



## Performance Model: Organizational Culture, Work Environment and Creativity (Empirical Study at Sekolah Tinggi Ilmu Ekonomi Tuah Negeri)

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**Abstract:** *The purpose of this research is to determine and analyze the influence of organizational culture, work environment and creativity, both partially and simultaneously, on employee performance at the Sekolah Tinggi Ilmu Ekonomi Tuah Negeri. The population in this study were all employees (lecturers and employees) with the total number of sample respondents. The research method used multiple linear regression analysis and descriptive analysis. Regression analysis was carried out to determine whether the independent variables (Creativity, organizational culture and work environment) either partially or simultaneously had an effect on the dependent variable (Performance), and descriptive analysis was carried out by collecting data through the use of respondent questionnaires. The research results show that the organizational culture and work environment variables partially have no effect on performance, while the creativity variable partially has a positive and significant effect on performance. Simultaneously, the three independent variables of organizational culture, work environment and creativity have a positive and significant effect on performance at Sekolah Tinggi Ilmu Ekonomi Tuah Negeri.*

**Keywords:** *Performance, Creativity, Organizational Culture, Work Environment*

### INTRODUCTION

Human resources are a very important aspect of a company, because humans are both thinkers and drivers of the organization. A company is said to be good if the human resources in the company are of good quality, and vice versa. Dessler (2013) states that human resource management is a method for obtaining, cultivating, measuring and developing employees, as well as for carefully managing affiliation, enthusiasm, responsibility, employee health and safety and related matters. According to Bernardin (2010), the validity of performance or profession is a review of the achievements obtained in exclusive obligations or activities during that period of time. Meanwhile,

according to Syahrums et al., (2016) organizational culture will influence employee achievement or work performance.

Apart from organizational culture, companies must also pay attention to professional zones. Sedarmayanti (2011) stated that the work environment consists of a physical work environment and a non-physical work environment. Everything must be observed because the work environment is where the responsibility itself takes place. Therefore, these conditions can influence the results, where Jayaweera (2015) stated in his findings that the work environment positively influences employee performance, as stated by Zahri et al., (2022) that a good and/or conducive work environment can cause employee performance to increase, therefore according to him companies need to provide training in understanding the specific work environment.

One of the important roles of employees in improving an institution can be seen from employee performance. Good employee performance is supported by employee creativity. Creativity here refers to the production of new and useful ideas by an individual or group of individuals working together (Zhou & Shalley, 2003).

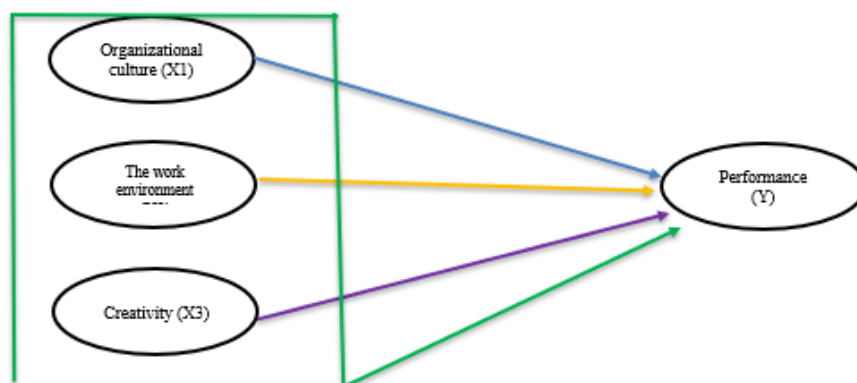
Based on the background, the aim of writing this article is to build a hypothesis for further research, namely to formulate: 1) The influence of creativity on performance; 2) The Influence of Organizational Culture on Performance; 3) The influence of the work environment on creativity; 4) Simultaneous influence of organizational culture, work environment and creativity on performance;

## METHODS

Researchers used quantitative methods and path analysis. With a sampling technique, namely a saturated sample assisted by the SPSS application to test the hypothesis. This research was conducted on all employees, both lecturers and staff, who work at Tuah Negeri High School by completing a questionnaire via Google Form. The population of this study was 19 with a sample of 19 people. The saturated sampling method or total sampling is a sampling technique when all members of the population are used as samples. According to Sugiyono, (2016: 85). The tests carried out in this research are reliability, t test, and F test. Where all primary data is valid and reliable (Ali & Nandan, 2013).

