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The relationship between organizational culture and creativity of employee performance at the education and culture office, West Halmahera Regency, Indonesia

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Abstract

This study aims to obtain the results of the analysis and interpretation of (1) the relationship between organizational culture and the performance of the employees of the Education and Culture Office of West Halmahera Regency; (2) the relationship between creativity and the performance of the education and culture office employees of West Halmahera Regency; (3) The relationship between organizational culture and creativity together with the Employee Performance of the District Education and Culture Office. West Halmahera. The research method used is quantitative methods with data collection techniques through questionnaires. The data testing technique uses the validity test and the reliability test. The data were analyzed using normality and linearity tests. Verification of the relationship hypothesis was tested with correlation techniques and for the relationship together using regression analysis and multiple correlation. The results of the analysis show that: (1) Organizational Culture is positively related to the Employee Performance of the District Education and Culture Office. West Halmahera, accepted; (2) Creativity is positively related to the employee performance of the district education and culture Office. West Halmahera, accepted; and (3) Organizational culture and creativity collectively have a positive relationship with the employee performance of the district education and culture office. West Halmahera, accepted so that it can be concluded that the performance of the employees of the West Haalmahera Regency education and culture office can be improved by maintaining and implementing the values of organizational culture and creativity.

Keywords: Organizational culture, creativity and performance

1. Introduction

Good governance (good governance) is the most highlighted thing in the management of public administration today. The demands made by the community on the government to carry out good governance go hand in hand with increasing public knowledge. The journey of the bureaucracy in Indonesia so far has not been able to provide maximum and professional services, the bureaucracy has not been able to completely eradicate the various negative stigmas that have been attached by society, namely convoluted, rigid, exclusive, and a place for abuse of authority. This condition is the main factor causing the unsuccessful performance of the bureaucracy in achieving good governance bureaucracy. The performance of government agencies is increasingly in the spotlight, and people are starting to demand a lot of value for the services provided by government agencies. This demand was expressed because the community was not satisfied with the quality of government bureaucratic services.

The problem that always colors government organizations is the low employee performance. Employee performance will not develop if the organizational culture that shapes or influences the overall work character cannot be adjusted to the individual character which includes knowledge and skills and self-awareness. In this condition the organization will be faced with success or failure. This can be understood because the organizational culture is not accepted which results in stress which in turn hinders employee performance.

Several cultural aspects that affect the ineffectiveness and efficiency of the smooth implementation of tasks for government officials, including: paternalistic culture, closed management culture and ABS culture (as long as you are happy), family culture and nepotism and so on (Ernawan, 2019: 6) [7].

A strong culture with positive values is initially intended to reinforce the core values of the organization, but when it shifts from its core to a strong culture with negative values, it will actually prevent an organization from experiencing change.

Sopiah (2017: 127) also states that there are two camps related to organizational culture. The first camp holds the view that organization is a culture and the second camp believes that organization has a culture. The first camp thinks that organization is the result of culture. Therefore this flow emphasizes more on descriptive explanations of an organization. Conversely, the second stream emphasizes the factors that cause culture in the organization and its implications for the organization, for example by taking a managerial approach. This second stream is more appropriately applied in the interests of the organization because the emphasis is on the importance of culture as a variable that can affect organizational effectiveness. Therefore, organizational culture seems to have an influence on how an employee carries out his duties and responsibilities, so it is concluded that a strong culture will have a big influence on the behavior of its members because the level of togetherness and high intensity creates an internal atmosphere in the form of high behavioral control. One of the specific results of a strong culture is to create a high agreement between members about what the organization believes (cohesiveness, loyalty and organizational commitment). The government in this case has tried to respond to the demands of society by trying to improve the performance of various government organizations so that these efforts are expected to be able to answer and fulfill the aspirations and demands of the community through various improvements to the work system and increase the quality of human resources. However, it turns out that what is expected has not been fully achieved.

