

## Analysis of Organizational Culture and Innovative Work Behavior on Employee Performance at Lippo Mall, Palangka Raya City

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### ABSTRACT

Research in the field of human resource management to improve the performance of organizational culture and Innovative Work Behavior. A strong organizational culture gives employees a sense of identity and pride, increasing their motivation and engagement. A culture that supports collaboration and teamwork encourages employees to work together more effectively, share information, and support each other. This research was conducted quantitatively and distributed questionnaires to 100 respondents who were LIPPO MALL employees. The results of research from statistical analysis using SPSS 22.0, stated that 76% of the roles of organizational culture and Innovative Work Behavior in improving performance are very important. Employees involved in IWB tend to be more active in seeking and developing new ideas to improve processes, products, or services. The implications of the results can be to implement an organizational culture system and implement Innovative Work Behavior properly and correctly. Future research can adopt participative leadership to improve employee performance

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## **INTRODUCTION**

High performance describes the employee's success and success in carrying out the responsibilities assigned to him and conversely low performance describes the employee's failure and lack of success in carrying out the duties and responsibilities assigned to him (Assoratgoon & Kantabutra, 2023). An employee is said to have high performance, if the specified workload is achieved and if he has high performance, if the specified workload is achieved and if the realization of work results is higher than specified. In an effort to improve employee performance in an organization or company, you must pay attention to organizational culture and innovative work behavior (Grover et al., 2022).

Organizational culture is a set of values, beliefs, norms, and practices that shape the way organizational members interact with each other and with external parties (Mikušová et al., 2023). In companies like Lippo Mall, organizational culture can be explained through the following aspects: Values and Beliefs: A company's core values and beliefs are the foundation of an organization's culture. At Lippo Mall, this can include a commitment to customer service, innovation, sustainability and social responsibility. Lippo Group is known for its values of integrity, professionalism and hard work, which are likely to be implemented in Lippo Mall operations.

Norms and Practices: Norms are unwritten rules about how employees should behave. Practices involve company procedures and policies. For example, Lippo Mall may have norms for providing fast and friendly customer service, as well as practices that encourage collaboration between departments. Communication and Leadership: The way information is conveyed and the leadership style adopted plays an important role in organizational culture. At Lippo Mall, communication is open and transparent, with leadership that supports and encourages innovation and employee development. Work Environment and Social Interaction: Organizational culture is also reflected in the physical and social work environment. Lippo Mall may create a modern and comfortable environment for employees and customers, as well as encourage positive social interactions through company events and activities (Zhen et al., 2021).

Adaptation and Innovation: How a company responds to change and innovates is also part of an organization's culture. Lippo Mall likely has a culture that encourages adaptation to market trends and new technologies to remain relevant and competitive. Work and Personal Life Balance: Many companies now prioritize balance between work and personal life to maintain employee well-being. Lippo Mall may have flexible policies or welfare programs to support this (Janićijević et al., 2018).

With a positive organizational culture, Lippo Mall can create a productive and satisfying work environment for employees, as well as provide an extraordinary experience for customers. Problems that arise related to organizational culture are the situation of employees arriving late, not coming to work for various reasons, such as illness, permission or without information and the tendency for employees to feel unhappy with the culture within the organization which can be seen from their daily performance. . Then he likes to

procrastinate work which then results in many complaints from parties external to the organization, for example complaints from customers or consumers (Strengers et al., 2022).

This complaint has a negative impact which shows that there are organizational values or norms that have not been implemented by employees. If it continues, this kind of behavior of employees who often postpone work can disrupt the system that has been implemented for a long time and will affect employee performance. In companies like Lippo Mall, a positive organizational culture can improve performance in various ways. For example, by emphasizing superior customer service, employees are more motivated to provide excellent service, which in turn increases customer satisfaction and loyalty. In addition, a culture that supports innovation can help Lippo Mall remain competitive by adopting new technologies and practices to meet changing market needs.

Thus, a strong and positive organizational culture not only improves the performance of individual employees but also the performance of the organization as a whole, enabling the company to achieve its strategic goals and maintain a competitive advantage.

## LITERATURE REVIEW

Organizational culture is defined as "the values that become handle human resources in carrying out their obligations and also behavior within the organization." These values will provide the answer whether an action is right or wrong and whether a behavior is advisable or No (Magsi et al., 2018). Organizational culture is a set of values, beliefs, norms, and practices that shape the way organizational members interact with each other and with external parties. This includes the attitudes, behavior and work ethic that develop within the organization and influence the way the organization functions and achieves its goals.

### Organizational Culture

In simple terms, organizational culture can be defined as "the way we do things here." This culture is formed from various elements such as vision, mission, values, organizational structure, policies and daily practices implemented in the work environment (Molina-Azorin et al., 2021). A strong organizational culture can motivate employees, increase productivity, and build a unique company identity.

