

Effect of Organizational Culture on Employee Performance of MSMEs With Creativity And Motivation as Mediation Variables

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Abstrak

Budaya yang terus berkembang dalam organisasi dari tahun ke tahun tanpa disadari memiliki beberapa kesenjangan yang berkaitan dengan kinerja sehingga dapat berdampak ke dalam kreatifitas dan motivasi. Penelitian ini bertujuan untuk mengetahui pengaruh organizational culture terhadap employee performance usaha mikro kecil dan menengah di kabupaten Klaten dengan creativity dan motivation sebagai variabel mediasi. Metode yang digunakan dalam penelitian ini adalah metode kuantitatif, dalam pengumpulan data menggunakan kuisioner yang disebarkan kepada masyarakat kabupaten Klaten. Sampel yang diambil sebanyak 150 responden dengan teknik accidental sampling. Hasil penelitian ini menyatakan bahwa organizational culture berpengaruh positif signifikan terhadap employee performance, organizational culture berpengaruh positif signifikan terhadap creativity, creativity berpengaruh positif signifikan terhadap employee performance, organizational culture berpengaruh positif signifikan terhadap motivation, motivation berpengaruh positif signifikan terhadap employee performance, creativity dapat memediasi organizational culture terhadap employee performance, motivation dapat memediasi organizational culture terhadap employee performance.

Kata Kunci: *budaya organisasi, kinerja karyawan, kreativitas, motivasi*

Abstract

The culture that continues to develop within the organization from year to year unknowingly has several performance gaps that can impact creativity and motivation. This study aims to determine the effect of organizational culture on employee performance of micro, small and medium enterprises in Klaten Regency with creativity and motivation as mediating variables. The method used in this study is quantitative, collecting data using a questionnaire distributed to the people of Klaten Regency. Samples were taken from as many as 150 respondents with an accidental sampling technique. The results of this study state that Organizational Culture has a significant positive effect on employee performance, Organizational Culture has a significant positive effect on Creativity, Creativity has a significant positive effect on Employee Performance, Organizational Culture has a significant positive effect on Motivation, Motivation has a significant positive effect on Employee Performance, Creativity can mediate Organisational Culture on Employee Performance, Motivation can mediate Organizational Culture on Employee Performance.

Keywords: organizational culture, employee performance, creativity, motivation

Introduction

Currently, many researchers are interested in studying and discovering the role of organizational culture in company success. Organizational culture is an important topic and is believed to be effective in encouraging the growth of the business world in Indonesia. Its influence is increasingly being felt in a modern digitalization environment that is increasingly advanced and fast. The influence was causing changes in cultural metamorphosis. In its development, companies need a unique organizational culture to act as a superior resource and become a source of competitive advantage. At this time, the organization must have an organizational culture that distinguishes it from similar organizations.¹ Organizational culture is reflected through employees' perceptions of the work climate and habits that have been going on for a long time, thus creating employee perceptions of the characteristics of an organization's culture. In other words, organizational culture is a shared perception by all members.²

In its development, awareness of the role of organizational culture in company sustainability still needs to be developed. A conducive organizational culture is expected to be able to optimize all organizational resources to impact employee performance. Organizational culture has an essential role in

improving employee performance. Organizational culture can be interpreted as an adhesive tool that can form closer organizational groups, becoming a positive energy that can bring more organizations in a better direction.³

Based on several studies, organizational culture and employee performance are mutually affiliated, which can be applied to business actors. Being an entrepreneur is not only examined in terms of culture and performance but requires creativity or encouragement to be more advanced than before. Several studies, such as Kawiana⁴, and Wambug,⁵ show that organizational culture positively impacts employee performance. However, Sabuhari⁶ and, Nusari⁷ stated that organizational culture did not affect Employee Performance. These findings indicate a research gap between Organizational Culture and Employee Performance.

Based on the perspective of organizational behavior theory, organizations are essentially not independent, formed from various elements such as organizational structure, organizational design, and organizational culture, and actively interact with the environment in which the organization operates.⁸ That way, it can be interpreted that the ownership of organizational cultural values by its members can be different and have its

¹ Muchlas, *Perilaku Organisasi* (Yogyakarta: Gadjah Mada University Press, 2008).

