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Impact of Organisational Climate and Training on Employee Performance Through Innovative Work Behaviour at North Sumatera Manpower Office

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Abstrak

Dinas Ketenagakerjaan Provinsi Sumatera Utara memiliki peran penting dalam mengatasi tantangan sumber daya manusia; oleh karena itu, penting bagi instansi tersebut untuk memberikan pelayanan yang optimal. Analisis dilakukan menggunakan Smart-PLS untuk memahami indikator-indikator yang dipengaruhi oleh variabel-variabel penelitian. Penelitian kuantitatif ini menggunakan desain deskriptif korelasional yang bertujuan untuk menguji hipotesis serta mengevaluasi pengaruh iklim organisasi, pelatihan pegawai, dan *innovative work behaviour* (IWB) atau perilaku kerja inovatif sebagai variabel mediasi terhadap kinerja pegawai. Sampel dalam penelitian ini terdiri dari 93 pegawai yang dipilih menggunakan teknik sampling jenuh. Data dikumpulkan melalui penyebaran kuesioner, wawancara mendalam dengan partisipan, serta analisis dokumen. Hasil penelitian menunjukkan bahwa iklim organisasi merupakan faktor penting yang berpengaruh positif terhadap peningkatan kinerja pegawai. Selain itu, pelatihan pegawai juga berpengaruh positif dan signifikan terhadap kinerja pegawai. Selanjutnya, iklim organisasi mendorong terbentuknya perilaku kerja inovatif, sehingga dianggap sebagai faktor yang positif dan signifikan. Demikian pula, pelatihan pegawai berkontribusi terhadap perilaku kerja inovatif dan juga dinilai sebagai faktor yang positif dan signifikan. Perilaku kerja inovatif merupakan faktor positif dan signifikan dalam meningkatkan kinerja pegawai. Iklim organisasi juga menjadi faktor positif dan signifikan dalam meningkatkan kinerja pegawai melalui perilaku kerja inovatif sebagai variabel intervening. Selain itu, pelatihan pegawai menjadi faktor positif dan signifikan dalam meningkatkan kinerja pegawai melalui perilaku kerja inovatif sebagai variabel intervening.

Kata kunci: Kinerja; iklim organisasi; pelatihan; perilaku inovatif.

Abstract

The North Sumatera Provincial Manpower Office plays an important role in addressing human resource challenges; therefore, it is essential for the office to provide optimal service. An analysis was conducted using Smart-PLS to understand the indicators affected by its variables. This quantitative research employed a correlational descriptive design, aimed at testing the hypothesis and evaluating the impact of organisational climate, employee training, and innovative work behaviour (IWB), which serves as a mediating variable, on staff performance. The sample of the study comprised 93 employees selected using the saturated sampling technique. Data were gathered by distributing questionnaires, conducting in-depth interviews with the participants, and analysing documents. The findings indicate that organisational climate is an important and positive factor in the improvement of employee performance. Additionally, employee training positively and significantly impact employee performance. Furthermore, organisational climate facilitates IWB and is thus considered a positive and significant factor. Similarly, employee training contributes to IWB and is also regarded as a positive and significant factor. IWB is a positive and significant factor in enhancing employee performance. organisational climate is a positive and significant factor in improving employee performance through IWB acting as an intervening variable. Moreover, employee training is a positive and significant factor in enhancing employee performance as a result of IWB acting as an intervening variable.

Keywords: Performance; organisational climate; training; innovative behaviour

1. Introduction

Employment has been a strategic issue in North Sumatra Province, as reflected in the high Open Unemployment Rate, which reached 6.11 percent in August 2022. This figure represents a decrease compared to the Unemployment Rate (TPT) of 6.33 percent in August 2021, despite improvements at the national level (BPS, 2022). However, this rate is still high, indicating that out of every 100 people in the labor force, six remain unemployed. The Manpower Office plays a central role in addressing these employment dynamics. State Civil Apparatus must undergo rapid transformation, as the government needs to anticipate the complexities of employment challenges. This transformation requires human resources capable of implementing the designed

programs. Therefore, adaptation, enthusiasm for learning, digital competence, and the preparation of human resources to face the realities of development are essential for improving performance. However, as Table 1 indicates, employee performance has yet to demonstrate significant improvement, even though it is categorized as "good." It is still far from reaching an excellent standard.

