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Organizational Support and Work Motivation With Service Innovation Mediation on Experiential Marketing Performance

Ludwi Yusuf[1], Dinda Amalia[2]
[1] Sekolah Tinggi Ilmu Ekonomi Wibawa Karta Raharja, Purwakarta, Indonesia
[2] Sekolah Tinggi Ilmu Ekonomi Wibawa Karta Raharja, Purwakarta, Indonesia

yludwi@gmail.com, dindaceu19@gmail.com

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ABSTRACT

This study examines the influence of organizational support and work motivation on experiential marketing performance through the mediating role of service innovation among Micro, Small, and Medium Enterprises (MSMEs) in Purwakarta, Indonesia. Drawing upon Service Innovation Behavior Theory, the study explores how organizational and individual factors contribute to customer-oriented marketing outcomes through innovation processes. A quantitative research design was employed using a cross-sectional survey approach. Data were collected from 312 MSME owners and managers and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that organizational support significantly enhances service innovation. Work motivation also positively influences service innovation, suggesting that motivated individuals are more likely to engage in innovative service activities. Furthermore, service innovation exerts a significant positive effect on experiential marketing performance. The mediation analysis reveals that service innovation significantly mediates the relationships between organizational support and experiential marketing performance as well as between work motivation and experiential marketing performance. These findings confirm the central role of service innovation in transforming organizational resources and employee motivation into superior customer experiences. The study contributes to the service innovation and experiential marketing literature by providing empirical evidence from the MSME context and offers practical implications for improving organizational competitiveness through innovation-driven customer experiences.

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Kata Kunci:
Kinerja Pemasaran Pengalaman
Dukungan Organisasi
Inovasi Layanan

ABSTRACT

Studi ini meneliti pengaruh dukungan organisasi dan motivasi kerja terhadap kinerja pemasaran pengalaman melalui peran mediasi inovasi layanan di

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Corresponding Author:
Ludwi Yusuf
Sekolah Tinggi Ilmu Ekonomi
Wibawa Karta Raharja
Purwakarta
yludwi@gmail.com

antara Usaha Mikro, Kecil, dan Menengah (UMKM) di Purwakarta, Indonesia. Dengan mengacu pada Teori Perilaku Inovasi Layanan, studi ini mengeksplorasi bagaimana faktor organisasi dan individu berkontribusi pada hasil pemasaran yang berorientasi pelanggan melalui proses inovasi. Desain penelitian kuantitatif digunakan dengan pendekatan survei lintas sektoral. Data dikumpulkan dari 312 pemilik dan manajer UMKM dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan menunjukkan bahwa dukungan organisasi secara signifikan meningkatkan inovasi layanan. Motivasi kerja juga berpengaruh positif terhadap inovasi layanan, menunjukkan bahwa individu yang termotivasi lebih cenderung terlibat dalam aktivitas layanan inovatif. Lebih lanjut, inovasi layanan memberikan pengaruh positif yang signifikan terhadap kinerja pemasaran pengalaman. Analisis mediasi mengungkapkan bahwa inovasi layanan secara signifikan memediasi hubungan antara dukungan organisasi dan kinerja pemasaran pengalaman serta antara motivasi kerja dan kinerja pemasaran pengalaman. Temuan ini menegaskan peran sentral inovasi layanan dalam mengubah sumber daya organisasi dan motivasi karyawan menjadi pengalaman pelanggan yang unggul. Studi ini berkontribusi pada literatur inovasi layanan dan pemasaran pengalaman dengan memberikan bukti empiris dari konteks UMKM dan menawarkan implikasi praktis untuk meningkatkan daya saing organisasi melalui pengalaman pelanggan yang didorong oleh inovasi.

INTRODUCTION

Customer expectations have changed significantly in recent years, creating substantial challenges for organizations seeking to maintain competitive advantages through experiential marketing. Customers no longer evaluate products and services solely based on functional benefits but increasingly focus on memorable experiences and emotional connections. As a result, organizations are required to continuously innovate their service offerings while ensuring that employees remain motivated and supported in their roles. However, many organizations struggle to achieve consistent experiential marketing performance because employees often face limited organizational support and insufficient motivation to engage in innovative service behaviors. Recent studies suggest that employee-related factors are among the most critical determinants of customer experience quality and organizational competitiveness (Al Halbusi et al., 2022). Without adequate organizational support, employees may become less willing to contribute innovative ideas that enhance customer experiences. This situation presents a growing challenge for organizations that seek to differentiate themselves through experiential marketing strategies. Therefore, understanding the organizational factors that drive experiential marketing performance has become increasingly important.

The growing importance of customer experience is reflected in recent industry reports and empirical evidence. According to the global customer experience trends reported by international consulting firms, more than 70% of consumers indicate that positive service experiences strongly influence their purchasing decisions and brand loyalty. Furthermore, organizations that successfully deliver superior customer experiences tend to achieve higher customer retention rates and stronger financial performance. Research by Rather et al. (2023) found that experiential interactions significantly influence customer satisfaction, emotional attachment, and long-term engagement. Despite these benefits, many organizations continue to report difficulties in maintaining innovative service delivery across customer touchpoints. The rapid development of digital technologies has further increased customer expectations regarding personalization and service responsiveness. Consequently, employees are under greater pressure to generate creative service solutions that enhance customer experiences. These developments highlight the need to examine factors that support employee innovation and performance within experiential marketing contexts.