² Muhammad Ras Muis and Muhammad Fahmi, 'Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan', 1.1 (2018), 9–25.

³ Andy Christian, 'Gaya Kepemimpinan Dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan', *Ceramics - Technical*, 1.40 (2014), 92–95.

⁴ I Gede Putu Kawiana, 'The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment towards Employee Performance', *International Research Journal of Management, IT and Social Sciences*, 2018, 35–45 <<https://doi.org/10.21744/irjmis.v5i3.666>>.

⁵ Lydiah Wairimu Wambugu, 'Effects of Organizational Culture on Employee Performance (Case Atik Syariah, Faqih Nabhan

Study of Wartsila -Kipevu Ii Power Plant)', *European Journal of Business and Management Online*, 6.32 (2014), 80–93.

⁶ Rahmat Sabuhari and others, 'The Effects of Human Resource Flexibility, Employee Competency, Organizational Culture Adaptation and Job Satisfaction on Employee Performance', *Management Science Letters*, 10.8 (2020), 1777–86 <<https://doi.org/10.5267/j.msl.2020.1.001>>.

⁷ Mohammed Nusari and others, 'The Impact of Project Management Assets and Organizational Culture on Employee Performance', *International Journal of Management and Human Science (IJMHS)*, 2.3 (2018), 15–26.

⁸ I Wayan Bagia, *Perilaku Organisasi* (Yogyakarta: Graha Ilmu, 2015).

characteristics and uniqueness. It will be able to determine the strength or weaknesses of the organizational culture. Thus, the impact of organizational culture on employee performance also depends on the effectiveness of implementing organizational values.⁹

The study can impact the performance of micro, small and medium enterprises (MSMEs), and examine the role of creativity and motivation in attracting corporate organizational culture so that it effectively increases performance.

The researchers studied MSMEs actors in Klaten district who were engaged in the craft sector. Klaten Regency, with the majority of its people, has quite potential industrial sites in several of its sub-districts.¹⁰ The population in this study are MSMEs actor located in Klaten district, around 55,155. Of these, around 531 people are engaged in micro, small to medium enterprises in the craft sector. This research was conducted for one month by visiting and observing handicraft business actors in Klaten Regency.

Some of the research problems that will be resolved in this study are how to manage organizational culture to improve employee performance. This effort is carried out by optimizing the role of creativity and employee motivation to produce high employee performance. Creativity and motivation that employees successfully create are expected to be important steps so that organizational

culture can be effective and work well to produce employee performance.

Literature review

There are several reviews of the results of research on Organizational culture. According to some experts, cooperation between employees needs to be directed toward specific goals, which helps achieve the company. This goal serves as a direction so the cooperative relations within each organization have a specific purpose that must be achieved through this cooperation.¹¹ The integrity of the organization's members plays an important role in the effectiveness of achieving organizational goals.

Organizational culture can be defined as expectations, expectations, and rules that benefit organizational members who share an identity about the organization through teamwork, optimism, information flow, employee involvement, and facilitating the organization's collective commitment to service, values, and rewards.¹²

A study shows that a conducive work environment and organizational culture are essential in encouraging and advancing the quality of employee performance.¹³ Through the encouragement of organizational culture, an employee will have a high way of working and work habits to create the future performance.

Through thought and encouragement, as well as a fun work environment, the ability of employees will be more advanced so that they

⁹ Bernhard Tewal and others, *Perilaku Organisasi* (Bandung : CV.Patra Media Grafindo, 2017).

¹⁰ Asep Saepul Hamdi and E. Bahrudin, *Metode Penelitian Kuantitatif Aplikasi Dalam Pendidikan*, ed. by Azwar Anas, 1st edn (Yogyakarta: Yogyakarta : CV Budi Utama, 2014).

¹¹ Tewal and others.

¹² Hussein Fattah, 'Kepuasan Kerja Dan Kinerja Pegawai', *Yogyakarta: Elmatara*, 2017; Rizal Nabawi,

'Pengaruh Lingkungan Kerja, Kepuasan Kerja Dan Beban Kerja Terhadap Kinerja Pegawai', *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2.2 (2020), 170–83; Hesi Eka Puteri, Anne Putri, and Sandra Dewi, 'Determinants of Extra-Role Behaviour of Lecturers in Islamic Higher Education', *Jurnal Keilmuan Manajemen Pendidikan*, 7.02 (2021), 123–36
<<https://doi.org/10.32678/tarbawi.v7i02.4369>>.

