
Job Design and Organizational Culture as Drivers of Innovation: The Role of Job Satisfaction at the Indonesian Aviation Academy Banyuwangi

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Abstract:

This study investigates the impact of job design, organizational culture, and job satisfaction on innovative behavior at the Indonesian Aviation Academy Banyuwangi. Using statistical analysis and SEM-PLS, we examined direct and indirect relationships between these variables. The results indicate that both job design and organizational culture have significant positive effects on innovative behavior. A well-structured job design enhances employees' involvement and responsibility, which in turn boosts innovative behavior. Likewise, a strong organizational culture fosters an environment where innovation is valued and promoted. Job satisfaction also positively influences innovative behavior; however, it does not mediate the relationship between job design and innovative behavior or between organizational culture and innovative behavior. Consequently, while job satisfaction contributes to innovative behavior, it does not act as a mediator in these relationships. The findings suggest that for API Banyuwangi, focusing on comprehensive job designs and a supportive organizational culture is crucial for fostering innovation, with job satisfaction playing a supportive role rather than a mediating one.

Keywords: Work Design, Organizational Culture, Job Satisfaction, Innovative Behavior

1. Introduction

The success of an organization is supported by various factors, one of which is the innovative behavior of its employees. Innovative behavior is crucial for responding to a dynamic environment and for maintaining a competitive edge both organizationally and in business. Studies reveal that innovative behavior within organizations is a key factor in winning competition (Aini & Hadiprajitno, 2023). The ability to innovate in work processes is essential, with some organizations deliberately fostering innovation to achieve their vision and mission. Innovative behavior, defined as the deliberate introduction of new concepts, processes, products, and methods into the workplace, contributes significantly to organizational sustainability and efficiency (Siregar et al., 2020). This behavior leads to the creation of new routines, simplification of work processes, and adoption of new tools, enhancing task completion speed and accuracy. In education, innovative behavior is vital for adapting to rapid changes and complex challenges, impacting both academic and non-academic processes. Academically, it manifests in curriculum updates, teaching techniques, classroom

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management, and assessment methods, while non-academically, it improves administrative services and reporting processes (Luhglatno & Dwiatmadja, 2020).

One educational institution actively pursuing change is the Indonesian Aviation Academy Banyuwangi (API Banyuwangi), an aviation education institution under the Ministry of Transportation. Additionally, API Banyuwangi has been designated as a Public Service Agency by the Ministry of Finance. The director of API Banyuwangi holds two performance agreements with the Ministry of Transportation and the Ministry of Finance, both of which include indicators related to service modernization. This modernization requires the organization to innovate in service delivery, impacting efficiency and improving business processes. From 2022 to 2023, API Banyuwangi has fostered innovative behavior across various units and among individual employees, resulting in tools and processes that enhance work efficiency, particularly in the personnel, educational facilities, and character development units.

Table 1. List of Innovation Products

No	Name of Innovation Product	Year
1	Aimpro	2022
2	Sipenaredi	2022
3	Makaryo Ultimate	2023
4	Foams	2023

The innovative behavior observed within various units and employees at API Banyuwangi has largely been driven by challenges encountered in their daily work. For instance, the existing data was not provided in real-time due to poorly organized administrative processes, leading to inefficiencies in work time. Additionally, the current systems are still operating in a fragmented manner, further necessitating innovative behavior as a potential solution. However, despite the importance of innovation, data from the Technology and Informatics Unit indicates that the output of innovative behavior each year remains minimal. Several factors contribute to this low level of innovation, including a lack of planning for innovative projects by employees, the absence of relevant data to support innovative behavior, insufficient support from supervisors, and limited development opportunities to meet work demands (Wahyudi & Suryatni, 2024). This phenomenon presents a significant issue for the organization, as the lack of innovative behavior can hinder the overall efficiency and effectiveness of its operations. Without a strong culture of innovation, the organization risks falling behind in a rapidly changing environment where continuous improvement is crucial for success. The challenges outlined above highlight the need for a more structured approach to fostering innovation, including better planning, enhanced data management, stronger support from leadership, and more comprehensive development programs for employees.