Table 1. Employee Performance

Assesment Element	Year					
	2019		2020		2021	
	Mean	Assessment weight	Mean	Assessment weight	Mean	Assessment weight
a. Employee Work Target (60%)	82.1	49.26	79,67	47.80	83,06	49.84
b. Work Behavior (40%)	82.4	32.96	80,7	32.28	81,87	32.75
Employee Performance Target (SKP) (100%)		82.22		80,6		82.59
		(Good)		(Good)		(Good)

Various factors contribute to employee underperformance, one of which is the organisational climate. Employee performance is strongly linked to the organization's work environment and culture (Nuryasmin & Chaniago, 2016). A positive organisational climate often garners internal support that enhances performance, and employees' perceptions of their workplace significantly influence their performance (Qiu et al., 2016). In addition to organisational climate, factors related to employee training also play a crucial role. When employees receive adequate education and training for their jobs and daily tasks, they are better equipped to meet performance expectations (Mangkunegara, 2004).

According to the literature, various factors affect employee performance. Previous research has analysed the impact of organisational climate and training on employee performance. Studies by Shafarila and Supardi (2016) and Darmadi (2016) concluded that a conducive organisational climate can enhance work enthusiasm, engagement, and employee performance. Meanwhile, research by Sandhitya and Saragih (2021), Gadir and Jahwari (2020), and Guan and Frenkel (2019) emphasizes the important role of employee training in improving creativity at work, increasing efficiency, enhancing competencies, and boosting work quality. However, most of these studies were conducted in the private sector rather than in government institutions. Furthermore, although the direct impact of organisational climate and training on performance has been extensively researched, there remains a gap in the literature regarding the role of innovative behaviour as an intervening variable.

Numerous studies have shown that innovative work behaviour is positively related to performance (Lathifah & Kurniawati, 2021; Hadian, 2017). Furthermore, these studies indicate that organisational climate is the most crucial factor affecting employees' inclination to be creative in the workplace. In contrast, Riani et al. (2020) concluded that organisational climate had no significant influence on employees' inclination to pursue innovative work behaviour. To bridge this research gap, the present study examines how organisational climate, employee training, and innovative work behaviour are interrelated through performance. The research aims to highlight this gap.

It has been acknowledged that the company's environment, employee training, and creative behaviour at work can significantly enhance staff performance. The present research aims to examine the relationship between organisational climate and training and their impact on employee performance, with innovative work behaviour serving as a mediating variable.

2. Literature Review

2.1. Employee Performance

Kasmir (2016) defines performance as the extent to which an individual effectively executes their job responsibilities and behaves appropriately while completing tasks on time. Employee performance is primarily assessed in three areas: work results, behaviour, and personal traits. Work results refer to the outputs produced by an individual in the form of products or services, which can be evaluated based on the quantity and quality of their achievement relative to predetermined targets. Employee performance encompasses what individuals (Mangkunegara, 2016; Armstrong, 2020). Performance is influenced by the efficiency and effectiveness of an individual's work and their contribution to achieving the organization's goals.

2.2. Organisational Climate

Organisational climate refers to enthusiasm and vitality that permeates all aspects of the workplace, providing advantages to employees, society, and the organization. When the organisational climate is positive, individuals feel comfortable and energized at work, motivating them to perform at higher levels. Therefore, management should regard organisational climate as a crucial factor in their leadership, as its immediate effects extend to the surrounding community through enhanced organizational performance and the work context of employees (Sugiarto, 2018). The perception of workers, both collectively and individually, regarding the work environment encompasses role clarity, social support, rewards, and responsibilities, and is referred to as the organisational climate (Keelner, 2010; Griffin & Moorhead, 2014). A positive work environment fosters increased motivation and productivity (Shankar et al., 2017).