¹³ 'Budaya-Organisasi'.

have high creativity. Someone is said to have a high creative capacity when someone can get and integrate new ideas and thoughts that are original and in a combination of new ways of working.¹⁴

The Impact of Organizational Culture and Employee Performance

Organizational culture is a unit that can improve employee performance. Today's organizations often face high dynamics of change that can present significant opportunities and challenges for corporate actors to achieve the organization's strategic goals.¹⁵ A conducive organizational culture will encourage an effective work attitude.¹⁶ This effective work attitude is needed to improve performance.¹⁷ This conducive culture will affect all employees. Together, all members of the organization will follow the work culture. Those who do not follow the culture will be seen as strange and different from other members of the organization, which is undesirable personally and as a group.¹⁸ Thus, a conducive organizational culture will encourage increased employee performance individually and as a group. Based on the above arguments, a hypothesis can be formulated as follows.

H1: *Organizational culture has a positive effect on employee performance.*

The impact of Organizational Culture and Creativity

A conducive organizational culture allows members of the organization to have a healthy environment to work in and be creative.¹⁹ Employee creativity requires the support of many parties, which not only comes from within a person and requires a work environment that allows one to explore oneself easily. A good work culture provides opportunities to try new things and seek and apply new ways of working.²⁰ One's creativity has the consequence of the emergence of new things, which are very likely to disturb the establishment. Good organizational culture allows for the creation and implementation of new things.²¹ Support and tolerance for changes resulting from creativity can occur with a conducive work environment and culture.²² Thus a good work culture, which is created in an organization, will be able to encourage one's creativity. Based on these arguments, the following hypotheses can be proposed:

H2: *Organizational Culture has a positive impact on creativity.*

¹⁴ Yayon Bahtiar Irianto, 'Kreativitas Dan Motivasi', 2003, 108–55.

¹⁵ Mohammad Jasim Uddin, Rumana Huq Luva, and Saad Md Maroof Hossain, 'Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh', *International Journal of Business and Management*, 8.2 (2012) <<https://doi.org/10.5539/ijbm.v8n2p63>>.

¹⁶ Kawiana.

¹⁷ Wambugu.

¹⁸ Ali Ibrahim Mohamed and Ahmed Ali Shiekh Abukar, 'The Impact Of Organizational Culture On Employees Performance Of Mogadishu Universities', *Open University of Tanzania*, 84.6 (2013), 487–92.

¹⁹ Seyyed Tajali, Ali Safania, and Seyyed Moosavi, 'The Relationship between Organizational Culture and Creativity in Physical Education Experts in University of Applied Science and Technology', *International Journal of Sport Studies*, 3.11 (2013), 1237–45.

²⁰ Chinonye Love Moses, Olokundun Maxwell Ayodele, and Akinbode Mosunmola and Agboola Mayowa Gbenga, 'Organizational Culture and Creativity in Entrepreneurship Teaching in Nigerian Secondary Education .Pdf (Research Journal of Applied Sciences, 2016); S Khan and M Mohiya, 'Determinants of SMEs Employees' Creativity and Their Impact on Innovation at Workplace', *Management Science Letters*, 10.16 (2020), 3865–72; Linda Ika Mayasari and Isthifa Kemal, 'Does Organisational Culture and Creativity Influence Principal's Decision Making?', *International Journal of Innovation, Creativity and Change*, 14.2 (2020), 625–39.

²¹ Moses, Ayodele, and Gbenga.

²² Negar Salehi Mobarakeh, 'The Relation between the Organizational Culture and Creativity of Managers and Experts of Khuzestan Physical Education Organization', *Procedia - Social and Behavioral Sciences*, 15 (2011), 3648–50 <<https://doi.org/10.1016/j.sbspro.2011.04.350>>.