Innovative behavior is influenced by various components, one of which is job satisfaction. According to Warso et al. (2022), job satisfaction significantly impacts innovative behavior, making it essential for employees as it provides personal and organizational value. Job satisfaction is reflected in aspects such as attendance, performance, employee turnover, compensation, and rewards. Marbun et al. (2020) state that job satisfaction results from aligning organizational compensation with employee expectations, where high performance is rewarded with higher compensation, and vice versa. Similarly, Susanti (2021) found that job

satisfaction affects innovative behavior at the Indonesian Representative Office in West Sumatra, suggesting that innovative behavior is not inherent but can be stimulated by factors like job satisfaction. Haq & Novitasari (2022) argue that satisfied employees are more likely to engage in innovative behavior, driven by a strong sense of motivation and creativity. Another factor influencing innovative behavior is job design, which serves as the foundation for how tasks are completed. Effective job design fosters creativity and innovative thinking, while unclear job roles can hinder employee understanding and performance (Utari, 2022; Alfonsius & Syawaluddin, 2018). Job design should offer employees the freedom to generate new ideas, enhancing innovative behavior (Khasanah & Himam, 2018; Theurer et al., 2018). Organizational culture also plays a crucial role, as it shapes employees' behavior and work attitudes. A strong culture promotes creativity and innovation, while a weak culture can impede it (Baety & Rojuaniah, 2022; Meutia & Husada, 2019). Despite some studies showing no significant influence of organizational culture on innovative behavior (Fahrurrobi et al., 2020; Julhanif, 2020), most findings highlight its positive impact (Parashakti et al., 2016; Fadliansyah & Yuniawan, 2022). Given the inconsistent results in previous research, further exploration of the mediating role of job design and organizational culture on innovative behavior through job satisfaction is warranted.

Despite significant research on the factors influencing innovative behavior, gaps remain in understanding how job design and organizational culture mediate this behavior through job satisfaction. Recent studies emphasize the role of job satisfaction in fostering innovation (Warso et al., 2022; Haq & Novitasari, 2022) and highlight the importance of effective job design (Utari, 2022; Alfonsius & Syawaluddin, 2018). However, inconsistencies persist in how job design and organizational culture impact innovative behavior directly and indirectly. For instance, while some studies affirm the positive influence of organizational culture on innovation (Baety & Rojuaniah, 2022; Parashakti et al., 2016), others report negligible effects (Fahrurrobi et al., 2020). This disparity underscores the need for further research to clarify the mediating effects of job satisfaction in the relationship between job design, organizational culture, and innovative behavior. Addressing these gaps will provide a more comprehensive understanding of how these factors interact to influence innovation within organizations.

The aim of this research is to explore the complex relationships between job design, organizational culture, and innovative behavior, with a particular focus on the mediating role of job satisfaction. Specifically, the study seeks to determine how job design and organizational culture influence innovative behavior both directly and indirectly through job satisfaction. By investigating these dynamics, the research intends to provide deeper insights into how effective job design and a supportive organizational culture can enhance innovative behavior among employees, ultimately contributing to organizational success and adaptability. This exploration is crucial for developing strategies that foster a conducive environment for innovation and address existing gaps in the current literature.

2. Theoretical Background

Innovative Behavior

Innovative behavior involves the proactive efforts of individuals to generate and apply new ideas for personal and organizational benefit. According to Ruswandi et al. (2024), innovative behavior encompasses all actions related to planning, application, and implications that benefit the organization. It is characterized by employees initiating new approaches to gain a

competitive edge (Kusumo, 2023). This behavior is vital as it leads to product innovations, problem-solving, and the creation of new technologies, reflecting an individual's capability to adapt and improve practices in their work environment (Birdi et al., 2016). Furthermore, innovative behavior includes addressing current and future challenges, identifying opportunities, and implementing modern approaches to bridge performance gaps (Afsar, 2016).

Indicators of innovative behavior, as identified by De Jong & Den Hartog (2010), are essential for understanding its dimensions. These indicators include Idea Exploration, which involves employees identifying and addressing work-related challenges; Idea Generation, where employees use different perspectives to solve problems and find solutions; Idea Championing, where employees advocate for and explain their solutions to colleagues to achieve performance targets; and Idea Implementation, where employees apply their ideas to improve work processes. Each of these indicators represents a critical aspect of how employees contribute to innovation within an organization.

