job stress is the perception of the difference between environmental demands and the individual's capacity to fulfil those demands. In increasing innovative behaviour, employees are affected by job stress. The higher the work stress employees face in the company, the lower the innovative behaviour that employees provide. Based on the results of previous research by Melhem et al. (2020) job stress has a negative and significant impact on innovative behaviour.

Organizational climate influences work because every organization has a different organizational climate. Organizational climate significantly contributes to each individual in the organization, which in turn will also affect employee morale. Research conducted by Luqman et al. (2020) states that feeling comfortable in a healthy organizational climate will

lead to an increase in employee performance. That means that organizational climate positively and significantly impacts employee performance.

Sugiarti (2018) says that work stress is an essential aspect for organizations, especially its relation to employee performance. Organizations must have good performance. High and good performance can help organizations gain profits. On the other hand, if performance decreases, it can harm the organization. Several studies examine the relationship between job stress and employee performance. Research by Khuong & Yen (2016) suggests that job stress harms employee performance. That is, the higher the job stress experienced by employees, the performance of employees will decrease.

Innovative behavior is a work behavior that has the aim of generating, introducing and implementing new ideas that are useful for the company (West & Farr as cited in J. P. J. De Jong (2007). In creating good employee performance, one of them is influenced by employees' innovative behaviour. The higher the creative behaviour created by employees, the better the version produced by employees. Based on the results of previous research conducted by Vel et al. (2018) innovative behaviour positively impacts performance, as seen from its work performance. Further reinforced by Kim & Koo (2017) said that there is a positive relationship between innovative behavior and employee performance.

A conducive organizational climate needs to be created to maximise employee performance. Organizational climate is an environmental pattern that determines the emergence of work motivation and is centred on perceptions that are reasonable and can be assessed so that it influences employee performance in the organization (Sagay, Tewal, & Sendow, 2018). The results of research conducted by Purwanto et al. (2020) show that the organizational climate has a positive and significant effect on employee performance through the mediation of innovative behaviour. So the hypothesis developed is that with the innovative behaviour of employees, the organizational climate will increasingly have a good influence on employee performance.

According to Mangkunegara (2018) job stress is a feeling of pressure experienced by employees in dealing with work. Job stress negatively and significantly affects employee performance (Khuong & Yen, 2016). Job stress negatively and significantly will also affect the innovative behaviour of employees. The higher the work stress received, the smaller the innovative behaviour that employees will generate.

From the discussion above, it can be seen that there are distinctions among the result of the research from several sources, and some phenomena occuring in several companies, the researchers were interested in carrying out research on innovative behavior as mediating the effect of organizational climate and job stress on performance.

Based on the explanation, the research model proposed is as follows:

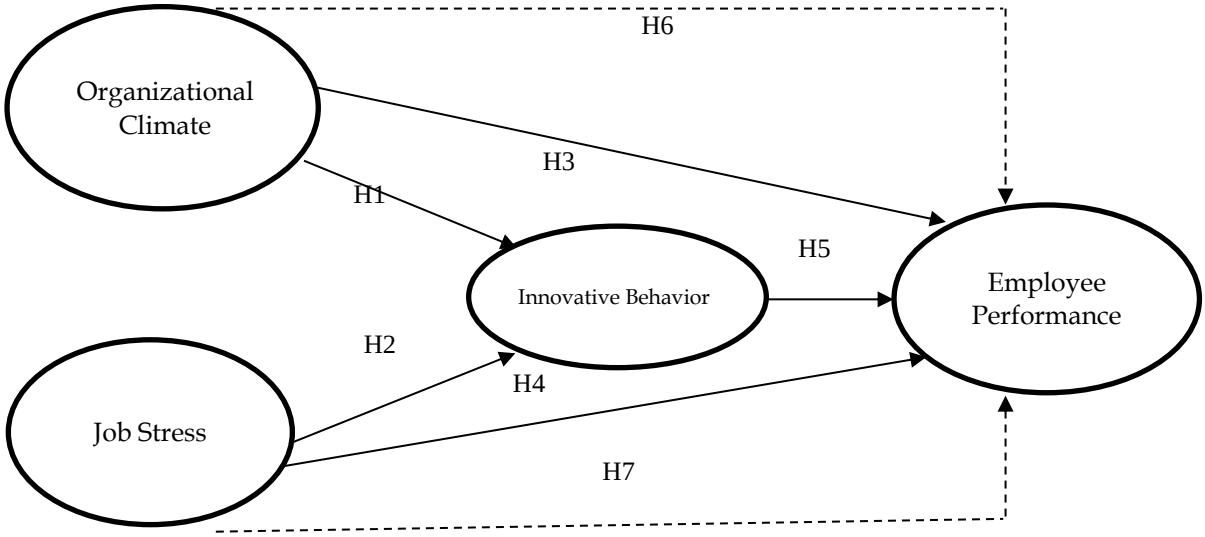

Figure 1. Research Model

METHOD

This study uses quantitative analysis with the system used as a survey. The sampling technique used is non-probability sampling, with the technique has taken being purposive sampling. The number of suitable samples for PLS is based on Cohen's table, with the maximum number of arrows leading to the construct of as many as five arrows, with a maximum significance level of 0.05% and a minimum R2 of 0.50 is a minimum of 45 samples. In this case, there were 89 respondents studied.