The impact of Creativity and Employee Performance

Someone's creativity produces new things. These new things can take the form of new ways of working, systems, or products.²³ The company needs this creativity because the company faces dynamic pressure and high competition. High creativity provides support for the achievement of higher work results.²⁴ Thus high creativity can support employee performance.²⁵ Based on the above arguments, the following hypotheses can be proposed:

H3: *Creativity has a positive effect on Employee Performance.*

The impact of Organizational Culture and Motivation

Organizational culture plays an important role in providing support for someone to work.²⁶ A conducive work culture encourages a person to work more enthusiastically. Work atmosphere and culture have a positive influence on one's work enthusiasm.²⁷ Thus a better organizational culture will encourage employee motivation.²⁸

²³ I Komang Indrajita, A.A Ngr. Gede Sadiartha, and I Gede Aryana Mahayasa, 'Pengaruh Kreativitas Dan Inovasi Terhadap Kinerja Karyawan Pada PT. Tohpati Grafika Utama Denpasar', *Widya Amrita*, 1.1 (2021), 1–13 <<https://doi.org/10.32795/widyaamrita.v1i1.1142>>.

²⁴ Amanda Carolina Lakoy, 'Pengaruh Komunikasi, Kerjasama Kelompok Dan Kreativitas Terhadap Kinerja Karyawan Pada Hotel Aryaduta Manado', *Jurnal EMBA*, 3.3 (2015), 981–91.

²⁵ Evans Sokro, 'Analysis of the Relationship That Exists Between Organisational Culture, Motivation and Performance', *Problems of Management in the 21st Century*, 3.1 (2012), 106–19 <<https://doi.org/10.33225/pmc/12.03.106>>.

²⁶ Edgar H Schein, 'Organizational Culture and Leadership', Chapter 13, 2004, 3–4; Geert Hofstede, *Culture's Consequences: International Differences In Work-Related Values* (Beverly Hills, CA: Sage Publications).

²⁷ Edgar H Schein, *Organizational Culture and Leadership* (John Wiley & Sons, 2010), II; Geert Hofstede, 'Dimensionalizing Cultures: The Hofstede Model in Context', *Online Readings in Psychology and Culture*, 2.1 (2011), 919–2307; Geert Hofstede, *Culture's Consequences*

Based on the above arguments, researchers proposed the following hypothesis.

H4: *Organizational Culture has a positive impact on Motivation*

The impact of Motivation and Employee Performance

Working with high motivation allows a person to produce new, higher achievements. Work environment and motivation are two factors that are considered relatively large in driving employee performance. The company requires high employee performance.²⁹ The more employees with high performance, the more company productivity will increase; as a result, the company will be able to survive in world competition.³⁰ In order to improve this performance, employees need to work with high motivation to achieve work targets.³¹ Thus, high work motivation will encourage employees to work with outstanding achievements and performance.³² Based on the above arguments, the following hypothesis can be put forward:

H5: *Motivation has a significant impact on Employee Performance.*

Comparing Values, Behaviors, Institutions and Organizations Across Nations, 2nd edn (CA: Sage Thousand Oaks).

²⁸ Anatalia Renah and Prof Djoko Setyadi, 'The Influence of Organizational Culture, Working Environment and Educational Training on Motivation and Performance of Government Employees at West Kutai Regency East Kalimantan', *Journal of Business and Management*, 6.30 (2014), 182–92.

²⁹ Yuan Badrianto and Muhamad Ekhsan, 'The Effect of Work Environment and Motivation on Employee Performance of Pt. Hasta Multi Sejahtera Cikarang', 1.1 (2019), 64–70.

³⁰ Achmad Rozi and Denok Sunarsi, 'The Influence of Motivation and Work Experience on Employee Performance at PT. Yamaha Saka Motor in South Tangerang', *Jurnal Office*, 5.2 (2020), 65 <<https://doi.org/10.26858/jo.v5i2.13378>>.

³¹ Nnaeto Japhet Olusadum and Ndoh Juliet Anulika, 'Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Education', *Journal of Management and Strategy*, 9.1 (2018), 53 <<https://doi.org/10.5430/jms.v9n1p53>>.

³² Indrajita, Sadiartha, and Mahayasa.

The impact of Organizational Culture, Creativity and Employee Performance

A conducive organizational culture provides opportunities for employees to work creatively. Creativity requires the support of the work environment and culture, so everyone has enough space to elaborate on new things and try and use their findings. At the stage of implementing one's creative output, rejection will likely occur from several parties because creativity can disrupt stability. Organizational culture support is very important in conditioning the company's environment to make it easier for employees to be creative.

