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The Influence of Organizational Climate on Employee Performance with Intrinsic Motivation as A Mediating Variable at Non-Permanent Government Employee

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ABSTRACT : The purpose of this study is to explain the influence of organizational climate on employee performance, the influence of intrinsic motivation on employee performance, the influence of organizational climate on intrinsic motivation, and the role of intrinsic motivation in mediating the influence of organizational climate on employee performance. The population in this study were all non-permanent employees of the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung, Bali, amounted of 57 people. Saturated sampling technique is used in sampling which provides equal opportunities for each element of the population to be selected as members of the sample. The analysis technique used is the path analysis. The results show that organizational climate has a positive and significant effect on employee performance, intrinsic motivation has a positive and significant effect on employee performance, organizational climate has a positive and significant effect on intrinsic motivation, and intrinsic motivation is able to mediate the influence of organizational climate on employee performance

Keywords -employee performance, intrinsic motivation, organizational climate

I. INTRODUCTION

Human resources are valuable assets or assets owned by an organization, because the success of the organization is largely determined by the human element. Human resource management is the art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of agency goals. Employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to given responsibilities (Almasri, 2017). In general, there are three main sources that influence employee performance, including individual factors, organizational factors and environmental factors. Employee performance conditions can be seen from several points of view, including: task performance, for example the ability to determine work priorities; contextual performance, for example the ability to collaborate and work with colleagues; adaptive performance, for example work-related adaptability (Arifin et al., 2019).

One of the factors that can affect employee performance is a conducive organizational climate that provides a sense of security and allows employees to work optimally. It takes a conducive organizational climate to support the implementation of employee duties. Organizational climate is an important factor in efforts to improve employee performance in the company. The higher the organizational climate, the higher the employee performance (Triastuti, 2019). Putra & Mujiati (2020) show that organizational climate has a positive and significant effect on employee performance. In addition, the results of the correlation analysis show that there is a positive relationship between organizational climate, innovative climate, and cooperation climate with employee performance (Atta et al., 2019). The increasing influence of organizational climate on employee performance can occur because of the intrinsic motivation that comes from within employees to work better, so that the organizational climate conditions remain conducive.

Intrinsic motivation is motivation that arises from within the individual himself without coercion or encouragement from others, but on the basis of his own will. Employees who have high motivation will try to do as much as possible the goals set by the company. Motivation causes and supports human behavior in order to work more actively and enthusiastically to achieve optimal results. Motivation in question includes motivation that comes from within employees which is often called intrinsic motivation. Employee intrinsic motivation will increase if the organizational climate is conducive. Laksmana & Riana (2020) found that there is a very significant relationship between organizational climate and intrinsic motivation. Indah & Riana (2020) found that statistically organizational climate has a significant effect on intrinsic motivation. Leaders can create a conducive organizational climate for employees, so that the intrinsic motivation that arises from within employees will be greater

This research was conducted at the Office of Population Control, Family Planning, Women's Empowerment and Child Protection in Badung, Bali which has 57 non-permanent employees. The results of the pre-research study found an indication of the low performance of non-permanent employees. The low performance of non-permanent employees can be seen from the lack of success in managing work plan (task performance); less willing to take challenging jobs (contextual performance); they find it difficult to adapt to changes in the work environment (adaptive performance). The reason for the indication of low employee performance is due to additional work so that employees have to work outside the predetermined working hours, as well as additional administrative work so that it is difficult for non-permanent employees to regulate the priority of the work carried out. However, with the increase in jobs and demands for non-permanent employees, the lack of opportunities for promotion and a lack of comfort among co-workers (Bauw & Gunawati, 2018)

II. HYPOTHESIS DEVELOPMENT

Employee performance is the result of a synergy of a number of factors. One of the factors is the organization's internal environmental factors which consist of the vision, mission and goals of the organization, organizational policies, organizational strategies, organizational culture, organizational climate and co-workers. Septiasari et al. (2020) and Berberoglu (2018) also stated organizational climate has a positive and significant effect on employee performance. Employee performance and organizational climate influence each other because these two things help provide a competitive advantage for the company (Triastuti, 2019). Organizational climate significantly affects employee performance and productivity in the emerging dynamic context (Panambunan et al., 2017). The high strength of organizational climate increases the positive relationship between employee performance and job satisfaction (Kurniawati, 2019). Putra & Mujiati (2020) found that the organizational climate sub-dimension has a positive and significant effect on employee performance. Atta et al. (2019) found that there is a positive relationship between organizational climate, innovative climate, and cooperation climate with employee performance. Based on these findings, it is necessary to create a conducive organizational climate for employees. If this dimension can be created in the organization, it can maintain

H1: Organizational climate has a positive and significant effect on employee performance in and improve employee performance.