In summary, innovative behavior is a comprehensive process involving the generation, promotion, and application of new ideas to enhance organizational performance. It is characterized by proactive problem-solving and the ability to address and overcome work challenges through creative approaches. The indicators of innovative behavior highlight various stages of this process, from identifying issues to implementing solutions, underscoring its importance in driving organizational success and adaptation.

Job Satisfaction

Job satisfaction is a subjective experience that varies among employees, depending on personal values and expectations. According to Suong & Tho (2021), job satisfaction reflects the impression employees have about their work, serving as a fundamental motivator. It is an emotional response to one's job, indicating whether employees feel pleased or dissatisfied with their work (Afandi, 2018). Bell & Sheridan (2020) emphasize that job satisfaction is a key element in enhancing employee performance, highlighting its critical role in organizational success.

Job satisfaction can be measured through several indicators. Afandi, as cited in Santoso & Yuliantika (2022), identifies four key indicators: Job, which refers to the content and substance of the work performed; Pay, which pertains to the compensation received for one's efforts; Supervision, which involves the guidance and oversight provided by supervisors; and Coworkers, which describes the interactions with colleagues that can influence the enjoyment of work. Each of these indicators represents an aspect of job satisfaction that contributes to overall employee contentment.

Job satisfaction is an emotional state influenced by various aspects of the work experience, including the nature of the job, compensation, supervision, and coworker relationships. It plays a crucial role in employee performance and organizational effectiveness, as it directly impacts how employees perceive their work and their overall satisfaction with their job.

Job Design

Job design is a structured description of the duties and responsibilities associated with a position (Suratman, 2020). It integrates job tasks with qualifications and compensation to align with an organization's vision and mission (Wirawan, 2015). According to Ho & Wu (2019), effective job design is crucial for enhancing employee motivation by providing a clear outline of important tasks. Good job design should not only meet organizational performance requirements but also address individual skills and needs, while offering opportunities for job satisfaction (Putra & Nilasari, 2023). Effective job design thus boosts employee engagement and motivation by clearly defining workplace responsibilities (Setiawan, 2018).

Indicators of job design are detailed by Gufron (2018), as cited in Dihan (2020), and include six key elements. These are: the importance of assigned tasks, which ensures that employees' work aligns with organizational goals; skill variety, which involves understanding and applying different skills needed for job completion; autonomy, which allows employees to choose how to complete tasks; task enlargement and enrichment, which offers opportunities for training and skill development; feedback on job performance, which provides responses on completed work; and autonomy, which gives employees personal authority over their work without external interference.

In summary, job design involves meticulous planning to define roles, tasks, and responsibilities within the workplace. Effective job design supports organizational goals and enhances job satisfaction by ensuring that employees have a clear understanding of their duties, receive adequate feedback, and have opportunities for skill development and autonomy. The six indicators of job design contribute to creating a motivating and engaging work environment.

Organizational culture

Organizational culture refers to the psychological context encompassing values, norms, and mutual respect that are adhered to by members of an organization (Kadir & Amalia, 2017). It represents the fundamental principles or rules that all elements of the organization follow, serving as a guide for behavior within the organization (Mendawati, 2019). This culture is characterized by work standards, organized methods, formal rules, and policies aimed at maintaining stability, efficiency, and long-term performance. Organizational culture is considered an asset and core competency for aligning organizational values with employee values, shaping individual behavior within the institution.

Based on various expert definitions, organizational culture can be summarized as a shared philosophy, perspective, goals, and actions that bind together the members of an organization. It encompasses the principles, rules, and norms that guide behavior within the institution, thereby creating a cohesive environment that supports the organization's objectives (Kadir & Amalia, 2017; Mendawati, 2019).

Indicators of organizational culture, as outlined by Fahmi (2021), include several key elements. First, attention to detail refers to the careful and cautious approach that all members of the organization apply in their work. Second, result orientation emphasizes that employee achievements are aligned with organizational performance targets. Third, human orientation indicates that employee outcomes influence organizational decision-making processes. Fourth, tolerance for risk involves being cautious about actions that could potentially harm the

organization. Fifth, direction ensures that every action taken by members is aimed at achieving the organization's vision and mission. Lastly, management support involves providing clear guidance and support to achieve organizational goals.