2.3. Training

Training is a systematic process designed to improve employee competencies and job performance. Relevant training programs can enhance both technical skills and adaptability to changing work demands (Noe, 2019; Dessler, 2016). Through structured training programs, practical training can be organized in a way that is integrated into the management planning framework and aligned with the organization's needs and goals (Dewi et al., 2019).

2.4. Innovative Work Behaviour

Innovative behaviour refers to actions taken by individuals within an organization to generate, develop, and implement new ideas. These ideas can encompass new products, technologies, methods, or approaches to work. The individual who conceives the idea and actively works to execute it is the one who initiates and follows through with the innovation (Etikariena & Muluk, 2014). According to De Jong and Hartog (2010), innovative work behaviour involves individuals' ability to produce, refine, and implement ideas that provide value to the organization. Innovation has been recognized as one of the major contributors to a company's superior performance (Messmann & Mulder, 2011).

3. Research Methods

3.1. Population and Sample

The population for this research comprised 123 employees, while the sample consisted of 93 employees selected using the saturated sampling technique.

3.2. Data Collection

The study was conducted using a quantitative approach with a correlational descriptive design. Data were collected from primary sources, including questionnaires, as well as secondary sources such as literature reviews, existing reports, textbooks, and online materials.

3.3. Data Analysis

This study employed the Structural Equation Model–Partial Least Squares (SEM–PLS) as the data analytical model, facilitated by the Smart-PLS software application. SEM is an advanced technique that can effectively model data even with small sample sizes. Additionally, it addresses issues arising from non-normally distributed variables and the presence of highly correlated exogenous variables. The latent factors included in this study were organisational climate, employee training, innovative work behaviour, and employee performance.

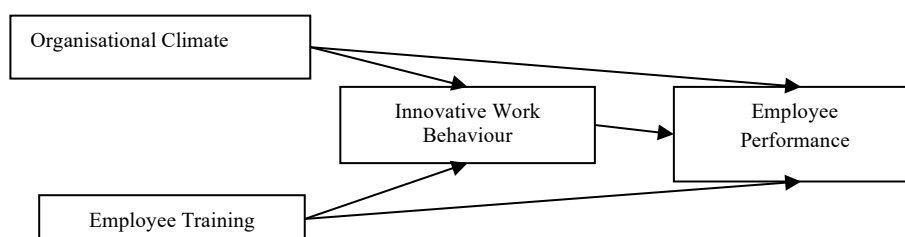


Figure 1. Research Model (modified by Armstrong (2020) Griffin & Moorhead (2014) Noe & Hollenbeck (2019) De Jong and Hartog (2010))

Based on the developed research model, the hypotheses proposed in this study are as follow:

H1: Organisational climate directly influences on employee performance

H2: Employee training directly influences on employee performance

H3: Organisational climate directly influences on innovative work behaviour

H4: Employee training directly influences on innovative work behaviour

H5: Innovative work behaviour indirectly influences on employee performance

H6: Organisational climate indirect effect on employee performance through mediation of innovative work behaviour

H7: Employee training indirectly influences on employee performance through mediation of innovative work behaviour

4. Result and Discussion

4.1. Result

The PLS test includes two evaluation approaches: the outer model and the inner model. The outer model encompasses several tests, including convergent validity, discriminant validity, and construct reliability. In contrast, the inner model consists of R-squared, Q-squared, and the goodness-of-fit model test (Hair et al., 2019).

4.1.1. Outer Model Analysis (Measurement Model Testing)

According to Hair et al. (2019), acceptable internal consistency is indicated when composite reliability and Cronbach's alpha reach values of at least 0.70, while convergent validity is considered adequate when the average variance extracted (AVE) is 0.50 or higher.