The data collection techniques used in this research are questionnaire and observation techniques. A questionnaire/questionnaire is a data collection technique that is carried out by giving a set of questions or statements to other people who are used as respondents to answer. Observation is the systematic observation and recording of elements that appear in a symptom on the research object. Instrument measurement uses an interval scale based on a Likert scale, namely the score used is 1-5 which is applied variously according to each statement category. STS = Strongly Disagree with a score of 1, TS = Disagree with a score of 2, N = Undecided with a score of 3, S = Agree with a score of 4, SS = Strongly Agree with a score of 5.

Based on the background, the conceptual frame is as in Figure 1.



H1: Organizational culture has a positive and significant effect on performance

H2: The work environment has a positive and significant effect on performance

H3: Creativity has a positive and significant effect on performance

H4: Organizational Culture, Work Environment and Creativity have a positive and significant effect on Performance

## **RESULT AND DISCUSSION**

### **Organizational culture**

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like the culture or not. This means that culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization. Robbins (2001) states that organizational culture refers to a system of shared meaning held by members which differentiates the organization from other organizations, in (ARIANTY, 2014). The following are the dimensions of organizational culture and examples of items from each dimension:

1. Innovation and risk taking: The company encourages its employees to think creatively and innovatively.
2. Outcome orientation: The company determines overtime work to complete work targets.
3. Team orientation: Both superiors and subordinates can be flexible and informal to lighten the atmosphere and establish better cooperation.
4. Attention to detail: When working, employees pay close attention to the details of their work to avoid mistakes. in (ARIANTY, 2014)

Meanwhile, Robbins (2012) defines organizational culture as a system of shared meaning held by members that differentiates an organization from other organizations. A strong organizational culture provides stability to the organization. In (Oktaviani & Kadiyono

### **Work environment**

Siagian (2014) stated that the work environment is the environment where employees carry out their work or daily activities in the office. According to Siagian (2014) the work environment is divided into two, namely; non-physical work environment and physical work environment. According to Sedarmayanti (2013), the physical work environment is the physical conditions around where employees work, this physical work environment is able to influence employees in carrying out their work directly or indirectly. Sedarmayanti (2013) further stated that the non-physical work environment is all non-physical conditions that exist around the place where employees work, such as good working relationships with superiors, subordinates, fellow co-workers and others that can influence employees in carrying out their work.

According to Soetjipto in Gustian (2016) the dimensions of the work environment which consist of physical and non-physical work environments are lighting, air circulation, noise, color, air humidity, facilities, harmonious relationships, opportunities for advancement and security at work. There are 10 dimensions of the work environment, in (Ardhianti & Susanty, 2020).

### **Creativity**

Creativity is the ability to create new combinations, based on existing data, information or elements (Munandar, 1985). Amabile (1996) states that at the individual level creativity basically requires expertise, creative thinking skills and motivation. Knowledge, skills and motivation for some individuals will form creative behavior. Basically, a person is lazy to think about something and creativity cannot arise by itself or spontaneously, but there must be causes or factors that play a role in maximizing a person's creative power. Creativity is believed to be able to build an

organization's competitive capabilities because creativity is needed by organizations to adapt to environmental changes and to gain competitive advantage in existing opportunities (Shalley et al., 2004). In their work, employees cannot be separated from existing problems, so employees are required to solve these problems with a creative process formed from psychological empowerment. Amelia's (2016) research results found that psychological empowerment had a positive effect on adaptability and involvement in the creative process. Then adaptability and involvement in the creative process each have a positive effect on creativity. So when psychological empowerment is good, employees tend to be more creative or easily come up with new ideas without any pressure or coercion from their superiors, in (Rais & Zakiy, 2019).