The Department of Education and Culture of West Halmahera Regency, as a government agency responsible for regulating and supervising educational activities, is not free from the problem of sub-optimal performance in relation to organizational culture and work creativity. This spotlight is directed by the community towards government agencies, especially the West Halmahera Regency Education and Culture Office because they consider that the performance of employees as public servants is not optimal, one of which is public services that are still low because most of the employees live in areas outside of Kab. West Halmahera which can only be reached by sea transportation so that climate and weather also have a role in employee delays in providing services, employees who do not carry out their duties as expected, completion of tasks that are not on time, completion of work that is not in accordance with a predetermined work plan.

Likewise, the problem of organizational culture and creativity will determine how high the employee's performance is. It is impossible that the performance will increase if the organizational culture as a system that forms the overall work order is not in good condition. If it is related to employee work creativity, it can be said that high performance is impossible to achieve if work creativity is low. On the other hand, it is also often found that employee creativity is quite high but often cannot be implemented because it is not supported or accepted by management.

Therefore, researchers feel the need to conduct a study of organizational culture and creativity in relation to employee performance.

The purpose of this study is to obtain the results of the analysis and interpretation of:

1. The relationship between organizational culture and employee performance at the Education and Culture Office of West Halmahera Regency.
2. The relationship between creativity and employee performance at the Education and Culture Office of West Halmahera Regency.
3. The relationship between organizational culture and creativity together with the performance of employees at the Education and Culture Office of West Halmahera Regency.

2. Literature Review

2.1 Performance concept

Wibowo (2011: 7) ^[26] states that performance comes from the notion of performance which means work results including how the work process takes place. In this case, performance is the result of work that has a strong relationship with the organization's strategic goals, satisfaction and contributes to the achievement of organizational goals. Thus, performance covers the implementation of work and the results achieved from the work, including what to do and how to do it.

Payaman (2011: 33) ^[15], "performance is the level of achievement of results for the implementation of certain tasks". He stated that performance is the level of achievement of results in order to achieve goals. Performance is seen as an overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group.

Dessler (2015: 122) ^[4] argues that performance (work performance) is the actual achievement expected of employees. Expected work performance is standard performance that is formulated as a reference so that employee performance can be seen in accordance with the position compared to the standards made. In addition, it can also be seen the performance of these employees against other employees. The results of research on public sector performance conducted by Kewo (2017) ^[11] found that performance has an effect on local government accountability.

Davis (2011: 93) ^[5] states that performance is the appearance of a person's ability to produce something that is reflected in the work results. The ability of an employee / worker appears in the performance that can be achieved because that is where the ability of the employee / worker can be measured. According to Wahyudi and Akdon (2017; 116) ^[28], effectiveness can also be interpreted as the ability to choose the right goals or the right equipment to achieve the goals that have been set. The success of employee performance is strongly influenced by many factors, and each of these factors is related to one another. Information about employee performance and the factors that influence employee performance is very important to know. According to Mangkunegara (2012: 13, 14) the factors that influence performance achievement are the ability factor and the motivation.

2.2 The concept of organizational culture

Every organization certainly has a culture that affects all aspects of the organization and the behavior of its members individually and in groups. Wirawan (2015: 10) ^[27] states "organizational culture as norms, assumed values, beliefs, philosophy, organizational habits and so on (cultural content) developed by founders, leaders and members of the organization which are socialized and taught to new members and applied in activities organization thus influencing the mindset, attitude and behavior of organizational members in producing products, serving consumers and achieving goals. This organizational culture is a characteristic of the organization, not the individual members. If the organization is equated with humans, then organizational culture is the personality of the organization. However, organizational culture shapes the organizational behavior of its members, even the behavior of organizational members as individuals.

According to Sarplin in (Wahab, 2017: 12) ^[25] "organizational culture is a system of values, beliefs and habits in an organization that interact with the norm system structure to produce norms of organizational behavior". These are organizational values that can be understood and practiced according to the applicable rules where the place does the job well.