Employee creativity will produce new things, breakthroughs, products and services, and work systems. The organization needs these novelties as an important resource to achieve increased performance. Amidst the pressure of competitive dynamics, companies cannot just operate as usual. Changes in consumer tastes, markets, and competitors, require companies to act creatively. Creativity like this, in turn, will encourage increased organizational performance.³³ Based on the above arguments, the following hypothesis can be put forward:

H6: *Creativity mediates Organizational Culture on Employee Performance*

The impact of Organizational Culture, Motivation and Employee Performance

The role of human resources in an organization cannot be separated from its work environment and culture. Organizational culture can affect the professionalism of MSMEs employees because it can create relationships between employees and an attitude model for them to

work correctly and professionally in using the opportunities provided by the organization. The values adhered to in an organization make employees feel comfortable when working; organizational culture is an important strategy that is effective for organizations in encouraging the professionalism of employee performance.³⁴

A conducive organizational culture that has been well-developed encourages productive work behavior. Employees will be more enthusiastic about working because the work environment provides positive inspiration.³⁵ High work motivation, in turn, will improve employee performance. Thus, it can be concluded that a conducive work culture will increase employee motivation at work, and this high work motivation will further encourage increased employee performance. Based on the above arguments, a hypothesis can be formulated as follows:

H7: *Motivation mediates Organizational Culture on Employee Performance*

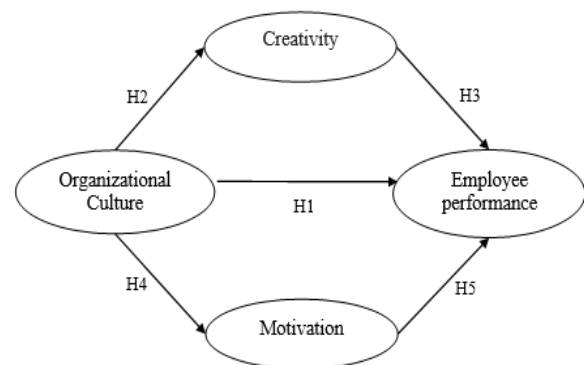


Figure 1. Research Framework

³³ Tajali, Safania, and Moosavi.

³⁴ Evi Wahyuni, 'Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Bagian Keuangan Organisasi Sektor Publik Dengan Motivasi Kerja Sebagai Variabel Intervening', 3 (2015), 2015.

³⁵ Dwi Suci Agustin, 'Analisis Pengaruh Budaya Organisasi, Gaya Kepemimpinan Terhadap Kinerja Karyawan Umkm Dengan Motivasi Kerja Sebagai Variabel Intervening', *IDEI: Jurnal Ekonomi & Bisnis*, 1.1 (2020), 8-18 <<https://doi.org/10.38076/ideijeb.v1i1.4>>.

Method

This quantitative study uses data analysis in the form of numerals or numbers. This study uses hypothetical verification logic with a deductive approach to derive hypotheses tested in the field.

This research was conducted at Micro, Small and Medium Enterprises (MSMEs) in Klaten district. The population in this study was taken from 531 MSMEs actors in the handicraft sector out of a total of 55,155 entrepreneurs in Klaten district. Of that amount, this study took 150 respondents as a sample.

The research data was taken incidentally or by chance. MSMEs in the field of crafts who met with researchers and felt suitable as respondents were used as respondents by providing questionnaires to be filled out. Sources data collected by researchers using primary data sources where data is collected directly by using a questionnaire given to respondents. In addition to using a questionnaire, the researcher also uses the Google form for digital media dissemination to make it easier for researchers to obtain data sources.

This study aims to determine the role of organizational culture on employee performance, with creativity and motivation as mediating variables. The data in this study are responses from MSMEs in the craft sector who filled out questionnaires directly or through the Google form, with as many as 150 respondents. The analytical tool used in this study is the IBM SPSS tool or Statistics Package For Social Science (which was later replaced with the term Statistics Product and Service Solutions).