This research uses 6 statement items using an instrument developed by Zhou & George (2001) in research conducted by Marassabessy (2015), in (Rais & Zakiy, 2019).

### **Performance**

Wilson Bangun (2012) states that performance is the result of work achieved by a person based on job requirements. Performance is a specific target which is a management commitment that can be achieved by employees or organizations. Performance is the result or level of a person's overall success during a certain period in carrying out tasks compared to standard work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon (Rivai: 2007), in (Hasanah & Aima, 2018).

Mathis and Jackson (2006:378) define that performance is basically what employees do and do not do, in (Gede & Gunapatra, 2017). According to Miner in Sudarmanto (2015) the dimensions of employee performance consist of cooperation, quantity, quality and use of working time, in (Ardhianti & Susanty, 2020).

### **Questionnaire Response Results and Respondent Characteristics**

In this study, 19 questionnaires were distributed with a response rate of 19 (100%) with 19 questionnaires that could be processed. Based on age, respondents were spread between less than 20 years to more than 50 years with an even distribution (33.3%) . Based on gender, 5 respondents (33.3%) were men and 10 people (66.7%) were women. Based on the latest education, there are those with bachelor's, master's and doctoral degrees, with the majority having master's degrees, namely 9 people (60%). Based on length of service, respondents were spread between less than 5 years to more than 10 years, which was equally divided (33.3%).

### **Validity test**

Validity Test is carried out to measure the level of validity or validity of an instrument. Empirically, the results show that all items are declared valid by using the reference that the magnitude of the correlation for each item in measuring variables is above 0.3 (Sugiyono, 2004).

### **Reliability Test**

Reliability Test is carried out to measure the consistency and stability of the score (measurement scale). The criterion used to determine the level of reliability is the value of Cronbach's alpha. A research instrument is said to be reliable if the test results show an alpha greater than 0.6 (in Tjahjono, 2009). Empirical results can be seen in table 1 which shows that all items are reliable or consistent as a measuring tool.

**Table 1**  
**Reliability Testing Result**

No	Variabel	Cronbach's Alpha
1	Organizational culture	.733
2	Work environment	.705
3	Creativity	.634
4	Performance	.662

Source: SPSS calculation results

**t test**

The analysis in this research was carried out using multiple regression analysis. The results are shown in table 2.

**Table 2**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.671	4.390		1.064	.304
	Organizational culture	.169	.224	.140	.756	.461
	Work environment	-.094	.110	-.183	-.855	.406
	Creativity	.540	.141	.795	3.836	.002

a. Dependent Variable: Performance

The table shows that:

1. Organizational culture variables do not have a significant effect on performance. This is based on  $t\text{-count} < t\text{-table}$  ( $0.756 < 0.687$ ) and the significance value of alpha ( $\alpha$ ) is  $0.461 (>) 0.05$ .
2. - Work environment variables do not significantly influence performance. This is based on  $t\text{-count} < t\text{-table}$  ( $-0.855 < 0.687$ ) and the alpha ( $\alpha$ ) significance value is  $0.406 (>) 0.05$ .
3. - The creativity variable has a significant effect on performance. This is based on  $t\text{-count} > t\text{-table}$  ( $3.836 > 0.687$ ) and the alpha ( $\alpha$ ) significance value is  $0.002 (<) 0.05$ .
4. - Thus hypothesis 1 and hypothesis 2 do not receive empirical support in this research. Meanwhile, the creativity variable has an influence on performance at the Sekolah Tinggi Ilmu Ekonomi Tuah Negeri, thus hypothesis 3 receives empirical support in this research.

**F test**

**Uji F**

**Table 3**

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.972	3	12.991	6.570	.005b
	Residual	29.660	15	1.977		
	Total	68.632	18			

a. Dependent Variable: Performance

b. Predictors: (Constant), Creativity, Organizational culture, Work environment

If the significance value is  $<0.05$ , the independent variable has a significant effect on the dependent variable. Based on the results of the F test table above, the significance value obtained is  $0.005 < 0.05$ . So the independent variable has a significant effect on the dependent variable

simultaneously. This means that organizational culture, work environment and creativity have a positive and significant effect on performance at Tuah Negeri High School simultaneously.