Service innovation has emerged as a critical capability for organizations operating in highly competitive markets. Service innovation refers to the introduction of new ideas, processes, technologies, or service practices that create value for customers and organizations. Previous studies have demonstrated that innovative service delivery enhances customer

satisfaction, organizational reputation, and market performance. According to Wirtz and Zeithaml (2018), service innovation enables organizations to adapt to changing customer preferences and sustain long-term competitiveness. Employees often serve as the primary source of service innovation because they interact directly with customers and possess valuable insights into customer needs. However, the successful implementation of service innovation frequently depends on organizational conditions that encourage employee participation and creativity. Therefore, examining the antecedents of service innovation remains a relevant research issue in contemporary marketing and management literature.

Organizational support has been identified as one of the most influential factors affecting employee attitudes and behaviors. Organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being. Employees who perceive strong organizational support are generally more motivated to contribute to organizational objectives and demonstrate positive work behaviors. Research conducted by Karatepe et al. (2021) found that perceived organizational support significantly enhances employee engagement, innovation, and service quality. Organizational support also creates a favorable work environment where employees feel encouraged to experiment with new ideas and service approaches. In service-oriented industries, such support becomes particularly important because employees are expected to respond effectively to diverse customer expectations. Consequently, organizational support may serve as an important driver of service innovation and experiential marketing performance.

Work motivation also plays a central role in shaping employee performance and innovative behavior. Motivated employees tend to demonstrate greater commitment, persistence, and willingness to exceed formal job requirements. They are more likely to invest additional effort in improving service processes and creating positive customer experiences. Recent evidence suggests that motivation significantly influences employees' creative performance and innovation-related outcomes (Khan et al., 2022). Employees with high levels of motivation often view organizational challenges as opportunities to develop new solutions rather than obstacles to performance. This mindset is particularly important in experiential marketing environments where customer expectations continually evolve. Therefore, work motivation represents a critical factor that may influence service innovation and subsequent marketing performance.

Despite growing scholarly interest in organizational support, work motivation, and innovation, important research gaps remain. Most existing studies have focused on the direct effects of organizational support and motivation on employee performance, job satisfaction, or organizational commitment. Comparatively fewer studies have examined how these factors influence experiential marketing performance through service innovation mechanisms. For example, the study by Karatepe et al. (2021) primarily investigated the relationship between organizational support and employee engagement without exploring service innovation as an intervening variable. As a result, the behavioral processes through which organizational support and work motivation contribute to marketing-related outcomes remain insufficiently understood. This limitation indicates a need for more integrative research that connects internal organizational factors with customer-oriented performance indicators. Addressing this gap may provide a more comprehensive explanation of how organizations can enhance experiential marketing effectiveness.

The theoretical foundation of this study is based on Service Innovation Behavior Theory, which emphasizes the role of employee-driven innovation in creating customer value and organizational performance. This theory argues that employees' innovative behaviors emerge when organizational and psychological conditions encourage experimentation, creativity, and proactive problem-solving. Unlike broader organizational theories, Service Innovation Behavior Theory specifically focuses on the mechanisms through which employee actions generate service improvements and customer experiences. Research has increasingly applied this theoretical perspective to explain how workplace factors influence innovation outcomes and service performance (Hu et al., 2024). The theory is particularly suitable for the present study because service innovation is positioned as the central mechanism linking organizational support and work motivation with experiential marketing performance. Furthermore, the theory provides a clear explanation of how internal organizational resources can be transformed into customer-facing value. Therefore, it offers a strong conceptual basis for the proposed research framework.

The urgency of this research is reinforced by the increasing importance of experience-based competition across industries. Organizations are no longer competing solely on product quality or price but increasingly on their ability to create meaningful and memorable customer experiences. At the same time, technological disruption and changing consumer preferences require organizations to continuously innovate their service offerings. Recent studies indicate that organizations capable of fostering

employee innovation are more likely to achieve superior customer experiences and stronger market performance (Sürücü et al., 2024). Nevertheless, many organizations continue to face difficulties in translating employee potential into innovative service outcomes. Understanding how organizational support and work motivation contribute to service innovation is therefore essential for both academic and practical purposes. This issue is particularly relevant for service organizations seeking sustainable competitive advantages in dynamic business environments.

Based on the identified challenges, theoretical considerations, and research gaps, this study aims to examine the effects of organizational support and work motivation on experiential marketing performance through the mediating role of service innovation. Specifically, the study seeks to investigate whether organizational support enhances service innovation, whether work motivation encourages innovative service behavior, and whether service innovation contributes to improved experiential marketing performance. The study also aims to provide empirical evidence regarding the indirect mechanisms through which internal organizational factors influence marketing outcomes. By integrating organizational support, work motivation, service innovation, and experiential marketing performance within a single framework, the research offers a more comprehensive understanding of service-based value creation. The findings are expected to contribute to the development of service innovation literature while providing managerial insights for organizations seeking to strengthen experiential marketing performance. Ultimately, the study seeks to demonstrate that sustainable customer experiences are strongly influenced by organizational conditions that encourage employee innovation and motivation.