Results and Discussion

Description of Respondent Data

The questionnaire and Google form that have distributed as many as 150 questionnaires to small and medium micro business actors in the craft sector, which include gender, age, business, last education, and length of time working in micro craft businesses along with the data obtained and can be seen:

Table 1. Respondents Data

Gender	Male	54%
	Female	46%
Age	20-30	48%
	31-40	5.3%
	41-50	14.7%
	51-60	32%
Business	Batik	24.7%
	Striated	8%
	Earthenware & ceramics	10%
	Handcraft	57.3%
Latest Education	SD	4%
	SMP	6%
	SMA/SMK	68.7%
	D3	4.7%
	S1	16.7%
Time	1-2 years	24%
	3-4 years	8.7%
	4-5 years	15.3%
	> 5 years	52%

Source: IBM SPSS Statistic Data, 2022

Classic Assumption Test

In this research, several classical assumption testing steps were carried out, as follows:

Table 2. Classic Assumption Test Results

Test	Result	Conclusion
Multicollinearity	The results of the tests carried out on the variables show each tolerance value. OC = 0,568, C = 0,613, M = 0,653 VIF OC = 1.760, C = 1632, M = 1.531	No multicollinearity problems

Test	Result	Conclusion
Heteroscedasticity	The sig value of each variable OC = 0.597, C = 0.573, M = 0.359	The independent variables in the study were declared as no heteroscedasticity problems
Normality	The results of the test with the obtained value sig 0.200 > 0,05	That the residual values are normally distributed

Source: IBM SPSS Statistic Data, 2022

Hypothesis Testing

In this study, two research models, regression analysis and path analysis are used to determine the effect of the intervening variables.

Table 3. Results of the t-test

Hypothesis	t _{test}	sig	result
H1 OC > Y	3.412	0,001	Accepted
H2 C > Y	4.811	0,000	Accepted
H3 M > Y	5.301	0,000	Accepted
H4 OC > C	8.807	0,000	Accepted
H5 OC > M	7.978	0,000	Accepted

Source: IBM SPSS Statistic Data, 2022

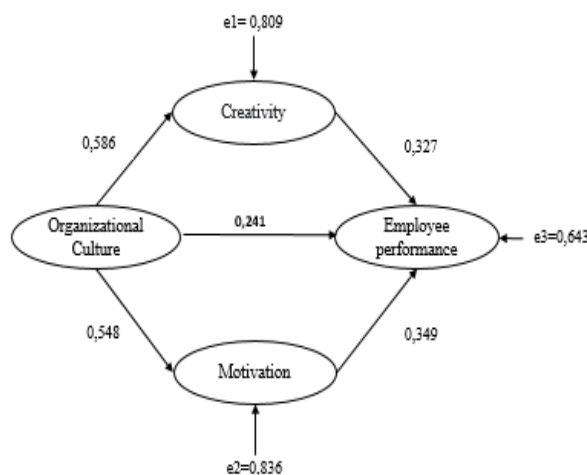


Figure 2. The result of Path Analysis

Table 4. The result of the Path Analysis Test

	Model	t _{test}	t _{table}	Result
H6	OC>Y>C	2.679	1.655	Mediation occurs
H7	OC>Y>M	4.384	1.655	Mediation occurs

Source: IBM SPSS Statistic Data, 2022

Discussion

Based on this study's regression and path analysis, the following explains the problem formulation and hypothesis testing.

Based on the significance test, it is known that Organizational Culture obtained a t-test of 3.412 with a significance value of 0.001. That way, the significance value is <0.05, so Organizational Culture significantly positively affects Employee Performance. Judging from these results, the x variable can influence the y variable, where Organizational Culture is needed so that it increases, and Employee Performance also increases. Culture is a habit that is always carried out daily by entrepreneurs. If a habit is good, the business actors' performance will improve. The results of this study are consistent with several previous researchers who argued that organizational culture has a significant positive effect on employee performance.^{36 37 38 39}

Based on the significance test, it is known that organizational culture with a t-test is 8.807 with a significance value of 0.000. Thus the significance value <0.05 means that organizational culture has a significant positive effect on creativity. Good habits will provide positive value to existing businesses so that they impact thoughts that always bring up new ideas, and so on. This study's results align with several other researchers, Moses and Tijali that

³⁶ Kawiana.

³⁷ Wambugu.

³⁸ Wambugu.

³⁹ Moses, Ayodele, and Gbenga.