Table 2. Reliability and Validity

Variable	Average Variance Extracted (AVE)	Composite (CR)	Cronbach's Alpha (CA)
Organisational Climate (X1)	0.865	0.983	0.980
Employee Training (X2)	0.913	0.993	0.992
IWB (Z)	0.916	0.990	0.989
Employee Performance (Y)	0.871	0.990	0.989

The value of the loading factor exceeded 0.7, confirming that the items are valid based on their loading values. Furthermore, AVE was utilized for the validity assessment. The recommended AVE value is higher than 0.5, indicating that all AVE values exceed this threshold and are thus considered valid. The recommended composite reliability (CR) value is above 0.7, which implies that all CR values are also above 0.7 and are therefore deemed reliable. Additionally, all CA values exceeding 0.7 further indicate that they are reliable according to this measure.

Table 3. Discriminant Validity Testing: Fornell and Larcker

	Organisational Climate (X1)	Employee Performance (Y)	Employee Training (X2)	Innovative Work Behaviour (Z)
Organisational Climate (X1)	(0.930)			
Employee Performance (Y)	0.457	(0.933)		
Employee Training (X2)	-0.018	0.497	(0.955)	
Innovative Work Behaviour (Z)	0.407	0.683	0.442	(0.957)

As shown in Table 3, reveals that square root of the average variance extracted (AVE) for a latent variable is contrasted with its correlation coefficients with other latent variables. The square root exceeds the absolute correlation values involving other latent variables. Consequently, the researchers can assert with confidence that the discriminant validity test has been successfully passed.

Meanwhile, the Heterotrait–Monotrait Ratio (HTMT) has been introduced as a more rigorous complementary method for assessing discriminant validity in PLS-SEM. By extending AVE-based evaluation, HTMT provides additional assurance that constructs demonstrating adequate convergent validity are empirically and conceptually distinct (Hair et al., 2022).

Table 4. Discriminant Validity Testing: HTMT

	Organisational Climate (X1)	Employee Performance (Y)	Employee Training (X2)	Innovative Work Behaviour (Z)
Organisational Climate (X1)				
Employee Performance (Y)	0.460			
Employee Training (X2)	0.048	0.499		
Innovative Work Behaviour (Z)	0.410	0.690	0.445	

When the HTMT approach was applied to test the validity of the discriminant, it was observed that all values were below 0.9. Therefore, it was concluded that the requirements for discriminant validity using the HTMT approach had been satisfied.

4.1.2. Inner Model Analysis (Structural Model Testing)

In the inner model test, three methods were used: R squared, Q squared, and Standardized Root Mean Square Residual (SRMR). The results indicate that the R^2 values fall within the (weak/moderate/substantial) range, suggesting that the exogenous constructs adequately explain the variance of the endogenous variables. Furthermore, $Q^2 > 0$ confirm that model demonstrates satisfactory predictive relevance. Model adequacy is further supported by SRMR values below the recommended threshold of 0.08, indicating an acceptable level of model fit. Overall, these findings suggest that proposed structural model is suitable for subsequent hypothesis testing (Hair et al., 2022; Henseler et al., 2015).

Table 5. R-Square and Q-Square Testing

	R Square	Q-Square
Employee Performance (Y)	0.580	0.499
Innovative Work Behaviour (Z)	0.367	0.332

The combined effect of organisational climate (X1), Employee Training (X2), and Innovative Work Behaviour (Z) can contribute up to 58% of the total impact on Employee Performance (Y). The R-squared value for Innovative Work Behaviour (Z) is 0.367, indicating that the factors organisational climate (X1) and Employee Training (X2) can account for or influence Innovative Work Behaviour (Z) to the extent of 36.7%.

The Q-Square (Q^2) value for Employee Performance (Y) is 0.499, which is greater than 0. This indicates that organisational climate (X1), Employee Training (X2), and Innovative Work Behaviour (Z) have predictive relevance for Employee Performance (Y), as does the Innovative Work Behaviour variable itself. The inner model test, three methods were used: R squared, Q squared, and Standardized Root Mean Square Residual (SRMR). The results indicate that the R^2 values fall within the (weak/moderate/substantial) range, suggesting that the exogenous constructs adequately explain the variance of the endogenous variables. Furthermore, $Q^2 > 0$ confirm that model demonstrates satisfactory predictive relevance. Model adequacy is further supported by SRMR values below the recommended threshold of 0.08, indicating an acceptable level of model fit. Overall, these findings suggest that proposed structural model is suitable for subsequent hypothesis testing (Hair et al., 2022; Henseler et al., 2015).