Organizational culture is a comprehensive framework that defines the shared values, norms, and behaviors within an organization. It is reflected in various indicators such as attention to detail, result orientation, human orientation, risk tolerance, direction, and management support, all of which contribute to shaping an effective and cohesive organizational environment.

The hypotheses proposed in this study are based on various findings regarding the relationships between job design, organizational culture, job satisfaction, and innovative behavior. Hypothesis 1 (H1) suggests that job design positively and significantly affects innovative behavior, reflecting mixed results in existing literature (Theurer et al., 2018; Hasibuan & Hendry, 2020; Utari, 2022). Hypothesis 2 (H2) posits that organizational culture has a positive and significant impact on innovative behavior, despite conflicting evidence (Taradita & Wibawa, 2019; Pebrian et al., 2023; Zheng et al., 2019). Hypothesis 3 (H3) indicates that job design positively influences job satisfaction, supported by research (Tschantz, 2016; Hayati et al., 2021). Hypothesis 4 (H4) proposes that organizational culture positively affects job satisfaction, though some studies present differing views (Sugito, 2022; Kair et al., 2023; Kadir & Amalia, 2017; Hamsal, 2021). Hypothesis 5 (H5) suggests that job satisfaction positively influences innovative behavior, with conflicting findings in the literature (Warso et al., 2022; Haq & Novitasari, 2022; Bobo, 2017). Hypothesis 6 (H6) explores the mediating role of job satisfaction in the relationship between job design and innovative behavior, supported by prior research (Ali & Zia-ur-Rehman, 2014; Dihan, 2020). Finally, Hypothesis 7 (H7) posits that job satisfaction mediates the relationship between organizational culture and innovative behavior, aligning with recent studies (Sadik, 2023; Faridah & Kuncoro, 2023).

Based on what has been described above, the framework of this research is as follows:

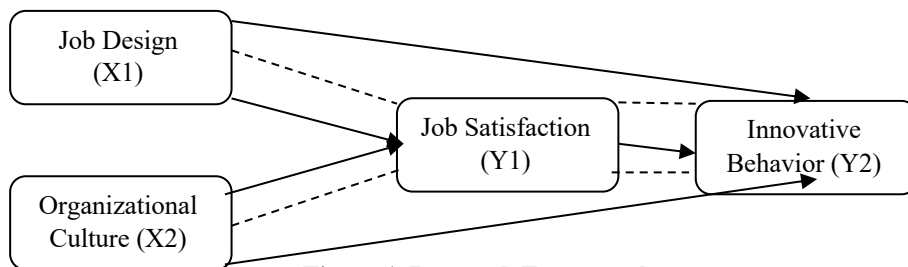


Figure 1. Research Framework

3. Methodology

This research employs a quantitative approach to investigate the impact of job design and organizational culture on innovative behavior, with job satisfaction serving as a mediating variable at the Akademi Penerbang Indonesia Banyuwangi. According to Silaen (2018) and Gulo (2002), research design outlines the framework for addressing research problems, and quantitative methods provide a robust means of analyzing numerical data through statistical techniques (Muijs, 2004). This study is classified as explanatory research, aiming to elucidate causal relationships among variables by testing hypotheses. Statistical associative analysis will

be utilized to explore the effects of job design and organizational culture on innovative behavior, while assessing job satisfaction's mediating role. The study will include 60 educational staff members as a census sample, due to its manageable population size (Arikunto, 2012; Sugiyono, 2012).

Data collection will involve a structured questionnaire with 20 items, employing a Likert scale to measure responses (Gulo, 2002). The questionnaire's validity and reliability will be tested using Pearson correlation and Cronbach's Alpha, respectively. Additionally, multiple regression analysis will be conducted to examine the relationships between job design, organizational culture, and innovative behavior, as well as the mediating effect of job satisfaction (Ghozali & Dan, 2017; Sugiyono, 2018). This methodology aims to provide significant insights into the dynamics of job design, organizational culture, and job satisfaction in influencing innovative behavior.