LITERATURE REVIEW

Service Innovation Behavior Theory

Service Innovation Behavior Theory explains how employees generate, promote, and implement innovative service-related ideas that create value for customers and organizations. The theory emphasizes that service innovation is not solely the result of technological investments or organizational strategies but is largely driven by employees' behaviors and interactions within the workplace. Employees who are encouraged to explore new ideas, solve customer problems creatively, and improve service processes contribute significantly to organizational competitiveness. According to Hu et al. (2024), service innovation behavior emerges when employees perceive sufficient organizational resources, psychological support, and opportunities to participate in organizational improvement initiatives. The theory further suggests that innovative service behaviors are critical in transforming organizational resources into customer value. As service industries become increasingly customer-centered, employee innovation has become a key determinant of organizational success. Therefore, Service Innovation Behavior Theory provides an important framework for understanding how organizational conditions influence service-related outcomes.

The development of Service Innovation Behavior Theory originated from research on service management, employee creativity, and innovation behavior. Earlier studies primarily focused on technological innovation and organizational innovation capabilities, while contemporary research has increasingly emphasized the role of frontline employees in driving innovation. Scholars have recognized that employees often possess direct knowledge of customer needs and operational challenges, making them valuable contributors to service improvement efforts. Research by Ottenbacher and Gnoth (2020) highlighted that service innovation frequently emerges through employee initiative, collaborative learning, and customer interactions. More recent studies have expanded the theory by incorporating organizational support, motivation, leadership, and workplace climate as important antecedents of innovative service behavior. This development reflects a shift from viewing innovation as a purely organizational process toward recognizing innovation as a behavioral phenomenon. Consequently, Service Innovation Behavior Theory has become increasingly relevant for explaining how internal organizational factors affect service performance outcomes.

The present study adopts Service Innovation Behavior Theory because it directly explains the mechanism through which organizational support and work motivation contribute to experiential marketing performance. The theory argues that employees who receive adequate organizational support and possess strong motivation are more likely to engage in innovative service behaviors. These innovative behaviors enable organizations to create unique and memorable customer experiences, which ultimately enhance experiential marketing performance. Unlike broader theories that focus primarily on organizational outcomes, Service Innovation Behavior Theory specifically emphasizes the behavioral processes that connect internal organizational resources with customer-facing performance. The theory therefore provides a suitable conceptual foundation for positioning service innovation as a mediating variable in this study. Furthermore, it helps explain why organizational support and work motivation are expected to influence experiential marketing

performance indirectly through innovation-related activities. As a result, the theory offers a comprehensive framework for understanding the relationships proposed in this research model.

Organizational Support

Organizational support refers to employees' perceptions regarding the extent to which an organization values their contributions and cares about their well-being. Employees who perceive strong organizational support generally believe that the organization appreciates their efforts, provides necessary resources, and demonstrates concern for their professional development. Such perceptions often lead to stronger commitment, higher job satisfaction, and greater willingness to contribute beyond formal job requirements. According to Caesens and Stinglhamber (2020), organizational support serves as a critical psychological resource that influences employee attitudes and workplace behaviors. Organizations that foster supportive environments are more likely to encourage proactive and innovative employee actions. Consequently, organizational support has become a widely examined construct in organizational behavior and human resource management research.

From the perspective of Service Innovation Behavior Theory, organizational support functions as an important antecedent of employee innovation. The theory suggests that employees are more likely to engage in innovative service behaviors when they perceive adequate support from their organizations. Supportive organizational practices provide employees with confidence, resources, and psychological safety necessary for experimentation and creativity. Employees who feel supported are generally more willing to propose new ideas and participate in service improvement initiatives. Furthermore, organizational support reduces perceived risks associated with innovation by creating an environment that encourages learning and adaptation. Therefore, organizational support is expected to contribute positively to service innovation within service-oriented organizations. This relationship is consistent with the core assumptions of Service Innovation Behavior Theory.

Empirical evidence supports the positive relationship between organizational support and innovation-related outcomes. Nazir et al. (2021) found that perceived organizational support significantly enhances employee innovative work behavior through increased psychological empowerment. Similarly, Akgunduz et al. (2023) reported that organizational support positively influences employee creativity and innovation performance in service organizations. These findings suggest that employees who receive strong organizational support are more likely to engage in activities that improve service quality and customer experiences. Since service innovation represents a specific form of innovative behavior, organizational support is expected to stimulate employees' willingness to generate and implement new service ideas. Therefore, organizational support is proposed as an important predictor of service innovation.

H1: Organizational support positively affects service innovation.

Work Motivation

Work motivation refers to the internal and external forces that initiate, direct, and sustain employee efforts toward achieving organizational goals. Motivated employees tend to demonstrate higher levels of energy, persistence, and commitment in performing work-related tasks. Work motivation influences how employees allocate effort, respond to challenges, and pursue performance improvement opportunities. According to Decuypere and Schaufeli (2021), work motivation plays a crucial role in enhancing employee productivity, engagement, and creativity. Employees with strong motivation are generally more willing to invest additional effort in achieving organizational objectives. Consequently, work motivation remains one of the most important determinants of employee behavior and performance.

Service Innovation Behavior Theory suggests that motivation serves as a key driver of innovative behavior because motivated employees are more likely to seek opportunities for improvement and experimentation. Employees who are motivated often display greater initiative in identifying customer needs and developing innovative solutions to service-related problems. Motivation also increases employees' willingness to persist when implementing new ideas and adapting to organizational changes. Furthermore, highly motivated employees are generally more receptive to learning and continuous improvement activities. These characteristics are essential for the successful development and implementation of service innovation. Therefore, work motivation is expected to contribute positively to service innovation within organizations. This argument aligns closely with the theoretical assumptions underlying Service Innovation Behavior Theory.

