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The Effect Of Organizational Trust On Innovative Work Behavior With Organizational Culture Change As A Mediation Variable

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Abstrak

Innovative work behavior is a factor in increasing organizational competitiveness. One of the factors that influences it is organizational trust, which is supported by changes in organizational culture. This study aims to analyze the effect of organizational trust on innovative work behavior with organizational culture changes as a mediating variable in private culinary industry employees in Bandar Lampung. This study uses a quantitative approach with a survey method of 258 private culinary industry employees in Bandar Lampung who were selected using a purposive sampling technique. The data were then analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4. The results of the study indicate that all proposed hypotheses are supported. The organizational trust variable has a positive and significant effect on innovative work behavior, and changes in organizational culture significantly mediate the effect of organizational trust on the innovative behavior of private culinary industry employees in Bandar Lampung. The results of this study indicate that companies in the culinary industry in Bandar Lampung are advised to increase organizational trust through clear policies and open communication, as well as building a participatory organizational culture to encourage the implementation of innovative ideas so that innovative work behavior can develop optimally.

Keywords: employee innovative behavior, organizational trust, organizational culture change.

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INTRODUCTION

The era of global competition and increasingly dynamic technological developments demands that organizations continue to innovate in order to remain competitive. Innovation is not only the responsibility of management but also of all employees through their ability to think creatively, take initiative, and generate and implement new ideas in their work—all of which are reflected in employees' innovative behavior (Afsar et al., 2018). Innovative behavior is a key factor in creating a competitive advantage because it can improve the quality of an organization's products, services, and work processes (Nazir et al., 2020; Malibari & Bajaba, 2022).

One factor that drives innovative behavior is organizational trust. A work environment that provides psychological support, opportunities to experiment, and tolerance for failure can foster innovation (Afsar et al., 2018). Organizational trust reassures employees that new ideas will be accepted without negative consequences, thereby increasing their courage to innovate (Khan et al., 2020). Furthermore, trust strengthens collaboration, communication, and coordination within the organization, thereby fostering open working relationships conducive to innovation (Yadav & Gupta, 2017; Kmieciak, 2020; Lee et al., 2021). However, the influence of trust on innovative behavior is not direct. Organizational cultural change serves as a mechanism that internalizes values, norms, and work practices that support flexibility, learning, openness to new ideas, and tolerance for failure (Azeem et al., 2021).

Previous research has shown that an adaptive organizational culture can strengthen the influence of trust on employees' innovative behavior (Mei et al., 2017; Hosseini & Shirazi, 2021; Warnock-Smith et al., 2020; Bendak et al., 2020). This relationship becomes increasingly important in the culinary industry, which faces intense competition and shifting consumer preferences. The success of this industry is determined not only by the quality of products and services but also by an organizational culture that supports employee collaboration, creativity, and innovation (Lee et al., 2019; Adu et al., 2025; Lin & Baum, 2016). Furthermore, high levels of trust have been shown to foster a more adaptive and innovative organizational culture (Legood et al., 2023; Irfan et al., 2024). However, previous research has been dominated by companies in developed countries and large industrial sectors, so the results may not necessarily apply to the characteristics of organizations in developing countries such as Indonesia (Gholipour et al., 2022; Yi et al., 2019).

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Furthermore, research examining organizational culture change as a mediating variable in the relationship between organizational trust and employees' innovative behavior remains limited. Therefore, this study aims to analyze the influence of organizational trust on employees' innovative behavior, with organizational culture change as a mediating variable, among employees in the culinary industry in Bandar Lampung. The results of this study are expected to contribute to theoretical development and provide insights for organizations in building a work culture that is adaptive, collaborative, and innovative.

LITERATURE REVIEW

Organizational trust is employees' belief that the organization acts fairly, consistently, with integrity, competently, and in good faith, thereby creating a safe and trusting work relationship (Yadav & Gupta, 2017; Lee et al., 2021; Liu et al., 2020). According to Chathoth et al. (2011), organizational trust consists of three dimensions: integrity, commitment, and reliability.