4. Empirical Findings/Results

In this study, the results reveal a comprehensive overview of the data collected from respondents at the Indonesian Aviation Academy (API) Banyuwangi. The descriptive analysis indicates a diverse age range among respondents, with the youngest being 20 and the oldest over 45. The data also shows varying years of service, from less than a year to up to 30 years. Gender distribution reveals 43 male and 17 female respondents, while the majority are civil servants (54) compared to a smaller number of contract employees (6). Descriptive statistics from the questionnaire responses show that job design, organizational culture, and innovative behavior are rated highly, with means above 3, indicating favorable perceptions. Satisfaction levels are particularly high, with many respondents rating it as "Very Good" or "Excellent." The outer model tests, including validity, reliability, and multicollinearity, confirm that the constructs used in the SEM-PLS analysis meet the required standards for measurement accuracy and model fit.

Convergent validity is assessed by examining the outer loading values of each latent variable in the model. These values, which appear only after the completion of the modeling process, indicate the extent to which indicators of a construct are correlated with the construct itself. High outer loading values suggest strong convergent validity, demonstrating that the indicators effectively measure the intended latent variables.

Table 1. Validity Test

Variables	Statement	Outer Loading	Information
Innovative Behavior	Y1	0.799	Valid
	Y2	0.855	Valid
	Y3	0.88	Valid
	Y4	0.749	Valid
Job Design	X1.1	0.853	Valid
	X1.2	0.795	Valid
	X1.3	0.906	Valid
	X1.4	0.857	Valid
	X1.5	0.787	Valid
	X1.6	0.849	Valid

Organizational Culture	X2.1	0.776	Valid
	X2.2	0.886	Valid
	X2.3	0.839	Valid
	X2.4	0.811	Valid
	X2.5	0.815	Valid
	X2.6	0.767	Valid
Job Satisfaction	Z1	0.827	Valid
	Z2	0.902	Valid
	Z3	0.803	Valid

In assessing convergent validity using 20 questionnaire items, it was found that one indicator, Y1.1, had an outer loading value below 0.7, leading to its temporary removal from the validity assessment. Despite this, the overall results indicate that the remaining indicators forming the latent variable constructs exhibit high correlations, affirming their validity (Hamid & Anwar, 2019).

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
1	Innovative Behavior	0.839	0.848	0.893	0.676
2	Job Design	0.918	0.924	0.936	0.709
3	Organizational Culture	0.9	0.903	0.923	0.667
4	Job Satisfaction	0.799	0.811	0.882	0.714

The validity and reliability of the constructs were evaluated using several metrics, as shown in Table 2. All constructs demonstrated robust reliability, with Cronbach's Alpha values exceeding the acceptable threshold of 0.7, indicating strong internal consistency. The rho_A values also supported this, showing values above 0.7 for each construct, which reinforces their reliability. Composite Reliability scores further confirmed the constructs' reliability, with values ranging from 0.882 to 0.936, all above the minimum acceptable level of 0.7. Additionally, the Average Variance Extracted (AVE) values, ranging from 0.667 to 0.714, exceeded the recommended threshold of 0.5, indicating that the constructs explain a substantial amount of variance in their indicators. These results collectively affirm that the constructs in this study are both reliable and valid.

In this study, hypothesis testing was conducted using SmartPLS, which produced t-values and p-values derived from bootstrapping calculations. These t-values assess the significance of direct effects in the path coefficients, while also evaluating the total indirect effects through mediation variables. The bootstrapping process enabled the examination of both direct and indirect influences within the model, providing a comprehensive understanding of the relationships between constructs. By analyzing these results, the study aims to determine the strength and significance of the proposed hypotheses, validating the impact of each variable within the framework of the research.