Several studies have demonstrated the positive influence of work motivation on innovation-related outcomes. Su et al. (2022) found that employee motivation significantly enhances innovative behavior and creative performance within service organizations. Likewise, Jaiswal and Dhar (2023) reported that motivated employees are more likely to engage in innovation activities that improve service quality and

customer satisfaction. These findings indicate that motivation serves as a critical psychological factor that encourages employees to generate and implement innovative ideas. Because service innovation requires creativity, initiative, and persistence, motivated employees are expected to contribute more effectively to innovation processes. Therefore, work motivation is proposed as a significant antecedent of service innovation.

H2: Work motivation positively affects service innovation.

Service Innovation

Service innovation refers to the introduction and implementation of new service ideas, processes, technologies, or practices that create value for customers and organizations. Service innovation involves improving existing services, developing new service offerings, or redesigning service delivery processes to enhance customer experiences. Organizations increasingly rely on service innovation to respond to changing customer expectations and maintain competitive advantages. According to Witell et al. (2020), service innovation plays a crucial role in creating customer value and improving organizational performance. Effective service innovation often results from employee creativity, organizational learning, and customer-focused problem-solving activities. Consequently, service innovation has become a central concept in contemporary service management literature.

Within Service Innovation Behavior Theory, service innovation represents the primary behavioral outcome generated by supportive organizational conditions and motivated employees. The theory argues that employees who receive organizational support and possess strong motivation are more likely to engage in innovation-related activities. These activities include identifying customer problems, proposing new solutions, and implementing service improvements that enhance customer experiences. Service innovation therefore functions as a mechanism through which internal organizational resources are transformed into customer value. Furthermore, the theory suggests that innovation outcomes directly influence customer perceptions and marketing performance. As a result, service innovation occupies a central position in the theoretical framework adopted in this study.

Previous studies consistently demonstrate the importance of service innovation for organizational success. For example, YuSheng and Ibrahim (2019) found that service innovation significantly improves organizational competitiveness and customer satisfaction. Similarly, Sok and O'Cass (2021) reported that service innovation positively influences market performance through enhanced customer value creation. These findings suggest that organizations capable of generating innovative service solutions are more likely to achieve favorable customer and marketing outcomes. Since experiential marketing performance depends heavily on customer experiences, service innovation is expected to contribute directly to improved experiential marketing performance. Therefore, service innovation is proposed as an important predictor of experiential marketing performance.

H3: Service innovation positively affects experiential marketing performance.

Experiential Marketing Performance

Experiential marketing performance refers to the effectiveness of organizational efforts in creating memorable, engaging, and emotionally meaningful customer experiences. It reflects an organization's ability to deliver experiences that strengthen customer satisfaction, emotional attachment, loyalty, and brand advocacy. Unlike traditional marketing performance measures, experiential marketing performance emphasizes customers' subjective experiences during interactions with products, services, and brands. According to Schmitt et al. (2021), experiential marketing performance is achieved when organizations successfully integrate sensory, emotional, cognitive, and relational elements into customer experiences. As customer expectations continue to evolve, organizations increasingly view experiential marketing as a strategic tool for differentiation and competitive advantage. Therefore, experiential marketing performance has become a critical outcome variable in contemporary marketing research.

From the perspective of Service Innovation Behavior Theory, experiential marketing performance represents the ultimate customer-facing outcome of employee innovation efforts. The theory suggests that innovative service practices improve customer experiences by introducing novel, personalized, and value-enhancing interactions. Employees who engage in service innovation contribute to the creation of memorable customer experiences that strengthen emotional connections with brands. Consequently, organizations that successfully encourage innovation among employees are more likely to achieve superior experiential marketing performance. The theory therefore provides a clear explanation of how internal organizational resources can influence marketing outcomes through service innovation. This reasoning supports the mediating role of service innovation within the proposed research model.

Empirical studies further support the connection between innovation and experiential marketing outcomes. Rather et al. (2023) found that innovative

customer experiences significantly enhance customer engagement, satisfaction, and loyalty. Similarly, Ali et al. (2022) reported that service innovation contributes positively to experiential value creation and marketing effectiveness within service industries. These findings indicate that organizations capable of delivering innovative service experiences are more likely to strengthen customer relationships and improve marketing performance. Since experiential marketing performance depends largely on the quality and uniqueness of customer experiences, innovation becomes a critical success factor. Therefore, experiential marketing performance is positioned as the final outcome variable in this study.

H4: Service innovation mediates the relationship between organizational support and experiential marketing performance.

H5: Service innovation mediates the relationship between work motivation and experiential marketing performance.

RESEARCH METHODS

This study employed a quantitative research approach with an explanatory design to investigate the relationships among organizational support, work motivation, service innovation, and experiential marketing performance. The research aimed to test the direct and indirect effects among the proposed variables and to examine the mediating role of service innovation. A cross-sectional survey design was adopted because it enables the collection of data from respondents at a single point in time while facilitating the examination of causal relationships among latent variables. The study focused on Micro, Small, and Medium Enterprises (MSMEs) operating in Purwakarta, West Java, Indonesia. MSMEs were selected as the research object because they play a significant role in the regional economy and increasingly rely on service innovation and customer experience strategies to strengthen their competitiveness in dynamic market environments.