Table 6. SRMR Test

	Estimated Model
SRMR	0.038

Since the SRMR of 0.038, derived from the goodness-of-fit tests, is clearly less than 0.08, it indicates that the model is an excellent fit. The results of the R^2 , Q^2 , and SRMR analyses conducted earlier further confirm the model's robustness, thereby allowing for hypothesis testing to be performed.

4.1.3. Hypothesis Testing

The research examined the impact of organizational atmosphere and personnel development on employee performance, with innovative work behaviour a mediating variable, at the Department of Manpower of North Sumatra Province. The results of hypothesis validation conducted using Smart-PLS are presented in the Path Coefficient Testing Results in Tables 7 and 8 below:

Table 7. Path Coefficient Test & Significance of Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organisational Climate (X1) → Employee Performance (Y)	0.288	0.283	0.110	2.628	0.009
Organisational Climate (X1) → Innovative Work Behaviour (Z)	0.415	0.418	0.096	4.319	0.000
Employee Training (X2) → Employee Performance (Y)	0.313	0.311	0.114	2.749	0.006
Employee Training (X2) → Innovative Work Behaviour (Z)	0.449	0.449	0.098	4.573	0.000
Innovative Work Behaviour (Z) → Employee Performance (Y)	0.428	0.431	0.153	2.800	0.005

Table 8. Path Coefficient Test & Significance of Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organisational Climate (X1) → Innovative Work Behaviour (Z) → Employee Performance (Y)	0.177	0.183	0.087	2.048	0.041
Employee Training (X2) → Innovative Work Behaviour (Z) → Employee Performance (Y)	0.192	0.194	0.085	2.263	0.024

4.2. Discussions

Organisational Climate has a positive and significant effect on Employee Performance

Organisational climate has a positive and significant effect on employee performance ($p = 0.000 < 0.05$, path coefficient = 0.288). A positive organizational environment enhances productivity. Employees perceive that structured duties and teamwork-based discussions, supported by supervisors and colleagues, contribute to performance improvement. This finding aligns with Supardi (2016), which highlights the importance of support as a key dimension of organisational climate.

Employee Training has a positive and significant effect on Employee Performance

Training has a significant and positive effect on employee performance ($p = 0.006 < 0.05$, path coefficient = 0.013). The descriptive statistics yielded a mean score of 3.77, reflecting the preparedness and enthusiasm of employees to participate in training related to their work. This finding reinforces the conclusions of earlier researchers (Etgar et al., 2018; Brittany et al., 2017; Motlokoa, 2018; Ghirelli et al., 2019), who emphasized that employee performance is a primary determinant of improved outcomes for both individuals and organizations. The relationship between training and human resource management is positive; training has been shown to enhance performance, job satisfaction, and morale. Therefore, training is crucial for developing essential and competitive competencies for both employee and organizations.

Organisational Climate has a positive and significant effect on Innovative Work Behaviour

A significant and positive relationship was found between organisational climate and innovative work behaviour ($p = 0.000 < 0.05$, path coefficient = 0.415). Clarity in roles and support among colleagues are key factors influencing innovation in the workplace. The results confirm previous findings (Sawitri & Widiyati, 2018; Luekitinan, 2014) regarding the role of a supportive climate in encouraging creative problem-solving.

Employee Training has a positive and significant effect on Innovative Work Behaviour

Training has a significant positive impact on innovative behaviour ($p = 0.000 < 0.05$, path coefficient = 0.449). Respondents believe that practical training—characterized by clear goals, appropriate materials, and competent trainers—contributes significantly to innovative behaviour. This finding is consistent with the work of Noe and Hollenbeck (2019) and Dewi (2019), which emphasizes the role of structured training in preparing individuals for future challenges.