Innovative employee behavior refers to a series of individual actions aimed at generating, promoting, and implementing new ideas that benefit the organization in order to enhance its effectiveness, competitiveness, and sustainability (Afsar et al., 2018; Hosseini & Shirazi, 2021; Nazir et al., 2020). According to Hosseini & Shirazi (2021), innovative behavior consists of three dimensions: idea generation, idea promotion, and idea implementation.

Organizational culture change is the process of aligning values, beliefs, norms, and work practices with environmental demands and organizational strategies, thereby creating a more adaptive, innovative, and collaborative organization (Irfan et al., 2024; Bendak et al., 2020; Mei et al., 2017). According to Mei et al. (2017), organizational culture change consists of seven dimensions: management, ethics, job satisfaction, learning organization, job enrichment, respect and approval, and public perception and pride.

METHODOLOGY

This study uses a quantitative approach to examine the effect of organizational trust on employees' innovative behavior, with organizational culture change serving as a mediating variable. Primary data were collected through a survey using a questionnaire distributed online to employees in the culinary industry in Bandar Lampung. All indicators were measured using a 4-point Likert scale. The sampling technique employed purposive

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sampling with a minimum of 245 respondents, and the analysis utilized the structural equation modeling-partial least squares (SEM-PLS) approach.

DISCUSSION

1. Outer Model

Discriminant Validity Test

Table 1. *Heterotrait-Monotrait Ratio (*HTMT)

	Organizational trust	Organizational Cultural Change	Innovative employee behavior
Organizational trust			
Organizational Cultural Change	0.563		
Innovative employee behavior	0.673	0.698	

Source: SmartPLS results, processed by the researcher (2026)

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) indicate that all constructs meet the criteria for discriminant validity. The HTMT values were 0.563 for organizational culture change and organizational trust, 0.673 for employees' innovative behavior and organizational trust, and 0.698 for employees' innovative behavior and organizational culture change. All of these values were below the 0.90 threshold, indicating that each construct can be empirically distinguished and is deemed to meet the criteria for discriminant validity.

2. Inner Model

Collinearity Test (VIF)

Table 2. Collinearity Test (VIF)

	PBO	PIK	KO
Organizational trust	1,000	1,443	
Innovative employee behavior			
Organizational Cultural Change		1,443	

Source: SmartPLS results, processed by the researcher (2026)

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The results of the multicollinearity test show that all Variance Inflation Factor (VIF) values are below the recommended threshold (< 5.00), specifically 1.000 for the relationship between organizational trust and organizational cultural change, and 1.443 for the relationship between organizational trust and organizational cultural change on employees' innovative behavior. These results indicate that there are no multicollinearity issues among the variables in the structural model; therefore, the model is deemed suitable for use in hypothesis testing.

Testing the Model's Predictive Power

Table 3. Model Predictive Power and Effect Size

Construct	R^2 Value		Latent Variable Prediction			F^2
	R^2	R^2 adjusted	Q^2 Predict	RMSE	MAE	
PBO	0,307	0,304	0,292	0,848	0,607	
PIK	0,534	0,530	0,381	0,792	0,559	
KO -> PBO						0,443
KO -> PIK						0,215
PBO -> PIK						0,298

Source: SmartPLS results, processed by the researcher (2026)

The test results show that the R^2 value for organizational cultural change is 0.307, which means that organizational trust explains 30.7% of the variation in organizational cultural change, while 69.3% is influenced by other factors outside the model. The effect size test results (F^2) indicate that organizational trust has a large effect on organizational cultural change (F^2 = 0.443) and a moderate effect on employees' innovative behavior (F^2 = 0.215). Organizational cultural change also exerts a moderate influence on employees' innovative behavior (F^2 = 0.298). These findings indicate that organizational trust is the primary predictor of organizational cultural change, while both organizational trust and organizational cultural change contribute to enhancing employees' innovative behavior.