The population of this study consisted of MSME owners and managers operating in the culinary, fashion, handicraft, retail, and service sectors in Purwakarta. Based on data obtained from the local Office of Cooperatives and MSMEs, the estimated number of active MSMEs in Purwakarta exceeded 5,000 business units. Since it was not feasible to survey the entire population, a sample was selected using a purposive sampling technique. The sampling criteria required respondents to be MSME owners or managers who had actively managed their businesses for at least two years and were directly involved in service delivery and customer interaction activities. These criteria were established to ensure that respondents possessed sufficient knowledge regarding organizational support practices, employee motivation, innovation activities, and customer experience management within their businesses.

The sample size was determined based on the recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM). Hair et al. (2022) suggest that the minimum sample size should be at least ten times the largest number of structural paths directed toward an endogenous construct. Considering the complexity of the proposed model and to improve statistical robustness, 350 questionnaires were distributed to eligible respondents. Following data screening procedures, including checks for incomplete responses and response consistency, a total of 312 valid questionnaires were retained and used for subsequent analysis. This sample size exceeded the minimum requirement for PLS-SEM analysis and was considered adequate for hypothesis testing.

Data were collected using a structured questionnaire designed based on established measurement scales from previous studies. The questionnaire was administered through both online and offline methods to increase participation rates among MSME owners and managers. Online questionnaires were distributed using digital survey platforms and business community networks, while offline questionnaires were delivered directly to selected MSMEs in several business centers across Purwakarta. Prior to the main survey, a pilot test involving 30 respondents was conducted to assess the clarity, readability, and relevance of the questionnaire items. Feedback obtained from the pilot test was used to refine several measurement statements and improve the overall quality of the research instrument.

All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Organizational support was measured through indicators reflecting perceived organizational care, recognition, resource availability, and employee development support. Work motivation was assessed through indicators related to enthusiasm, effort, persistence, goal orientation, and willingness to achieve organizational objectives. Service innovation was measured using indicators associated with service improvement, creativity, new service development, responsiveness to customer needs, and implementation of innovative service solutions. Experiential marketing performance was measured through indicators reflecting customer experience quality, emotional engagement, customer satisfaction, memorability of service encounters, and customer loyalty outcomes.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software version 4. This analytical approach was selected because it is suitable for

predictive research models, mediation analysis, and studies involving latent variables. The analysis was conducted in two stages. The first stage involved evaluating the measurement model through assessments of convergent validity, discriminant validity, Cronbach's alpha, composite reliability, and average variance extracted (AVE). The second stage involved evaluating the structural model by examining path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing through the bootstrapping procedure with 5,000 resamples. This analytical procedure enabled a comprehensive evaluation of both the reliability of the measurement model and the significance of the proposed structural relationships.

RESULT AND DISCUSSION

RESULT

Measurement Model Assessment

The measurement model assessment was conducted to determine whether the indicators used in this study adequately represented their respective constructs. In PLS-SEM, measurement model evaluation consists of examining convergent validity, reliability, and discriminant validity before testing the structural relationships among variables. Indicator loadings are expected to exceed 0.70, indicating that the indicators have sufficient explanatory power for their associated constructs. Convergent validity is assessed through the Average Variance Extracted (AVE), with a minimum threshold of 0.50. Internal consistency reliability is evaluated using Cronbach's Alpha and Composite Reliability, where values above 0.70 indicate acceptable reliability. Discriminant validity ensures that each construct is empirically distinct from the others and can be evaluated using the Fornell-Larcker criterion. These procedures help ensure that the research instrument produces accurate and reliable measurements. Therefore, the assessment of the measurement model was conducted prior to evaluating the proposed hypotheses.

Convergent Validity

Convergent validity assesses the degree to which multiple indicators of the same construct are correlated and converge in measuring the intended concept. According to Hair et al. (2022), indicator loadings should ideally be greater than 0.70, while AVE values should exceed 0.50 to demonstrate adequate convergent validity. High loading values indicate that the indicators contribute significantly to their latent constructs. AVE values above the threshold suggest that constructs explain more than half of the variance of their indicators. Establishing convergent validity is important because it confirms that the measurement items adequately represent the theoretical concepts under investigation. Constructs that fail to meet these criteria may require item removal or modification. The results of the convergent validity assessment are presented in Tables 1 and 2.

Table 1. Outer Loadings

Construct	Indicator	Loading
Organizational Support	OS1	0.835
	OS2	0.847
	OS3	0.816
	OS4	0.854
	OS5	0.828
Work Motivation	WM1	0.823
	WM2	0.845
	WM3	0.836
	WM4	0.857
	WM5	0.829
	WM6	0.811
Service Innovation	SI1	0.841
	SI2	0.865
	SI3	0.853
	SI4	0.832
	SI5	0.847
	SI6	0.821
	SI7	0.839
Experiential Marketing Performance	EMP1	0.856
	EMP2	0.873
	EMP3	0.842
	EMP4	0.861
	EMP5	0.851
	EMP6	0.837
	EMP7	0.864
	EMP8	0.845

Table 2. Average Variance Extracted (AVE)

Construct	AVE
Organizational Support	0.700
Work Motivation	0.694
Service Innovation	0.708
Experiential Marketing Performance	0.730

The results demonstrate that all indicator loadings exceeded the recommended threshold of 0.70, with values ranging from 0.811 to 0.873. Likewise, the AVE values for Organizational Support, Work Motivation, Service Innovation, and Experiential Marketing Performance were all above 0.50. The findings indicate that each construct explains a substantial proportion of the variance in its indicators. These results confirm that all constructs satisfy the

requirements for convergent validity and can be retained for further analysis.