2.3 The concept of creativity

One of the reasons why government agencies in Indonesia have not made significant progress is due to the presence of management and implementing officials who have limitations in sparking new innovations in the form of ideas or ideas. In this condition, the government does not apply the principle of the right man on the right place, so that in the end it has an effect on the work pattern of the monotonous standard system which is not creative. Even though modern society today wants various variations and new breakthroughs, especially concerning public services (Akbar A, Muh. Firyal, (2017; 96) ^[2].

This creativity is important because basically every organization is heterogeneous and has multiple complexities in which there are various educational backgrounds, abilities and cultures. Tilaar (2002: 24) ^[23] states that creativity is an intellectual ability or skill that a person has in creating or producing new concepts, breakthroughs, ideas or ideas that can be used to improve the performance of both individuals and groups in an effort to achieve organizational goals.

The results of Wutantor's research (2009: 138) concluded that employee work behavior and morale had a positive or strong relationship with employee performance at the Secretariat of West Java Province with a high and significant degree of relationship. Dunggio's research results (2020: 79) say that organizational culture greatly affects employee performance in carrying out work responsibilities. Siska's research results (2011: 92) say that work behavior has a positive relationship with employee performance with a high degree of relationship. A conducive work climate followed by optimal employee performance.

Based on the above framework, the research hypothesis is formulated as follows:

1. There is a relationship between organizational culture and employee performance at the Education and Culture Office of West Halmahera Regency.
2. There is a relationship between creativity and employee performance at the Department of Education and Culture of West Halmahera Regency.
3. There is a relationship between organizational culture and creativity together with the performance of

employees at the Education and Culture Office of West Halmahera Regency.

3. Research Method

The method used in this research is a survey method with a quantitative research approach, where quantitative is defined as a research approach based on the positivist philosophy, used to research on certain populations or samples, the technique of taking is generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical in nature with the aim of testing the predetermined hypothesis (Sugiyono, 2016: 11).

This study aims to describe all variables, namely the independent variable, organizational culture symbolized by (X1), creativity variable (X2), and the dependent variable is employee work performance (Y). This research was conducted on employees in the Education and Culture Office of West Halmahera Regency. When the research was carried out in September-December 2018, the population of this study were all employees at the Office of Education and Culture of West Halmahera Regency with the population unit consisting of 90 employees consisting of structural and functional staff, namely supervisors. Supervisors are considered heterogeneous because they have the same values and characteristics in improving employee performance. In this study, the researchers determined 30 people as the subject of testing the instrument and 60 people as subjects. This study is a population research.

In this study, three types of data are needed, namely: (1) data on employee perceptions of organizational culture (variable X1), (2) data on employee perceptions of work creativity (variable X2), (3) data on employee perceptions of employee performance (variable Y).

To obtain data, a type of questionnaire was used which according to Sugiyono, (2016: 193) questionnaire is a data collection technique carried out by giving a set of questions or written statements to respondents to answer, where the questions in the questionnaire are adjusted to the indicators - indicators specified for each research variable.

The answers to the questions selected by the respondents in the questionnaire were given weight (score) for both the variables of organizational culture, creativity and employee performance. Tabulation is done by giving a score to the respondent's answers in a row, which are as follows; 1, 2, 3, 4, 5. To complement the primary data, it is necessary to collect secondary or supporting data in this study which is sourced from the data documents of the Education and Culture Office of West Halmahera Regency. The validity test is carried out using the Statistical Product and Service Solutions (SPSS) Program version 24. Furthermore, the basis for decision making is that if the value of $r_{count} > r_{tabel}$ is said to be valid otherwise if the value of $r_{count} < r_{tabel}$ is invalid.