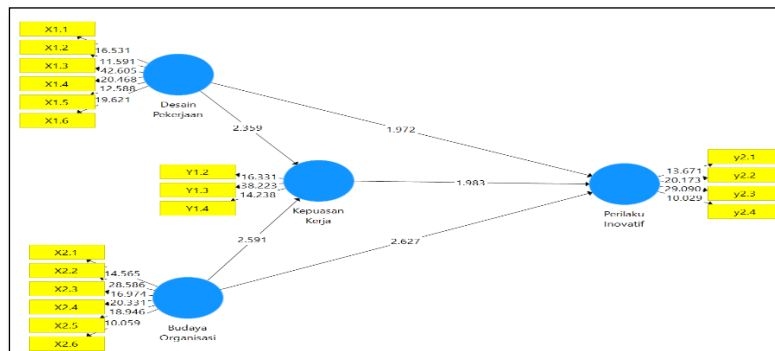


Figure 1. Hypothesis Testing

Path coefficients are used to determine the t-values for direct predictive relationships between latent variables. This involves comparing the computed t-values from SmartPLS with the critical t-value from the t-table, which is 1.985 for a two-tailed test with N-2 degrees of freedom and a significance level of 0.05. The t-values from the application are assessed against this threshold to evaluate the statistical significance of each direct path, ensuring that only relationships with significant impacts at the 95% confidence level are considered valid in the study's framework.

Table 3. Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Design -> Innovative Behavior	0.314	0.316	0.159	1.972	0.049
Organizational Culture -> Innovative Behavior	0.356	0.355	0.135	2.627	0.009
Job Design -> Job Satisfaction	0.336	0.346	0.143	2.359	0.019
Organizational Culture -> Job Satisfaction	0.375	0.373	0.145	2.591	0.01
Job Satisfaction -> Innovative Behavior	0.258	0.258	0.13	1.983	0.048

Based on the bootstrapping path coefficient results from the SmartPLS application, the research hypotheses can be summarized as follows: Hypothesis 1 (H1) posits that Job Design positively and significantly impacts Innovative Behavior. The analysis shows a t-value of 1.972 (t-statistic > t-table) with a significance level of 0.049, thus H1 is accepted. Hypothesis 2 (H2) asserts that Organizational Culture positively and significantly influences Innovative Behavior, with a t-value of 2.627 (t-statistic > t-table) and a significance level of 0.009, making H2 accepted. Hypothesis 3 (H3) suggests that Job Design positively and significantly affects Job Satisfaction, supported by a t-value of 2.359 (t-statistic > t-table) and a significance level of 0.019, thus H3 is accepted. Hypothesis 4 (H4) indicates that Organizational Culture positively and significantly impacts Job Satisfaction, with a t-value of 2.591 (t-statistic > t-

table) and a significance level of 0.001, so H4 is accepted. Lastly, Hypothesis 5 (H5) proposes that Job Satisfaction positively and significantly influences Innovative Behavior; the result shows a t-value of 1.983 (t-statistic < t-table) with a significance level of 0.048, thus H5 is also accepted.

In this study, while indirect effects were not specifically included in the hypotheses, the analysis of indirect effects through bootstrapping in SmartPLS remains essential to understand the mediation role of variables. By examining the indirect effects between latent variables and mediating variables, the study aims to determine whether the mediating variable achieves full mediation, partial mediation, or fails to mediate. The results of these calculations will provide insights into the effectiveness of the mediation process and clarify the pathways through which the latent variables influence each other.

Table 4. Indirect Effects

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Design -> Job Satisfaction -> Innovative Behavior	0.087	0.091	0.061	1.425	0.155
Organizational Culture -> Job Satisfaction -> Innovative Behavior	0.097	0.101	0.069	1.400	0.162

In examining the indirect effects, the study found that Hypothesis 6, which proposed that job design positively and significantly influences innovative behavior through job satisfaction, was rejected. The calculation showed a t-value of 1.425 (t observed < t table) with a significance level of 0.155, indicating that job satisfaction did not effectively mediate the relationship between job design and innovative behavior. Similarly, Hypothesis 7, which suggested that organizational culture positively and significantly impacts innovative behavior through job satisfaction, was also rejected. With a t-value of 1.400 (t observed < t table) and a significance level of 0.162, the results revealed that job satisfaction failed to mediate the relationship between organizational culture and innovative behavior.

5. Discussion

The study's findings on direct effects reveal that job design significantly and positively influences innovative behavior. With a t-value of 1.972 and a significance level of 0.049, job design demonstrates a clear impact on fostering innovative behavior, thereby supporting Hypothesis 1. Job design encompasses the alignment of employee roles and responsibilities, contributing to their understanding and execution of tasks effectively. As noted by Theurer et al. (2018) and Khasanah & Himam (2018), job design is crucial in promoting innovative behavior, which aligns with the practice observed at API Banyuwangi, where job design is formally integrated into performance indicators to drive innovation.