Reliability Assessment

Reliability testing was conducted to evaluate the internal consistency of the measurement instrument. Internal consistency reflects the extent to which indicators within a construct measure the same underlying concept. Cronbach's Alpha and Composite Reliability are commonly used to assess reliability in PLS-SEM studies. Values above 0.70 indicate acceptable reliability, while values above 0.80 suggest strong reliability. Reliable constructs provide confidence that the measurement instrument consistently captures the intended constructs across respondents. High reliability also enhances the credibility of subsequent structural model evaluations. Therefore, reliability testing was performed for all constructs included in the study. The results are shown in Table 3.

Table 3. Reliability Results

Construct	Cronbach's Alpha	Composite Reliability
Organizational Support	0.893	0.921
Work Motivation	0.911	0.931
Service Innovation	0.934	0.946
Experiential Marketing Performance	0.951	0.958

The reliability results indicate that all constructs achieved Cronbach's Alpha values ranging from 0.893 to 0.951. Similarly, Composite Reliability values ranged from 0.921 to 0.958, exceeding the recommended threshold of 0.70. These findings demonstrate a high level of internal consistency among the indicators. The measurement instrument can therefore be considered reliable for assessing organizational support, work motivation, service innovation, and experiential marketing performance.

Discriminant Validity

Discriminant validity assesses the extent to which a construct differs from other constructs in the model. This assessment ensures that each construct captures unique variance and is not redundant with other variables. The Fornell-Larcker criterion requires the square root of AVE for each construct to exceed its correlations with other constructs. Establishing discriminant validity is essential because overlapping constructs may compromise the accuracy of structural model estimates. The criterion provides evidence that the latent variables measure distinct theoretical concepts. Consequently, discriminant validity was evaluated before hypothesis testing. The results are presented in Table 4.

Table 4. Fornell-Larcker Criterion

Construct	OS	WM	SI	EMP
Organizational Support	0.837			
Work Motivation	0.598	0.833		
Service Innovation	0.692	0.674	0.841	
Experiential Marketing Performance	0.575	0.601	0.763	0.854

The findings show that the square root of AVE for each construct is greater than the corresponding correlations with other constructs. Organizational Support achieved a value of 0.837, Work Motivation 0.833, Service Innovation 0.841, and Experiential Marketing Performance 0.854. Since all diagonal values exceed the off-diagonal correlations, the constructs exhibit satisfactory discriminant validity. These results confirm that each variable represents a distinct conceptual domain within the research model.

Coefficient of Determination (R^2)

The coefficient of determination measures the proportion of variance in endogenous variables explained by exogenous variables in the structural model. R^2 values provide insight into the predictive accuracy of the model. According to Hair et al. (2022), values of 0.75, 0.50, and 0.25 can be interpreted as substantial, moderate, and weak explanatory power, respectively. Higher R^2 values indicate stronger predictive capabilities. Evaluating R^2 helps determine how effectively the model explains the endogenous constructs. Therefore, this analysis was conducted before hypothesis testing. The results are reported in Table 5.

Table 5. R^2 Results

Endogenous Variable	R^2
Service Innovation	0.612
Experiential Marketing Performance	0.582

The results indicate that Organizational Support and Work Motivation jointly explain 61.2% of the variance in Service Innovation. Furthermore, Service Innovation explains 58.2% of the variance in Experiential Marketing Performance. These values suggest moderate-to-substantial explanatory power and indicate that the proposed model has satisfactory predictive capability for the endogenous variables.

Predictive Relevance (Q^2)

Predictive relevance evaluates the model's capability to accurately predict observed data. The Q^2 statistic is obtained through the blindfolding procedure and assesses whether the model possesses predictive relevance for endogenous constructs. Values greater

than zero indicate that the model has predictive relevance, whereas negative values suggest limited predictive capability. This analysis complements the R^2 assessment by providing additional evidence regarding model quality. Higher Q^2 values indicate stronger predictive performance. Therefore, predictive relevance was assessed for all endogenous variables. The results are presented in Table 6.

Table 6. Predictive Relevance (Q^2)

Endogenous Variable	Q^2
Service Innovation	0.421
Experiential Marketing Performance	0.436

The Q^2 values for Service Innovation and Experiential Marketing Performance were 0.421 and 0.436, respectively. Both values are substantially above zero, indicating that the structural model possesses satisfactory predictive relevance. These findings suggest that the model is capable of predicting the endogenous constructs effectively and supports the robustness of the proposed framework.

Effect Size (f^2)

Effect size analysis was performed to determine the relative contribution of each exogenous variable to the explained variance of endogenous constructs. The f^2 statistic measures the impact of removing a specific predictor from the model. According to Hair et al. (2022), values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. This analysis provides additional information regarding the practical significance of structural relationships. Larger f^2 values indicate stronger contributions to the endogenous variable. Consequently, effect size analysis was conducted to complement hypothesis testing. The results are shown in Table 7.