## **Discussion**

Based on the research results, the influence between variables is discussed as follows:

### **1. Organizational culture influences performance**

Based on the first hypothesis (H1), stated in this research, it shows that organizational culture variables have a positive and significant effect on employee performance. Based on the tcount value, it proves that (H2) is rejected. So it can be concluded that organizational culture has no effect on performance.

The influence of organizational culture on employee performance can be measured by competing within organizational institutions so that fellow employees can improve the quality of performance achievement according to targets designed for an agency.

This research is not in line with research (Oktavia & Fernos, 2023), (Rahmawati et al., 2023) and (Supardi & Aulia Anshari, 2022). The results of this research show that organizational culture has no effect on employee performance, so that if this variable is increased, employee performance will not increase and if this variable is removed, employee performance will not necessarily decrease. There are other factors that cause this research to be inconsistent with previous research.

### **2. The work environment influences performance**

Based on the results of testing the second hypothesis (H2), it was found that work environment variables had no effect on performance. The tcount value for the work environment variable (H1) is declared rejected. So the work environment has no effect on performance.

The work environment has no effect on employee performance because work competition is less important for improving the quality of performance. So if a competitive work environment is created and communication is effective, it will be less likely to improve the ability of personnel to complete the work assigned by the agency.

This research is not in line with (Eric Hermawan, 2022), (Karina et al., 2020), (Nurjaya, 2021). The research results show that the work environment has no effect on performance. There are other factors so this research is not in line with previous research.

### **3. Creativity influences performance**

From the research results, it is known that creativity has a significant influence on employee performance. This is proven by the tcount value being greater than the ttable value, and tcount being in the H0 rejection area. Partially, the creativity variable (X3) has a positive and significant effect on employee performance (Y). Thus the hypothesis which states that creativity (X3) has a partially positive and significant effect on performance is accepted. This means that the higher the creativity, the higher the performance at the Tuah Negeri College of Economics.

The results of this research also support previous research conducted by (Indrajita et al., 2021), (Kasim et al., 2020) stating that creativity has a positive effect on employee performance, this means that the higher the creativity, the higher the employee's performance will be. . According to Aprianggi et al (2018) in (Indrajita et al., 2021), creativity has a positive and significant influence on employee performance, where employees have special skills in solving problems at work, so that the work done is completed on time and more effectively and also more accurate. According to Astuti, et al (2019) creativity has a positive and significant influence on employee performance, where creativity is a factor that influences employee performance.

#### 4. Organizational culture, work environment and creativity influence performance

From the research results, it is known that there is a significant influence of organizational culture variables. Work environment and creativity on employee performance. This is proven by the significance value obtained at  $0.005 < 0.05$  and tcount is in the  $H_0$  rejection area. Thus  $H_0$  is rejected and  $H_4$  is accepted. This means that statistically for a one-sided test at a confidence level ( $\alpha$ ) = 5%, simultaneously organizational culture, work environment and creativity have a positive and significant effect on employee performance. This means that if there is an increase in the variables of organizational culture, work environment and creativity, performance will improve. Thus, the hypothesis which states that organizational culture, work environment and creativity simultaneously have a positive and significant effect on performance has been proven to be true. This means that the better the organizational culture, work environment and creativity, the better the employee performance at the Tuah Negeri College of Economics will be.

The results of this research also support previous research conducted by (Oktavia & Fernos, 2023), (Kasim et al., 2020) stating that organizational culture, work environment and creativity have a positive effect on performance, meaning that the better the organizational culture, work environment and creativity then directly employee performance will increase.

#### CONCLUSION

Based on the objectives, results and discussion, the conclusion of this article is to formulate a hypothesis for further research, namely:

1. Organizational culture has no effect on performance.
2. The work environment has no effect on performance.
3. Creativity has a positive and significant effect on performance.
4. Organizational Culture, Work Environment and Creativity have a positive and significant effect on Performance.

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