Similarly, organizational culture has been shown to significantly and positively affect innovative behavior. The SEM analysis reveals a t-value of 2.627 and a significance level of

0.009, confirming Hypothesis 2. A positive organizational culture fosters collaboration, encourages personal development, and drives innovation, as evidenced by API Banyuwangi's culture of "Jenggirat Tanggi," which promotes creative problem-solving and efficiency. This result supports previous studies by Esha & Dwipayani (2021) and Muslim et al. (2021), which underline the importance of organizational culture in enhancing innovative behavior.

The direct influence of job design on job satisfaction is also significant, with a t-value of 2.359 and a significance level of 0.019, thereby confirming Hypothesis 3. Effective job design aligns tasks and responsibilities with employees' capabilities, which enhances their job satisfaction. This aligns with Tschantz (2016) and Hannus (2016), who argue that job clarity and appropriate task distribution positively affect job satisfaction, reflecting the findings of Yuliani (2021) and Wahyudi & Suryatni (2024) on the impact of job design.

In terms of job satisfaction, organizational culture positively impacts it with a t-value of 2.591 and a significance level of 0.010, supporting Hypothesis 4. When employees' values align with the organizational culture, it leads to higher job satisfaction, reducing dissatisfaction and turnover. This finding is consistent with Daslim et al. (2023) and previous research by Azhari et al. (2024), Sholikhah et al. (2018), and Putri et al. (2023), which highlight the role of organizational culture in enhancing job satisfaction.

Regarding the impact of job satisfaction on innovative behavior, the SEM analysis shows a t-value of 1.983 with a significance level of 0.048, confirming Hypothesis 5. High job satisfaction encourages employees to generate and implement new ideas. This result is supported by Sena (2020) and Endarwati et al. (2022), who emphasize that job satisfaction significantly contributes to innovative behavior, reflecting the broader understanding that satisfied employees are more likely to engage in innovative activities.

In exploring indirect effects, the analysis found that job satisfaction does not significantly mediate the relationship between job design and innovative behavior. With a t-value of 1.000 and a significance level of 0.155, Hypothesis 6 is rejected, indicating that job satisfaction fails to mediate the effect of job design on innovative behavior. This is in line with Nasution et al. (2021), who suggest that job satisfaction does not mediate job autonomy's impact on innovative behavior, reflecting the direct effect of job design on innovation.

Similarly, the indirect effect of organizational culture on innovative behavior through job satisfaction is not significant. The t-value of 1.400 with a significance level of 0.162 leads to the rejection of Hypothesis 7, indicating that job satisfaction does not mediate the relationship between organizational culture and innovative behavior. This aligns with Wibowo (2018), who found that job satisfaction does not mediate the effect of organizational culture on innovative behavior, suggesting that organizational culture directly influences job satisfaction and innovative outcomes.

6. Conclusion

The analysis of statistical data, SEM-PLS, hypothesis testing, and discussions on the relationships between job design, organizational culture, job satisfaction, and innovative behavior at the Indonesian Aviation Academy Banyuwangi reveal several key conclusions. Firstly, job design significantly and positively influences innovative behavior. A well-structured job design enhances employees' involvement and responsibility, leading to

increased innovative behavior. Similarly, organizational culture positively and significantly impacts innovative behavior by fostering a supportive environment where innovation is embraced as a core value. Job design and organizational culture also both positively influence job satisfaction, which in turn contributes to higher levels of innovative behavior. However, job satisfaction does not mediate the relationship between job design and innovative behavior, nor does it mediate the relationship between organizational culture and innovative behavior, indicating that these variables have direct effects.

Based on these findings, several recommendations are proposed for improving innovative behavior at API Banyuwangi. It is crucial to develop comprehensive job designs and cultivate a strong organizational culture that aligns with the institution's goals. Management should focus on enhancing job satisfaction to further support innovative behavior, but should recognize that job satisfaction alone does not mediate the effects of job design or organizational culture on innovation. Instead, fostering a culture of innovation and implementing effective job designs should be prioritized to directly drive innovative behavior. Maintaining high levels of job satisfaction is important, but it should be supported by these foundational elements to achieve optimal innovative outcomes.

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