Intrinsic motivation comes from within the individual, intrinsic motivation produces integrity of goals, both organizational goals and individual goals where both can be satisfied. Increased intrinsic motivation among employees is in line with employee performance improvements. Sunarsih (2017) shows that the intrinsic motivation variable has a positive and significant effect on employee performance variables. Ali et al. (2016) also found motivation to have important role for employee performance. Robescu & Iancu (2016) adds that motivation affects employee performance. Shin & Grant (2019) found that intrinsic motivation can have a positive effect on employee / employee performance in a company. Bhuvanaiah & Raya (2015) found that high levels of intrinsic motivation resulted in better and maximum performance.

H2: Intrinsic motivation has a positive and significant effect on employee performance

Every action taken by the leadership affects the climate in several ways, such as rules, policies, and organizational procedures, especially issues related to personnel issues, compensation, communication styles, methods used to motivate, techniques -disciplinary techniques and actions, interactions, attention to problems that employees have, and the need for employee satisfaction and welfare. Laksana & Riana (2020) found that there was a very significant relationship between organizational climate and intrinsic motivation. Indah & Riana (2020) who found that organizational climate has a significant effect on intrinsic motivation. Where if the leadership can create a conducive organizational climate for employees, then the intrinsic motivation that arises from within employees will be greater. A supportive organizational climate can facilitate companies to increase their productivity and also motivate employees (Krisnaldy et al., 2019). Organizational climate is influenced by a number of factors, especially by the dimensions of employee motivation (Madhukar & Sharma, 2017). Pratiwi (2018), Llopis & Foss (2016), Zhu et al. (2018) state that organizational climate has a positive effect on employee work motivation

H3: Organizational climate has a positive and significant effect on intrinsic motivation

Intrinsic motivation that appears to force employees to work better, with this intrinsic drive, the organizational climate becomes more competitive between one employee and another, and as to increase performance productivity employees. Organizational climate and intrinsic motivation together have a significant positive effect on employee performance (Astakoni, 2017). Damayanti & Dewi (2020) states that organizational climate and work motivation have a positive and significant impact on employee performance. Jusmin et al. (2016) found that there is an influence of motivation on employee performance so that motivation fully mediates the organizational climate on employee performance

H4: Intrinsic motivation plays a role in mediating the influence of organizational climate on employee performance

III. METHODS

Based on the problems studied, this study is classified as an associative causality research, which is a study that aims to determine the effect of the cause and effect of the variables under study. This study aims to examine and explain the role of intrinsic motivation in mediating the influence of organizational climate and on employee performance. The research object in this study is organizational climate (X), intrinsic motivation (Z) and employee performance (Y). The population in this study were all non-permanent employees of the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung, Bali, amounted of 57 people. The sampling technique in this research is saturated sampling technique. The data collection method used in this study was a questionnaire. The questionnaire will be distributed online via Google Form and analyzed by path analysis

IV. RESULTS AND DISCUSSION

Respondents were dominated by women, because women tended to be more able to protect and understand community complaints. The majority of respondents were 20-30 years old (44 people). The majority of respondents were bachelor graduates (22 people, 38.6%). The majority of respondents with a working period of less than 3 years (29 people, 50.9%).

The organizational climate variable has a score of 3.75, which means that the respondent thinks that there is a good organizational climate in the office. The highest score of 4.02 is the statement "I feel the leader has given his trust to carry out community service activities", this means that the leader has confidence in the ability of employees to carry out community service activities. The lowest score of 3.26 refers to the statement "Employees in this agency often provide support to their fellow workers", which means that the mutual support among employees is still lacking.

