Non-Physical Work Environment and Organizational Culture on Employees' Innovative Behavior: The Mediating Role of Work Motivation

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Abstract. This study investigates the influence of non-physical work environment and organizational culture on employees' innovative behavior, with work motivation as a mediating variable, in the context of tour and travel companies in West Sumatra, Indonesia. Anchored in Self-Determination Theory and Person-Organization Fit theory, the study applies a quantitative approach using Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS. Data were collected from 105 employees across multiple tour and travel firms through structured questionnaire surveys. Measurement model evaluation confirmed satisfactory convergent and discriminant validity (AVE > 0.50; composite reliability > 0.70) for all constructs. Structural model results reveal that: (1) OC does not significantly influence WM ($\beta = -0.024$, $p = 0.271$), but directly and significantly affects IB ($\beta = 0.315$, $p = 0.015$); (2) NPWE strongly and significantly predicts WM ($\beta = 0.963$, $p < 0.001$), while its direct path to IB is negative and significant ($\beta = -0.649$, $p = 0.005$), indicating a suppression effect; (3) WM significantly mediates the NPWE–IB relationship ($\beta = 0.623$, $p = 0.012$), demonstrating full mediation; and (4) WM does not mediate the OC–IB relationship ($\beta = -0.016$, $p = 0.307$). The model explains 54.8% of the variance in IB and 44.3% in WM. These findings challenge the conventional assumption that supportive environments uniformly promote innovation, highlighting instead that psychological activation through motivation constitutes a critical mechanism. The study contributes theoretically by identifying a suppressor effect of NPWE on IB and practically by providing evidence-based guidance for human resource management in the Indonesian tourism service sector.

Keywords: Organizational Culture, Non Physical Work Environment, Work Motivation, Innovative Behavior.

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1 First Section

The capacity for innovation at the individual level has emerged as a critical determinant of organizational resilience and competitiveness, particularly within the Indonesian tourism sector, which continues to grapple with post-pandemic recovery, accelerating digitalization, and intensifying regional competition [1]. In West Sumatra, where tour and travel companies serve as a primary catalyst for socioeconomic development, rooted in the province's Minangkabau cultural capital and natural heritage, the cultivation of employee innovative behavior (IB) has become a structural imperative rather than an optional endeavor [2]. Innovative behavior is conceptualized as a multi-stage process that encompasses problem identification, idea generation, idea championing, and implementation, extending far beyond mere creativity [3,4,5]. Empirical observations within the study's primary companies indicate that IB faces certain limitations. Employees exhibit limited initiative in proposing innovative service procedures, information access is restricted, and peer-to-peer collaborative ideation is structurally underdeveloped [6,7].

Two organizational antecedents warrant particular scrutiny. First, the non physical work environment (NPWE) encompassing interpersonal trust, psychological safety, communication openness, and collegial support has been theorized to facilitate or inhibit individual propensity to innovate [8,9,10]. Second, organizational culture (OC), defined as the shared values, norms, and behavioral assumptions governing organizational members [11,12], is posited to shape the conditions under which innovation either flourishes or stagnates [13,14,5]. Extant literature has examined these antecedents in isolation: studies by Endarwati et al. [6] and Warso et al. [16]. focus on NPWE–IB linkages without motivation as mediator, while Parashakti et al . [14] and Taradita & Wibawa [15] concentrate on OC–IB relationships. Anggraini & Mansyur [17] and R et al. [18] explore motivation's role but do not integrate both organizational antecedents simultaneously. Crucially, no prior study has tested the mediation of work motivation (WM) between dual organizational antecedents (NPWE and OC) and IB specifically within the Indonesian tour and travel sector an industry distinguished by its service-intensive, relationship-driven, and culturally embedded operational logic.

This study addresses this gap by positing WM as a psychological bridge through which organizational contextual factors actualize into behavioral innovation. Grounded in Self-Determination Theory [19], Herzberg's two-factor framework [20], and Person–Organization Fit theory [21], the study argues that whether an organizational antecedent translates into innovative output depends on the extent to which it activates employee motivation. The central objective is therefore to analyze the direct effects of NPWE and OC on IB, and to examine WM's mediating role in these relationships, among employees of tour and travel companies in West Sumatra.

2 Research Methods

This study employed a quantitative, causal-associative design following a positivist epistemology [22]. The population comprised 150 employees across multiple tour and

travel companies in West Sumatra. Using Slovin's formula with a 5% margin of error, the target sample was 110 respondents; ultimately, 105 completed questionnaires were retained for analysis (response rate: 95.5%). Data were gathered via a structured online questionnaire (Google Forms) using a five-point Likert scale. Instruments were adapted from validated scales: IB from [7]; OC [13]; NPWE [9]; WM from McClelland's achievement motivation theory as operationalized [23]. Content validity was established through expert panel review, and pilot testing confirmed inter-item coherence.