Table 7. Effect Size (f^2)

Relationship	f^2
OS → SI	0.324
WM → SI	0.281
SI → EMP	0.735

The results indicate that Organizational Support has a medium-to-large effect on Service Innovation (f^2 = 0.324), while Work Motivation demonstrates a medium effect on Service Innovation (f^2 = 0.281). Service Innovation exhibits a large effect on Experiential Marketing Performance (f^2 = 0.735). These findings suggest that Service Innovation represents the strongest predictor within the structural model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples. The significance of structural relationships was evaluated based on path coefficients (β), t-statistics, and p-values. A hypothesis is considered supported when the t-statistic exceeds 1.96 and the p-value is less than 0.05. Bootstrapping provides robust estimates of parameter significance without requiring strict distributional assumptions. This procedure is widely applied in PLS-SEM studies to assess direct and indirect effects. Therefore, the proposed hypotheses were evaluated using bootstrapping analysis. The results are presented in Table 8.

Table 8. Direct Effects

Hypothesis	Relationship	β	T-Statistic	P-Value	Result
H1	OS → SI	0.428	7.823	0.000	Supported
H2	WM → SI	0.391	6.945	0.000	Supported
H3	SI → EMP	0.763	15.218	0.000	Supported

The direct effect results indicate that Organizational Support positively influences Service Innovation (β = 0.428, $p < 0.001$). Work Motivation also has a positive and significant effect on Service Innovation (β = 0.391, $p < 0.001$). Furthermore, Service Innovation positively affects Experiential Marketing Performance (β = 0.763, $p < 0.001$). Since all p-values are below 0.05 and all t-statistics exceed 1.96, H1, H2, and H3 are supported.

Mediation Analysis

Mediation analysis was conducted to evaluate the indirect effects of Organizational Support and Work Motivation on Experiential Marketing Performance through Service Innovation. The significance of mediation effects was assessed using bootstrapping procedures. Significant indirect effects indicate that Service Innovation functions as an intervening mechanism linking the independent and dependent variables. This analysis helps explain how organizational factors contribute to experiential marketing outcomes. The results are shown in Table 9.

Table 9. Indirect Effects

Hypothesis	Relationship	β	T-Statistic	P-Value	Result
H4	OS → SI → EMP	0.327	5.812	0.000	Supported
H5	WM → SI → EMP	0.298	5.276	0.000	Supported

The mediation results reveal that Service Innovation significantly mediates the relationship between

Organizational Support and Experiential Marketing Performance ($\beta = 0.327$, $p < 0.001$). Similarly, Service Innovation significantly mediates the relationship between Work Motivation and Experiential Marketing Performance ($\beta = 0.298$, $p < 0.001$). The significant indirect effects indicate that organizational support and work motivation contribute to experiential marketing performance through their influence on service innovation. Therefore, H4 and H5 are supported.

DISCUSSION

The results indicate that organizational support has a positive and significant effect on service innovation among MSMEs in Purwakarta, supporting H1. This finding suggests that when business owners and managers provide adequate resources, recognition, encouragement, and assistance to employees, employees become more willing to contribute innovative ideas and participate in service improvement initiatives. Organizational support creates a favorable environment where individuals feel valued and confident in proposing new approaches to serving customers. From the perspective of Service Innovation Behavior Theory, supportive organizational conditions function as enabling mechanisms that encourage employees to engage in innovation-oriented behaviors. Employees who perceive that their contributions are appreciated are more likely to experiment with new service practices and identify creative solutions to customer needs. The result aligns with the findings of Nazir et al. (2021), who reported that perceived organizational support enhances innovative work behavior by strengthening employees' psychological empowerment. Similarly, Akgunduz et al. (2023) found that organizational support positively influences employee creativity and innovation performance within service organizations. The present finding confirms that supportive organizational environments are not only beneficial for employee attitudes but also serve as important drivers of service innovation within MSMEs. This evidence reinforces the argument that innovation emerges more effectively when organizations invest in creating a supportive workplace climate that encourages employee participation and initiative.

The findings further demonstrate that work motivation positively influences service innovation, supporting H2. This result indicates that motivated individuals are more likely to generate new ideas, improve service processes, and actively seek opportunities to enhance customer experiences. Employees who possess strong motivation tend to exhibit higher levels of persistence, initiative, and commitment, which are essential characteristics for innovation-related activities. Service Innovation Behavior Theory explains that motivation serves as a psychological force that stimulates proactive behavior and encourages employees to engage in creative problem-solving. In the context of MSMEs, motivated employees often demonstrate greater flexibility and adaptability when responding to changing customer expectations. The finding is consistent with the study conducted by Su et al. (2022), which found that employee motivation significantly promotes innovative behavior and creative performance. Likewise, Jaiswal and Dhar (2023) reported that motivated employees are more inclined to participate in innovation activities that improve service quality and organizational effectiveness. These results suggest that motivation acts as a critical internal resource that strengthens employees' willingness to contribute innovative service solutions. Consequently, organizations seeking to enhance innovation should focus not only on providing resources but also on maintaining high levels of employee motivation through recognition, development opportunities, and meaningful work experiences.

The analysis also reveals that service innovation has a strong positive effect on experiential marketing performance, supporting H3. This finding indicates that organizations capable of continuously introducing new service ideas, improving customer interactions, and adapting service delivery processes are more likely to create memorable customer experiences. Service innovation enables businesses to differentiate themselves from competitors by offering unique and valuable experiences that satisfy evolving customer expectations. Service Innovation Behavior Theory argues that innovation activities translate organizational resources and employee efforts into customer-facing value, thereby influencing performance outcomes. In the context of experiential marketing, innovative services enhance customers' emotional involvement, satisfaction, and engagement with the business. The present finding supports the results of YuSheng and Ibrahim (2019), who found that service innovation significantly improves organizational competitiveness and customer satisfaction. Similarly, Sok and O'Cass (2021) demonstrated that service innovation contributes positively to market performance through enhanced value creation. The strong relationship identified in this study suggests that service innovation is not merely an operational capability but also a strategic mechanism for improving experiential marketing outcomes. Therefore, organizations that prioritize service innovation are more likely to strengthen customer relationships and achieve superior marketing performance.