Intrinsic motivation variable with a score of 3.79, which means that the respondent has high intrinsic motivation. The highest score is 4.04 in the statement "I feel responsible for the job" which means that employees have a high responsibility attitude towards the work being done. For the lowest score, which is 3.28 in the statement "I am encouraged because the leader provides opportunities for potential employees" it means that the opportunities given to potential employees are still lacking.

Employee performance variable with a score of 3.69, which means that employees are able to do a good job. The highest score of 4.04 in the statement "I understand the targets I have to achieve at work" means that employees already understand the targets that must be achieved at work. The lowest score, which is 3.23 in the statement "I can make a priority list of work" and means that employees are still not able to make a priority list of work

Table 1. Result of Path Analysis 1

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------------------------|------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8,083 | 2,433 | | 3,323 | 0,002 |
| | Organizational climate | 0,723 | 0,063 | 0,723 | 7,762 | 0,000 |
| R1 ² : 0,523 | | | | | | |
| F statistic : 60,249 | | | | | | |
| Sig. F : 0,000 | | | | | | |

Source: Primary data processed, 2020

The value of β_1 is a number of 0.723 having an organizational climate which has a positive effect on intrinsic motivation, this indicates that if the organizational climate variable increases, the intrinsic motivation will increase by 0.723. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.523 means that 52.3 percent of the variation in intrinsic motivation is influenced by variations in organizational climate, while the remaining 47.7 percent is explained by other factors.

Table 2. Result of Path Analysis 2

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------------------------|------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8,006 | 5,097 | | 1,571 | 0,122 |
| | Organizational climate | 0,388 | 0,175 | 0,266 | 2,212 | 0,031 |
| | Intrinsic motivation | 1,237 | 0,258 | 0,577 | 4,798 | 0,000 |
| R2 ² : 0,627 | | | | | | |
| F statistic : 45,323 | | | | | | |
| Sig. F : 0,000 | | | | | | |

Source: Primary data processed, 2020

The β_2 value of 0.266 means that organizational climate has a positive effect on employee performance, if the organizational climate variable increases, the employee performance variable increases by 0.266. The β_3 value of 0.577 means that intrinsic motivation has a positive effect on employee performance, this means that if the intrinsic motivation variable increases, the employee performance variable will increase by 0.577. The magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (R square) of 0.627 means that 62.7 percent of the variation in employee performance is influenced by variations in organizational climate and intrinsic motivation, while the remaining 37.3 percent is explained by other factors. that was not included in the model.

The path coefficient value of the direct influence of organizational climate on intrinsic motivation is 0.723. This result indicates that organizational climate has a direct positive effect on intrinsic motivation. The path coefficient value of the direct influence of organizational climate on employee performance is 0.266. These results indicate that organizational climate has a direct positive effect on employee performance. The path coefficient value of the direct influence of intrinsic motivation on employee performance is 0.577. These results indicate that directly intrinsic motivation has a positive effect on employee performance. The value of the path coefficient of direct influence of intrinsic motivation in mediating the influence of organizational climate on intrinsic motivation is 0.417. These results indicate that organizational climate has an indirect effect on employee performance through intrinsic motivation.

Based on the results of the analysis of organizational climate on employee performance, a significance value of 0.031 is obtained with a beta coefficient value of 0.266. A significance value of $0.031 < 0.05$ indicates that H_0 is rejected and H_1 is accepted. The results in this study mean that organizational climate has a positive and significant effect on employee performance. This shows that the better the organizational climate will improve employee performance. Organizational climate which is measured based on indicators: responsibility, individual identity in the organization, warmth among employees, support, conflict, leadership quality, trust, communication, fair rewards and control can affect the performance of Employees of the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung, the results of this study indicate if the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung is able to build a good organizational climate which will improve employee performance. Organizational climate is an important factor in efforts to improve employee performance in agencies. Climate cannot be seen and touched, but climate is there and can be felt, climate is influenced by almost everything that happens in an organization. Organizational climate can be defined as the environmental atmosphere, both the physical environment and the social work environment that can be felt by people involved in agency activities, either directly or indirectly, which are created due to the cultural conditions of the organization