Analysis employed SEM-PLS via SmartPLS 3.0 [24]. This method was selected for its robustness under non-normality assumptions, suitability for exploratory structural models, and efficiency in simultaneously evaluating measurement and structural models [25,26]. Outer model assessment evaluated convergent validity (factor loadings > 0.60; AVE > 0.50) and discriminant validity (Fornell–Larcker criterion). Inner model assessment examined path coefficients and significance via bootstrapping with 5,000 subsamples, with hypothesis acceptance at T-statistic > 1.96 and $p < 0.05$. Mediation was evaluated using the indirect effects procedure [26,27].

3 Data Analysis and Discussion

3.1 Measurement Model Evaluation

The measurement model or Outer Model describes the relationship between the variables and indicators used in the study. Therefore, in an effort to determine the relationship between these variables, the validity and reliability of the instrument is tested. Convergent validity is used to determine the suitability of each indicator relationship with its latent variable. Rule of Thumb or a tool to assess convergent validity is the loading factor value if it is more than (> 0.7) with the construction being measured. As for research in the early stages of developing a measurement scale, a loading factor with a value of 0.50 to 0.60 is considered sufficient [28]. Based on the test results of 19 construction variable indicators, all tested indicators have a loading factor value of more than 0.6, presented in Figure 1.

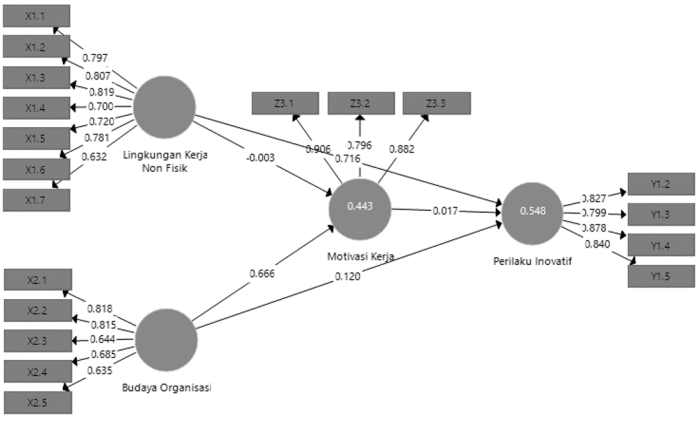


Fig 1. Research Test Results

Based on the test results, the loading factor value is> 0.6, thus it can be said that the indicator is valid as a construction measure and has reflected the latent variable. All 19 indicators demonstrated factor loadings exceeding 0.60, satisfying the threshold for convergent validity [28]. As shown in Table 1, AVE values ranged from 0.524 to 0.744, and composite reliability coefficients exceeded 0.84 for all constructs (Table 2), confirming construct reliability [29]. Discriminant validity was confirmed via Fornell–Larcker criterion, where the square root of each construct's AVE exceeded its correlations with all other constructs (Table 1).

Table 1. *Discriminant Validity Fornell Larcker Criterion*

Construct	OC	NPWE	WM	IB
Organizational Culture (OC)	0.724			
Non-Physical Work Environment (NPWE)	0.099	0.753		
Work Motivation (WM)	0.666	0.063	0.863	
Innovative Behavior (IB)	0.202	0.728	0.142	0.837

Source: Author's work

Discrimaninat Validity (Fornell Lercker) testing aims to ensure that the relative construct being tested has the strongest relationship with its own indicator when compared to other constructs in the PLS path model [24]. Based on Table 1, it can be concluded from the test results that all constructs or latent variables have good discriminant validity and these variables have met the discriminant validity requirements for use in this study.

Table 2. *AVE and Construct Reliability*

Construct	AVE	Cronbach's α	Comp. Reliability
Organizational Culture	0.524	0.784	0.845
Non-Physical Work Env.	0.568	0.872	0.901
Work Motivation	0.744	0.826	0.897
Innovative Behavior	0.700	0.857	0.903

Source: Author's work

3.2 Structural Model (Inner Model)

The coefficient of determination (R^2) for IB was 0.548, indicating that NPWE, OC, and WM collectively explain 54.8% of the variance in innovative behavior—a substantial explanatory power in behavioral research [24]. WM's R^2 of 0.443 further demonstrates meaningful model fit for the mediator variable.