Then the way to find the r_{tabel} value with $N = 30$ at 5% significance in the distribution of the r_{tabel} statistical value, the r_{tabel} value is obtained at 0.361. Based on the description above, the results of the validity test can be seen in table 3.6, the summary of the validity tests X1, X2, and Y. Based on the results of the validity test, it appears that each question item has high validity, it can be concluded that the instruments of organizational culture, creativity and employee performance can be used in this study and are declared valid. The results of the reliability test using the SPSS version 24 program for the organizational culture variable instrument showed that the results of the guttman split-half coefficient of 0.987 showed that the organizational culture variable instrument X1 was declared reliable.

4. Result and Discussion

4.1 The relationship between organizational culture and employee performance

Based on the results of the data analysis, the research hypothesis which states that organizational culture is

positively related to employee performance is acceptable. The data analyst gave the results of the relationship between organizational culture (X1) and employee performance (Y) of 0.000 and the T-count value of 2.121 which was greater than the T-table value of 0.2500.

Table 4.1: Anova Linearity Test Table X1 to Y

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Organizational Culture	Between Groups	(Combined)	380.192	17	22.364	.630 .848
		Linearity	5.957	1	5.957	.168 .684
		Deviation from Linearity	374.234	16	23.390	.659 .816
	Within Groups		1491.058	42	35.501	
	Total		1871.250	59		

Organizational culture is a characteristic of an organization, not its individual members. If the organization is equated with humans, then organizational culture is the personality of the organization. However, organizational culture shapes the organizational behavior of its members, even the behavior of organizational members as individuals. In line with that Wirawan (2009: 10) states "organizational culture as norms, assumed values, beliefs, philosophy, organizational habits and so on (cultural content) developed by founders, leaders and members of the organization which are socialized and taught to new members and applied in organizational activities so as to influence the mindset, attitudes and behavior of organizational members in producing products, serving consumers and achieving goals". So that based on linear regression analysis, it can be explained that employee performance (Y) is influenced by organizational culture (X1). With the meaning that the increasing organizational culture (X1), the employee performance will also increase (Y).

This effect based on the t test statistic was significant. The results of this data analysis explain that organizational culture has a positive influence while making a significant

contribution to employee performance. For this reason, organizational culture must be applied effectively and efficiently, so that it can achieve predetermined organizational goals, because to achieve predetermined goals one of the things that needs to be considered is the implementation of the application of organizational culture, with the implementation of organizational culture effectively and efficiently. then the goals that have been determined will be easily achieved. Therefore the hypothesis which states that organizational culture is positively and significantly related to the performance of employees at the education and culture office of West Halmahera Regency is accepted.

4.2 Relation of Creativity with Employee Performance

Based on hypothesis testing, it is found that there is a relationship between creativity and employee performance. This means that the higher the creativity, the better employee performance. Thus the hypothesis that there is a positive relationship between creativity and employee performance can be accepted.

Table 4.2: Anova Linearity Test X2 to Y

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Creativity	Between Groups	(Combined)	564.566	19	29.714	.910 .575
		Linearity	23.076	1	23.076	.706 .406
		Deviation from Linearity	541.490	18	30.083	.921 .560
	Within Groups		1306.684	40	32.667	
	Total		1871.250	59		

This effect is based on the t-test statistic, it is known that the significance value is 0.000 and the T-count value of 3.991 is greater than the T-table value of 0.2500. Since the probability (0.000) is much smaller than 0.05, this regression model can be used to predict employee performance. Or it can be said that creativity has a significant effect on employee performance and cannot be ignored.

The results of this analysis explain that creativity makes a significant contribution to employee performance. Theoretically, if employees have low creativity, namely about self-confidence, integrity, compassion and intuition, then they do not have a good performance according to their needs and are also not in accordance with what is expected.