Innovative Work Behaviour has a positive and significant effect on Employee Performance

Innovative work behaviour significantly influences performance ($p = 0.005 < 0.05$, path coefficient = 0.428). Although the average level of innovative behaviour was moderate (mean = 3.37), it still contributed positively. Age-related limitations, particularly among the majority of respondents aged 50 and older, may hinder the full implementation of innovative ideas. However, the findings underscore innovation as a key lever for performance improvement (Kim & Koo, 2017; Afsar et al., 2020).

Organisational Climate has a positive and significant effect on Employee Performance with Innovative Work behaviour as an intervening variable

A mediated positive effect was identified ($p = 0.041 < 0.05$, path coefficient = 0.177), indicating that innovative behaviour strengthens the impact of organisational climate on performance. A supportive atmosphere enhances collaboration and the implementation of ideas, ultimately improving employee outcomes (Shafarila & Supardi, 2016; Darmadi, 2021). Addressing the challenges faced by the North Sumatra Provincial Manpower Office can guide improvements in organisational performance. Innovations, particularly in data management systems, can enhance governance by providing accurate, integrated, and accessible information while fostering innovative work behaviour. Effective implementation requires competent human resources capable of planning, managing applications, and performing public service duties. A favourable organisational climate further supports employee productivity and innovation, necessitating collaboration among leadership, colleagues, and the organization.

Employee Training has a positive and significant effect on Employee Performance with Innovative Work Behaviour as an intervening variable

The indirect effect of training on IWB was also significant ($p = 0.029 < 0.05$; path coefficient = 0.192). Training fosters creativity and interpersonal awareness, enabling employees to effectively address non-routine problems. This finding aligns with Rosmayati et al. (2021), which supports the role of digital tools and structured training in enhancing innovation and performance.

The impact of organisational climate and training on performance through innovative work behaviour are significant but indirect (partial mediation). These results are consistent with earlier studies (Sawitri & Widiyanti, 2018; Gadir & Jahwari, 2020), which emphasize the critical role of organisational factors and training in the processes of innovation and performance enhancement. These findings have theoretical implications, as they reinforce the integrative role of innovative work behaviour in linking organizational factors to performance outcomes. On a practical level, the study enhances the understanding of public sector institutions, particularly the North Sumatra Provincial Manpower Office, regarding the necessity to focus on the quality of the organisational climate. Additionally, it underscores the importance of implementing training programs that not only nurture technical skills but also stimulate creativity, adaptability, and proactivity among employees.

4.3. Managerial Implications

Mapping institutional challenges within the North Sumatra Provincial Manpower Office can guide organizational performance enhancement by encouraging innovation-driven work practices. The use of an integrated labor data system has improved data reliability and information access. However, its sustainability relies on skilled personnel with the capacity to plan, manage, and operate digital systems effectively.

Training initiatives have a positive impact on employee performance and innovative behavior, highlighting the need for structured managerial succession and functional role alignment to mitigate the effects of workforce retirement and ongoing technological transformation.

5. Conclusion

The findings of this study suggest that both organisational climate and employee training are significant determinants of employee performance, positively influencing performance outcomes. Additionally, innovative work behaviour, which serves as a mediator for the effects of organisational climate and employee training on employee performance, is significantly influenced by these factors.

The results indicate that a well-established and supportive organisational climate encourages employees to be more engaged, collaborative, and effective in their tasks. Clear role definitions, democratic decision-making, and managerial support foster an environment conducive to performance enhancement. Similarly, employee training not only enhances skills and knowledge but also significantly influences the development of innovative behaviour, which, in turn, boosts performance results.

Furthermore, the role of innovative work behaviour demonstrates that innovation is not merely a personal trait but rather a product of organisational support and strategic efforts to develop human capital. Employees who are encouraged to generate and implement new ideas within a supportive climate are more likely to contribute meaningfully to organizational performance.

To achieve sustainable improvements in North Sumatra Provincial Manpower Office, organizations must recognize the dynamic interplay between structural support, human resource development, and employee innovation. This study confirms that employee performance can be substantially enhanced through strategic efforts that align the organizational environment, capacity building, and innovation-oriented behaviour.

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