Table 3. R-Squared Value

	R Square	R Square Adjusted
Work Motivation	0,443	0,432
Innovative Behavior	0,548	0,534

Source: Author's work

In this research model there are 2 (two) endogenous latent variables so that the R2 value of work motivation and innovative behavior is used to assess how much endogenous construction can be explained by exogenous construction. The higher the R Square, the greater the ability of the independent variables to explain the effect of the dependent variable, so that the structural equation in the study is getting better. Based on table 4, the R Square result for the innovative behavior variable is 0.548 or 54.8% so that the influence of all exogenous constructions on innovative behavior is quite strong, while the remaining 45.2% is influenced by other variables not examined in this study. The R Square value of the work motivation variable is 0.443, meaning that the model is able to explain the phenomenon of work motivation by 44.3%, while the remaining 55.7% is influenced by other variables not analyzed in this study.

3.3 Hypothesis Testing

Table 4. Path Coefficients and Hypothesis Test Results

Hyp.	Path	B	T-stat	p-value	Decision
H1	OC → WM	-0.024	0.611	0.271	Rejected
H2	OC → IB	0.315	2.169	0.015	Accepted
H3	NPWE → WM	0.963	32.234	0.000	Accepted
H4	NPWE → IB	-0.649	2.591	0.005	Rejected
H5	WM → IB	0.647	2.305	0.011	Accepted
H6	OC → WM → IB	-0.016	0.505	0.307	Rejected
H7	NPWE → WM → IB	0.623	2.250	0.012	Accepted

Source: Author's work

3.4 Discussion of Finding

H1: Organizational Culture → Work Motivation (β = −0.024, p = 0.271) – Rejected. The non-significant effect of OC on WM constitutes a theoretically consequential finding. Within the study's context, it suggests that the prevailing organizational culture in West Sumatran tour and travel firms has not been effectively internalized by employees as a motivational stimulus. This is consistent with Person–Organization Fit theory [21], which posits that cultural influence on motivation is contingent upon perceived alignment between individual values and organizational values. When cultural artifacts remain symbolic rather than operationally embedded—presented as slogans or formalities rather than lived norms their capacity to activate intrinsic motivation is severely attenuated [11]. This contrasts with findings by Guo et al. [30] and Baktiar et al. [31] who report positive OC–WM relationships in technology and public sector contexts respectively. The divergence likely reflects sector-specific dynamics: service-sec-

tor SMEs in Indonesia's peripheral regions may exhibit weaker institutional formalization, reducing the coherence and visibility of cultural practices that normally inform motivational frameworks [32]. The result implies that cultural interventions targeting motivation must prioritize genuine value internalization over structural formality.

H2: Organizational Culture → Innovative Behavior (β = 0.315, p = 0.015) – Accepted. Organizational culture exerts a direct and significant positive effect on innovative behavior. This finding is aligned with foundational innovation management theory, which identifies adaptive, learning-oriented organizational cultures as enabling environments for individual creativity and risk-taking [13,33]. In tour and travel companies, cultural norms that value service differentiation, customer responsiveness, and procedural experimentation translate into behavioral permission structures that legitimize innovation at the frontline level [34]. Notably, OC influences IB independent of motivational mediation (H6 is rejected), suggesting a direct normative pathway: employees behave innovatively because their cultural environment frames such behavior as expected and valued, not necessarily because they are internally motivated to do so. This nuance is theoretically consistent with descriptive norm theory [35], whereby shared behavioral expectations serve as proximal behavioral regulators. The result replicates previous findings, reinforcing the cross-contextual robustness of the OC–IB link [14,15,36].

H3: Non-Physical Work Environment → Work Motivation (β = 0.963, p < 0.001) – Accepted. The strongest path in the model, NPWE's effect on WM (β = 0.963) reveals an almost deterministic relationship, indicating that the social and psychological texture of the work environment is the dominant predictor of employee motivation in this sector. This result is consistent with Herzberg's Two-Factor Theory [20], which classifies interpersonal relationships, supervisory quality, and work atmosphere as potent motivational hygiene factors whose absence demotivates and whose quality can substantially elevate motivation levels. From a Self-Determination Theory perspective [19], a supportive NPWE satisfies the fundamental psychological needs for relatedness and competence—preconditions for autonomous motivation. These findings underscore the priority that HR management should assign to shaping intangible relational dimensions of the work environment, not merely physical infrastructure, corroborating previous research [37,38,39].