Based on the results of the analysis of intrinsic motivation on employee performance obtained a significance value of 0.000 with a beta coefficient value of 0.577. A significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_2 is accepted. The results in this study mean that intrinsic motivation has a positive and significant effect on employee performance. This shows that the higher the intrinsic motivation of employees, the higher the performance of Employees of the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. Intrinsic motivation which is measured based on indicators: achievement, appreciation, responsibility, self-development, loyalty, encouragement, and achieving goals can affect the performance of Employees of the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. The results of these studies indicate that if the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung is able to increase the intrinsic motivation of employees, it will increase employee performance. Intrinsic motivation is a drive from within the individual. Motivation is the key to a successful organization to maintain work continuity in the organization (Pamela & Oloko, 2015). The stronger the intrinsic motivation a person has, the more likely employees are to show strong behavior to achieve goals

Based on the results of the analysis of organizational climate on intrinsic motivation, a significance value of 0.000 was obtained with a beta coefficient value of 0.723. A significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_3 is accepted. The results in this study mean that organizational climate has a positive and significant effect on intrinsic motivation. This shows that the better the organizational climate will increase the intrinsic motivation of employees in Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. Organizational climate as measured by indicators: responsibility, individual identity in the organization, warmth among employees, support, conflict, leadership quality, trust, communication, fair rewards and control can affect intrinsic motivation in Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. The results of these studies indicate that if the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung is able to have the intrinsic motivation of employees, it will improve employee performance. Organizational climate is broadly the perception of organizational members

(individually and in groups) and those who are constantly in touch with the organization regarding things happening in the organization's internal environment on a regular basis, which affects the attitudes and behavior of the organization and the performance of organizational members which then determines the performance of the organization. This means that the better the organizational climate, the higher the intrinsic motivation, on the contrary the worse the organizational climate, the lower the intrinsic motivation (Laksana & Riana, 2020)

Based on the results of testing the fourth hypothesis H4, the Z value is 2.194 which is greater than the Z table value of 1.96, this indicates that H4 is acceptable, so it means that intrinsic motivation is able to mediate the influence of organizational climate on employee performance in other words organizational climate indirectly influence employee performance through intrinsic motivation. Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung, being able to build a good organizational climate will increase the intrinsic motivation of employees, so that it will improve employee performance.

V. CONCLUSION

The results of this study indicate that the organizational climate has a positive and significant effect on employee performance, meaning that the better the organizational climate, the better the employee performance in Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. Intrinsic motivation has a positive and significant effect on employee performance, meaning that the higher the employee's intrinsic motivation, the higher the employee's performance in Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. Organizational climate has a positive and significant effect on intrinsic motivation, meaning that the better the organizational climate will increase the intrinsic motivation of employees in Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung. Intrinsic motivation partially mediates the influence of organizational climate on employee performance. This shows that the influence of organizational climate on employee performance is strengthened by the inclusion of intrinsic motivation as a mediator.

The office is expected to pay more attention to the quality of the organizational climate by building communication in order to establish better relationships between superiors and among employees, currently building interactions can be done with virtual meetings using the help of the zoom or webex meeting application. Besides that, building warmth between employees can also be done by holding joint activities such as outbound, group worship and recreation when things are normal.

The office is expected to give awards to employees who excel and opportunities to develop themselves at work. In addition, it is hoped that the head of the agency will provide compensation if non-permanent employees work outside working hours. If possible the award is given in the form of extending employee contact. By giving awards, non-permanent employees will be motivated / motivated to work better.

The office is expected to make a job description for each non-permanent employee so that when the non-permanent employee is encouraged to do work outside the job description, the employee can put aside the appeal to stay focused on his job, and the call can be done after his main task is completed.

This research has several limitations such as the scope of this research is only in the Office of Population Control, Family Planning, Women's Empowerment and Child Protection Service of Badung, so that the results of the study cannot be generalized to respondents in other areas. This research can still be developed by changing the subject of this study, because this research will certainly give different results when the variables used as research material are changed. This research is only conducted within a certain period (cross-section), while the environment can change at any time (dynamic), so this research needs to be carried out again in the future.

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