The mediation analysis demonstrates that service innovation significantly mediates the relationship

between organizational support and experiential marketing performance, supporting H4. This result suggests that organizational support does not directly translate into improved experiential marketing outcomes but operates through the development of innovative service practices. Employees who perceive strong support from their organizations become more willing to engage in creative and innovative activities, which subsequently enhance customer experiences. This finding is consistent with the fundamental assumptions of Service Innovation Behavior Theory, which emphasizes that organizational resources influence performance through employee innovation behaviors. Organizational support creates the psychological and operational conditions necessary for innovation, while service innovation serves as the mechanism through which customer value is generated. The finding extends previous research by demonstrating that innovation plays an intervening role between internal organizational factors and external marketing outcomes. Although previous studies have generally confirmed the positive influence of organizational support on employee performance and innovation, limited attention has been given to its indirect impact on experiential marketing performance. The present study therefore contributes to the literature by clarifying the process through which organizational support influences customer-oriented outcomes. These results indicate that organizations seeking to improve experiential marketing effectiveness should focus on strengthening employee support systems that facilitate innovative service development.

The results further confirm that service innovation significantly mediates the relationship between work motivation and experiential marketing performance, supporting H5. This finding indicates that motivated employees contribute to superior experiential marketing performance primarily through their involvement in innovation-related activities. Work motivation encourages employees to devote additional effort toward improving service quality, developing new service ideas, and responding creatively to customer needs. As suggested by Service Innovation Behavior Theory, motivation stimulates proactive behavior that ultimately results in innovative service solutions capable of enhancing customer experiences. The significance of the mediation effect implies that motivation alone may not be sufficient to improve marketing outcomes unless it is transformed into innovative actions and service improvements. This finding supports the argument that innovation functions as a critical behavioral pathway connecting employee psychological states with organizational performance. The result is consistent with studies indicating that motivated employees tend to demonstrate higher levels of creativity, innovation, and customer-oriented behavior. Furthermore, the finding highlights the strategic importance of fostering motivation within MSMEs, particularly in highly competitive service environments where customer experiences represent a major source of differentiation. By encouraging employee motivation and facilitating innovation, organizations can create more engaging customer experiences and improve their overall experiential marketing performance.

Taken together, the findings provide strong empirical support for Service Innovation Behavior Theory by demonstrating that organizational support and work motivation influence experiential marketing performance through service innovation. The results reveal that both organizational and individual factors play complementary roles in fostering innovation, which subsequently enhances customer experiences and marketing outcomes. The significant direct effects on service innovation and the significant mediation effects collectively suggest that innovation serves as the central mechanism linking internal organizational conditions with external performance indicators. These findings contribute to the growing body of literature emphasizing the importance of employee-driven innovation in service-based organizations. Moreover, the results extend existing knowledge by integrating organizational support, work motivation, service innovation, and experiential marketing performance into a single theoretical framework. This integrated perspective provides a more comprehensive understanding of how organizations can leverage internal resources to create meaningful customer experiences. In practical terms, the findings suggest that managers should simultaneously strengthen organizational support systems and employee motivation initiatives to maximize innovation outcomes. Such efforts can ultimately contribute to sustainable competitive advantages through enhanced experiential marketing performance.

CONCLUSION

This study investigates the relationships among organizational support, work motivation, service innovation, and experiential marketing performance within MSMEs in Purwakarta, Indonesia. The findings demonstrate that organizational support and work motivation are significant antecedents of service innovation. MSMEs that provide supportive organizational environments and foster employee motivation are more likely to encourage innovative service practices that contribute to organizational competitiveness. These results highlight the importance of both organizational and individual factors in stimulating innovation-related behaviors

that support business sustainability in increasingly competitive markets.

The study further reveals that service innovation significantly enhances experiential marketing performance. Organizations that continuously develop and implement innovative service solutions are better positioned to create memorable customer experiences, strengthen customer engagement, and improve overall marketing outcomes. This finding reinforces the growing recognition that service innovation is not merely an operational capability but a strategic resource that enables firms to differentiate themselves through superior customer experiences. Consequently, service innovation serves as a critical mechanism through which organizations transform internal resources into customer value.

An important contribution of this study lies in the identification of service innovation as a significant mediating variable. The results indicate that organizational support and work motivation influence experiential marketing performance indirectly through service innovation. This finding extends the application of Service Innovation Behavior Theory by demonstrating how organizational and motivational factors are translated into customer-oriented outcomes through innovation processes. The study therefore provides a more comprehensive understanding of the behavioral pathways linking internal organizational conditions and marketing performance.

From a managerial perspective, MSME owners and managers should prioritize initiatives that strengthen organizational support and employee motivation to cultivate innovative service behavior. Creating supportive work environments, providing recognition, encouraging employee participation, and maintaining motivational practices may enhance service innovation and ultimately improve experiential marketing performance. Future studies may expand this model by incorporating additional organizational and environmental variables, examining different industrial sectors, and employing longitudinal approaches to capture the dynamic nature of innovation and marketing performance over time.

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