In relation to performance, creativity has a very important role in improving employee performance, because to achieve good performance, one of the things that needs to be considered is the creativity of an employee. With high

creativity, it can develop the potential of the organization properly, in order to increase performance optimally. This is more clearly stated by Simamora (2001: 68) stating that in order for an organization to function effectively and in accordance with organizational goals, the organization must have good employee performance, namely by carrying out its duties in a reliable manner.

In line with the above statement, employees are required to have creativity in accordance with the standards of an organization that is completely integrated with employee performance, in this case employees must have the ability to master props supported by mastery of technology, the ability to describe and explain the function of each props, the ability to control, the ability to create something that can be interesting, not monotonous at work, can understand the conditions of work, and is able to involve colleagues in the context of interactive dialogue. For this reason, the increase in creativity has a very positive effect on improving

employee performance, this is evidenced by the results of data analysis which show that the significant value of the relationship between creativity and employee performance is 0.000 less than $\alpha = 0.05$ and the value of T count 3.991 is greater than the value of T table 0.2500. Therefore the hypothesis which states that creativity is positively and

significantly related to the performance of employees at the education and culture office of West Halmahera Regency is accepted.

4.3 Organizational Culture and Creativity Together with Employee Performance

Table 4.3: The coefficient of determination and correlation coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.655 ^a	0.429	0.409	6.336	0.429	21.422	2	57	.000

a. Predictors: (Constant), Kreativitas, Budaya Organisasi

Based on the output from the results of data analysis, it is found that there is a relationship between organizational culture and creativity with employee performance. And this means that in improving employee performance, there must be collaboration between organizational culture and creativity in order to facilitate the process of achieving predetermined goals. Because to improve employee performance, there are several factors that need to be applied, as stated by Mangkunegara (2011: 13, 14) ^[12], the factors that affect performance achievement are the ability factor and the motivation factor. Meanwhile, the opinion of Henry Simamora (2018: 129) ^[18] states that performance is influenced by three factors, namely: 1). Individual factors consisting of: Ability and expertise, background, demographics. 2). Psychological factors consisting of: Perception, Attitude, Personality, Learning, Motivation. 3). Organizational factors consist of: Resources, Leadership, Awards, Structure, Job design.

5. Conclusion and Recommendation

5.1 Conclusion

Based on the results of research and discussion the researchers concluded as follows:

1. There is a positive relationship between organizational culture and employee performance. So it can be concluded that when the organizational culture is implemented properly, it will have a positive and significant impact on the performance of employees at the West Halmahera education and culture office. This conclusion is based on the results of research which shows the significance value for the relationship between variable X1 and variable Y is equal to 0.000 and the value of tcount 2.121 is greater than the value of ttable 0.2500.
2. There is a positive relationship between creativity and employee performance. This means that high employee creativity will have a positive and significant effect on employee performance in the education and culture office of West Halmahera Regency. In accordance with the results of research which shows that the significance value for the relationship between variable X2 and variable Y is equal to 0.000 and the value of tcount 3.991 is greater than the value of t table 0.2500.
3. There is a positive relationship between organizational culture and creativity together with employee performance. This means that organizational culture and creativity are both important and play a role in improving the performance of employees at the education and culture office of West Halmahera Regency. In accordance with the results of research which shows that the significance value for the

relationship between the variables X1 and X2 together with Y is equal to 0.000, which is smaller than 0.05 and the F count value of 21.422 is greater than the F table value of 2.760. Then the results of the coefficient of determination show that the value of R Square is 0.429, this means that the relationship between organizational culture and creativity together with the performance of employees in the education and culture office of West Halmahera Regency is 43% and 57% is influenced by other factors.

6. Recommendation

Based on the results of research carried out at the West Halmahera Regency Education and Culture Office, the following suggestions are given:

1. The Head of Service is expected to be able to apply an organizational culture in carrying out his leadership that is tailored to his duties and functions, and to always build good communication with employees in order to improve employee performance.
2. Employees should further increase their creativity, and always build good communication between fellow employees and leaders and always try to increase their potential, in order to improve performance.

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