Organizational Culture has a significant positive effect on creativity.^{40,41}

Based on the significance test, it is known that creativity with a t-test is 4.811 with a significance value of 0.000. That way, the significance value is <0.05 , so creativity significantly positively affects organizational culture. The research results show that a new idea is needed in entrepreneurship. The better one's creativity, the better employee performance can be. This research is in line with several other studies showing that creativity significantly affects employee performance.^{42,43}

Based on the significance test, it is known that organizational culture with a t-test is 7.978 with a significance value of 0.000. That way, the significance value is <0.05 , so organizational culture significantly positively affects motivation. Like the results of previous studies, organizational culture will be followed by high work motivation. A good culture will increase one's motivation to do business. This research is in line with several other studies that Organizational Culture significantly affects motivation.^{44, 45} Thus, H4 is accepted.

Based on the significance test, it is known that the effect of motivation on employee performance is obtained by a t-value of 5.301 with a significance value of 0.000. That way, the significance value is <0.05 , so motivation significantly affects employee performance. This study's results align with other studies that work environment and motivation is two factors that can significantly impact efforts to

improve employee performance.⁴⁶ So it can be concluded that motivation significantly affects employee performance, so H5 is accepted.

Furthermore, based on the data path analysis results, the direct or indirect effect and the total effect in this study can be seen. The effect of organizational culture on employee performance with creativity as a mediating variable. It is known that the t-test is 2.679 $>$ t table 1.655 (α) = 0.05, so creativity can mediate between organizational culture variables and employee performance. The effect of organizational culture on employee performance with motivation as a mediating variable. It is known that the t-test is 4.384 $>$ t table 1.655 (α) = 0.05, so motivation can mediate between organizational culture variables and employee performance.

Based on the results of the Sobel test with a t-test of 2.679 while t-table 1.655 with a significance level of 0.05, the t-test is greater than the t-table, it can be concluded that creativity can mediate the effect of organizational culture on employee performance. Good habits will also support good performance, and creativity directly influences performance.

Based on the results of the Sobel test with a t-test of 4.384 while t table 1.655 with a significance level of 0.05, the t-test is greater than t table, it can be concluded that motivation can mediate organizational culture on employee performance. The values adhered to in an organization cause employees to feel comfortable when working, and creating a

⁴⁰ Moses, Ayodele, and Gbenga.

⁴¹ Tajali, Safania, and Moosavi.

⁴² Mateus Ximenes and others, 'Entrepreneurial Leadership Moderating High Performance Work System and Employee Creativity on Employee Performance', *Cogent Business and Management*, 6.1 (2019), 1–12 <<https://doi.org/10.1080/23311975.2019.1697512>>.

⁴³ Indrajita, Sadiartha, and Mahayasa.

⁴⁴ I Wayan Manggis, Anik Yuesti, and I Ketut Setia Sapta, 'The Effect of Career Development and Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village', *International Journal of Contemporary Research and Review*, 9.07 (2018), 20901–16 <<https://doi.org/10.15520/ijcrr/2018/9/07/553>>.

⁴⁵ Sokro.

⁴⁶ Badrianto and Ekhsan.

conducive organizational culture is an important orientation that is effective for organizations to encourage professionalism in employee performance.⁴⁷ This research is in line with other studies which state that organizational culture significantly affects employee performance mediated by motivation.⁴⁸

Conclusion

Based on the results of the analysis above, several conclusions can be drawn that an organization has the characteristics of its own organizational culture. An organizational culture carefully built and directed to become a conducive work culture can improve employee performance. Companies with a conducive organizational culture will encourage high work motivation and creativity in their employees. Employees will more easily come up with new ideas and ideas when the organizational culture supports them well. Furthermore, it is this high motivation and creativity which, in turn, will be able to improve employee performance optimally.

That way, through the stages in the research, it can be concluded that the results of all tests are an organizational culture that has a significant positive effect on employee performance, organizational culture has a significant positive effect on creativity, creativity has a significant positive effect on employee performance, organizational culture has a significant positive effect on motivation, motivation has a significant positive effect on employee performance, creativity can mediate organizational culture on employee performance, motivation can mediate organizational culture on employee performance.

⁴⁷ Wahyuni.

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