H4: Non-Physical Work Environment → Innovative Behavior (β = −0.649, p = 0.005) – Rejected (Suppressor Effect). The negative direct effect of NPWE on IB, controlling for WM, is the most analytically distinctive finding of this study. While counterintuitive at face value, this result is consistent with statistical suppression in mediation models: when a mediator (WM) is included and substantially accounts for the NPWE–IB relationship, the direct path may be negative due to the mediator's suppression of the total effect. The total indirect effect (H7: β = 0.623, p = 0.012) is positive and significant, confirming that NPWE promotes IB—but exclusively through motivational activation, not directly. Theoretically, this pattern can be interpreted through

[40]: an excessively comfortable or harmonious social environment may reduce the productive tension that drives innovation, while the same environment's capacity to activate motivation redirects employees toward innovative action. Similarly, Amabile's componential model suggests that while social support constitutes a contextual resource, intrinsic motivation remains the proximal activator of creativity. The result challenges the common assumption in HR literature that NPWE improvements universally and directly enhance behavioral innovation, and calls for a more nuanced understanding of boundary conditions [8,16].

H5: Work Motivation → Innovative Behavior (β = 0.647, p = 0.011) – Accepted. Work motivation's significant positive effect on IB (β = 0.647) confirms its central theoretical role as a proximal driver of innovative action. This is consistent with both intrinsic motivation theory [9] and McClelland (1961) Achievement Motivation Theory [41], wherein high need for achievement characterized by goal orientation, persistence, and proactive problem-solving constitutes a psychological platform for innovation. Empirical support for these findings has been demonstrated across diverse sectoral and national contexts [42,43,44]. In tourism service contexts specifically, where employee discretion in service delivery is inherently high and customer interactions are unpredictable, motivated employees are better positioned to implement adaptive innovations whether in problem resolution, itinerary customization, or digital service adoption. This finding supports the prioritization of intrinsic motivational strategies (meaningful work design, autonomy, mastery opportunities) over purely extrinsic incentive systems in human resource policy.

H6: OC → WM → IB (β = −0.016, p = 0.307) – Rejected. The absence of motivational mediation in the OC–IB relationship corroborates and contextualizes the H1 finding. Because OC does not significantly influence WM, no motivational pathway from culture to innovation exists. However, as H2 confirms, OC still influences IB through a direct normative channel. This configuration—direct cultural influence without motivational mediation implies that organizational culture operates on innovative behavior through cognitive and social mechanisms (value socialization, behavioral norms, role expectations) that are distinct from, and independent of, motivational arousal [11]. This is a theoretically refined contribution, distinguishing the normative and motivational pathways through which culture produces behavioral outputs.

H7: NPWE → WM → IB (β = 0.623, p = 0.012) – Accepted (Full Mediation). The confirmed mediation of WM in the NPWE–IB relationship combined with the non-significant direct NPWE–IB path when WM is controlled indicates full mediation. This is the study's primary theoretical contribution: the NPWE does not directly generate innovative behavior; rather, it does so by activating work motivation, which then drives innovation. This finding has not been previously established with this specificity in the Indonesian tour and travel literature. The full mediation pattern is consistent with the view that motivation serves as an essential linking mechanism between environmental conditions and employee behavioral outcomes [39,45]. For managerial practice, this

implies that investments in NPWE improvement will only translate into measurable IB gains if they simultaneously generate motivational uplift a contingency that HR systems must be designed to monitor and facilitate.

3.5 Theoretical Contributions and Novelty

This study's novelty is threefold. First, it identifies a suppressor effect of NPWE on IB in a mediated model a structural nuance absent from prior studies that examine direct effects only. Second, it establishes full mediation of WM between NPWE and IB in the Indonesian SME tourism context, providing mechanistic specificity previously unavailable. Third, it demonstrates the dual-pathway architecture of culture's influence on innovation: a direct normative channel (H2) unmediated by motivation, and an absent indirect motivational channel (H6) a distinction that enriches Person–Organization Fit and cultural socialization theory.

4 Conclusion

This study examined the effects of non-physical work environment and organizational culture on employees' innovative behavior, with work motivation as mediating variable, among 105 employees in tour and travel companies in West Sumatra. Key findings are as follows. Organizational culture does not influence work motivation (H1 rejected), yet directly and significantly enhances innovative behavior (H2 accepted), suggesting a normative rather than motivational pathway. Non-physical work environment strongly predicts work motivation (H3 accepted), but its direct path to innovative behavior is negative when motivation is controlled (H4 rejected), indicating a suppressor effect NPWE promotes innovation exclusively through motivational mediation. Work motivation significantly drives innovative behavior (H5 accepted). Work motivation does not mediate the OC–IB relationship (H6 rejected), but fully mediates the NPWE–IB relationship (H7 accepted). These findings confirm that motivation functions as the critical psychological mechanism linking the social work environment to innovative behavior, while organizational culture exerts normative influence on innovation independent of motivational activation. The study contributes a theoretically refined model distinguishing direct normative and indirect motivational pathways, with practical implications for HR management in Indonesia's tourism service sector. Future research should incorporate longitudinal designs, multi-industry comparative frameworks, and additional mediators such as psychological capital and organizational commitment to further advance explanatory scope.

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