The questionnaire was distributed through online media using Google Form. Information is obtained directly by sending personal WhatsApp messages to respondents and obtained indirectly using the study program WhatsApp group.

The quantitative data analysis used to test the hypothesis of this research is PLS or Partial Least Square. Evaluation of the model in PLS consists of two stages: the evaluation of the external model or the evaluation of the model and the evaluation of the internal or structural model (Haryono, 2017).

Convergent validity is measured by looking at the outer loading. The questionnaire statement is declared valid if it has an outer loading above > 0.60. Meanwhile, the construct is said to be reliable if it has a composite reliability value or Cronbach's Alpha is more than 0.7 or can be seen from the AVE value ≥ 0.5.

RESULTS AND DISCUSSION

To find out whether the hypothesis test is rejected or accepted are to perform bootstrapping on the PLS software and then look at the significant values between constructs, t-statistics, and p-values. The hypothesis can be accepted if it has a significant t-value > 1.96 (significant level = 5%) or a p-value <0.05.

Table 1. Path Coefficients Bootstrapping

	Original Sample	Sample Mean	Standard Error	T Statistics	P Value	Result
Organizational Climate -> Innovative Behavior	0.492	0.494	0.092	5.338	0.000	Accepted
Job Stress -> Performance	-0.116	-0.112	0.079	1.459	0.145	Rejected
Organizational Climate -> Performance	0.045	0.045	0.082	0.552	0.581	Rejected
Job Stress -> Innovative Behavior	-0.089	-0.113	0.124	0.717	0.474	Rejected
Innovative Behavior -> Performance	0.768	0.767	0.058	13.330	0.000	Accepted

Source: Data Processed

Hypothesis 1 states that organizational climate has a positive and significant effect on innovative behavior. Based on the calculation of t-statistics in this study is 5.338 or > 1.96 and p-value 0.000 (<0.05), then hypothesis 1 is accepted.

The second hypothesis in this study has a t-statistic of 1.459 (< 1.96) and a p-value of 0.245 (>0.05). So that hypothesis 2 which states that jobstress has a negative effect on innovative behavior is rejected.

Hypothesis 3 states that organizational climate has a positive effect on employee performance. In the calculation, t-statistics are less than 1.96 that is 0.552 and p-values are greater than 0.05 that is 0.581. So hypothesis 3 in this study is rejected.

Hypothesis 4 suspects that job stress has a negative effect on employee performance. Based on the calculations in the table above, it is stated that the t-statistics are 0.717 (<1.96) and p-values are 0.474 (>0.05), so that hypothesis 4 in this study is rejected.

Hypothesis 5 states that Innovative Behavior has a positive effect on employee performance. based on the calculation of the path coefficient, it is stated that the t statistic is more than 1.96, which is 13.330 and the p value is less than 0.05, which is 0.000. So, hypothesis 5 in this study is accepted.

Table 7. VAF Calculation

	Direct Effect	Indirect Effect	Total Effect	VAF(%)	Description
Organizational Climate -> Performance	0.535	0.416	0.951	43.74	Partial Mediation
Job Stress -> Performance	-0.400	-0.254	-0.654	38.84	Partial Mediation

Source: Data Processed

Based on the table above, it is known that innovative behavior can partially mediate organizational climate on employee performance. The VAF value for the influence of innovative behavior variables as a mediator on organizational climate variables and employee performance is 43.74%.

Innovative behavior can also partially mediate jobstress on employee performance. The VAF value for the innovative behavior variable as a mediator of the job stress variable on employee performance is 38.84%.

CONCLUSION

Based on the results of testing the hypotheses, it was proven that organizational climate has a positive and significant influence on innovative behavior. There is a non-significant negative effect between the job stress variable and innovative behaviour. The organizational climate has a positive and insignificant effect on employee performance.

Job stress has a negative but not significant effect on employee performance. There is a positive and significant influence between innovative behavior and employee performance. Meanwhile, organizational climate has no direct effect on employee performance but has a positive and significant effect on innovative behavior. Innovative behavior has a significant effect on performance. Lastly, job stress has no direct effect on employee performance but has no significant effect on innovative behavior. Innovative behavior has a significant effect on employee performance.

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