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Predictive Accuracy

Table 4. CVPAT

	PLS loss	IA loss	Average loss difference	t value	p value
Organizational Cultural Change	0,586	0,709	-0,123	4,206	0,000
Innovative employee behavior	0,509	0,644	-0,135	4,657	0,000
Overall	0,563	0,689	-0,126	4,866	0,000

Source: SmartPLS results, processed by the researcher (2026)

The predictive accuracy results show that all PLS loss values are lower than the IA loss, with a t-value ≥ 1.96 and a p-value < 0.001. These results indicate that the PLS model has good accuracy and predictive capability, making it suitable for explaining the relationships among variables in this study.

Hypothesis Testing (Direct effect)

Table 5. Path Coefficients Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistics	p-values	Hypothesis
KO -> PBO	0,554	0,559	0,059	9,456	0,000	Supported
KO -> PIK	0,380	0,380	0,084	4.532	0,000	Supported
PBO -> PIK	0,448	0,451	0,089	5,020	0,000	Supported

Source: SmartPLS results, processed by the researcher (2026)

The results of the path coefficient test show that all relationships among the variables are positive and significant (p < 0.001). Organizational trust has a positive effect on organizational culture change (β = 0.554) and employees' innovative behavior (β = 0.380), while organizational culture change also has a positive effect on employees' innovative behavior (β = 0.448). Thus, all research hypotheses are supported.

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1. The Effect of Organizational Trust on Innovative Behavior Among Private-Sector Employees in the Culinary Industry in Bandar Lampung

The results of the hypothesis test show that organizational trust has a positive and significant effect on employees' innovative behavior ($\beta = 0.380$; $t = 4.532$; $p < 0.001$), thus H1 is accepted. These findings indicate that the higher an employee's trust in the organization, the higher their innovative behavior—as demonstrated by their ability to generate, promote, and implement new ideas at work. Trust in the organization fosters a sense of security, enhances openness, and encourages employees to take risks in proposing innovative ideas. These research results align with the findings of Kmieciak (2020), Khan et al. (2020), and Bilal et al. (2025), who state that organizational trust is a key factor in creating a work environment that supports innovation, collaboration, and knowledge sharing. In the context of the culinary industry, organizational trust plays a vital role because employees are required to adapt to changing consumer needs, develop new products and services, and improve the quality of work processes. Therefore, the higher the level of trust an organization builds, the greater the likelihood that employees will contribute through innovative behaviors that can enhance the organization's competitiveness and performance.

2. The role of organizational cultural change as a mediating variable

The results of the study show that changes in organizational culture mediate the effect of organizational trust on employees' innovative behavior, thus supporting H2. These findings indicate that organizational trust not only directly enhances innovative behavior but also does so by fostering a more adaptive, participatory, and learning-oriented organizational culture. The partial mediating role suggests that the effect of organizational trust on innovative behavior becomes stronger when supported by changes in organizational culture that encourage openness, collaboration, and creativity. When employees feel trusted, valued, and treated fairly, they are more likely to embrace change, engage in decision-making, and have the courage to propose and implement new ideas.These findings are consistent with the research by Afsar et al. (2018) and Khan et al. (2020), which states that an organizational culture that supports innovation strengthens the influence of organizational trust on employees' innovative behavior. In the context of the culinary industry, an adaptive organizational culture is becoming increasingly important given the high demands to adapt to changing consumer tastes, technological developments, and business competition. Therefore, organizations that are able to build trust while creating a work culture that is open to change will be more

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effective in encouraging employees to generate, develop, and implement innovations that support the company's competitiveness.

CONCLUSION

This study demonstrates that organizational trust has a positive and significant effect on employees' innovative behavior, and that organizational cultural change acts as a partial mediator in this relationship. These findings indicate that employees' innovative behavior will develop more optimally when organizational trust is supported by a work culture that is adaptive, collaborative, and learning-oriented. Although this study has limitations regarding the scope of variables, the research subjects, the cross-sectional design, and the use of self-reported data, the results provide an empirical contribution to the development of human resource management research, particularly regarding the importance of building trust and an organizational culture that supports innovation. Therefore, organizations are advised to strengthen policies that enhance trust, participation, and the implementation of innovative ideas, while future research is expected to expand the research subjects, include other relevant variables, and employ a more comprehensive research design to enrich future findings..

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