Organizational Culture Indicators Several indicators that can be used to measure organizational culture (Garengo et al., 2022) include: 1. Values and Trust: The basic beliefs and principles adhered to by the organization. Examples: Honesty, integrity, innovation, teamwork. 2. Norms and Practices: Unwritten rules and customs that guide employee behavior. Examples: Dress code, communication ethics, how to deal with conflict. Leadership Style: The way leaders lead and manage an organization. Example: Participative leadership vs. authoritarian, transactional vs. transformational. 4. Communication: How information flows within the organization. Examples: Open and transparent, hierarchical and structured, informal vs. formal. 5. Organizational Structure: Setting hierarchies and roles in the organization. Example: Flat vs. hierarchical, departmentalization, work teams. 6. Rituals and Symbols:

Symbolic acts and routine activities that reinforce culture. Examples: Corporate events, employee awards, logos and branding. By understanding these indicators, organizations can evaluate and develop a better work culture, which is in line with their vision and mission and supports the achievement of strategic goals.

### **Innovative Work Behavior**

Innovative Work Behavior (IWB) is employee behavior that reflects the ability and willingness to introduce new ideas, processes, products, or procedures in their work. IWB involves efforts to produce and implement innovations that can increase organizational efficiency, effectiveness and competitiveness (Salehi, 2013). IWB can be divided into several main stages or components:

1. **Idea Generation: Observation and Opportunity Identification:** Employees observe problems, challenges, or opportunities in their work environment. **Creativity:** Employees use their creativity to generate new ideas and innovative solutions.
2. **Idea Promotion (Idea Promotion):** **Communication and Influence:** Employees convey and promote their ideas to coworkers and management. **Getting Support:** Employees try to get support and commitment from others to implement the ideas (Aftab et al., 2023).
3. **Idea Realization: Development and Testing:** Employees develop ideas into prototypes or more concrete concepts. Some factors that may influence IWB in the workplace include: **Individual:** **Intrinsic Motivation:** The internal desire to explore and create something new dan **Creativity and Skills:** An individual's ability to think creatively and have relevant skills. **Innovation Culture:** A work environment that encourages and supports experimentation and innovation. **Leadership:** Leaders who provide support and inspiration for innovation dan **Structure and Resources:** Availability of resources and flexibility in the organizational structure that enable innovation (Macke & Genari, 2019).

IWB is very important for organizations because, **increase Competitiveness:** Innovation enables organizations to remain relevant and competitive in a rapidly changing market. **Efficiency and Productivity:** New ideas can improve operational efficiency and productivity. **Problem Solving:** Innovation helps in finding new solutions to existing or emerging problems. **Employee Satisfaction:** Employees who are involved in innovative activities tend to feel more satisfied and motivated.

Implementation of Innovative Work Behavior in Companies to encourage IWB, companies can do the following, **Create a Supportive Environment:** Provide a space for employees to share ideas and experiment without fear of failure. **Training and Development:** Provide training to enhance employee creativity and innovative skills. **Rewards and Recognition:** Appreciate and recognize innovative contributions from employees. **Supportive Leadership:** Leaders who facilitate, support, and model innovative behavior (Khan et al., 2020). By adopting and encouraging Innovative Work Behavior, organizations can continue to adapt, develop and achieve success in the long term.

## Employee Performance

Organizational culture plays an important role in the overall performance of an organization. Here are some ways in which a strong and positive organizational culture can influence performance (Srirahayu et al., 2023):

1. Increase employee motivation and satisfaction. Engagement: A culture that supports and appreciates employees increases engagement and loyalty. Job Satisfaction: A positive work environment and appreciation of individual contributions increases job satisfaction.
2. Encourage Productivity and Efficiency. Effective Work Processes: A clear and structured culture facilitates efficient work processes. Collaboration and Teamwork: Values that support teamwork increase productivity through synergy and better coordination.
3. Helps Attract and Retain the Best Talent. Reputation: Companies with a good culture are often known as good places to work, attracting high-quality potential employees. Retention: Employees tend to stay longer at companies with a culture that supports their development and well-being.
4. Increase Innovation and Creativity. Innovation-Supporting Environment: A culture that values creativity and provides space for experimentation encourages innovation. Sharing Ideas: Open and collaborative communication facilitates the sharing of ideas and creative solutions.
5. Improve Service and Product Quality. Customer Focus: A customer-oriented culture ensures that customer needs and expectations are always prioritized. Commitment to Quality: Values that emphasize quality work resulting in superior service and products.
6. Strengthen the Company's Identity and Image. Internal and External Branding: A strong organizational culture forms a consistent and positive corporate identity, both in the eyes of employees and the public. Trust and Reputation: A good corporate image increases trust from customers, business partners and other stakeholders.
7. Reduce Conflict and Increase Compliance. Norms and Innovative Work Behavior: A clear and mutually accepted culture reduces the potential for conflict by setting clear expectations. Compliance with Policies: Employees are more likely to comply with policies and procedures if they feel the organizational culture is fair and consistent.
8. Increase Adaptability and Resilience. Response to Change: A flexible and adaptive culture allows organizations to more quickly and effectively respond to environmental changes. Organizational Resilience: Values that support resilience help organizations survive and thrive in difficult situations.

Integrating organizational culture and Innovative Work Behavior (IWB) to improve performance within the framework of Human Resources (HR) theory requires a strategic approach that combines various elements of management and employee development (Li et al., 2019). The following are steps and strategies that can be taken based on HR theories:

1. Recruitment and Selection. Selection of Appropriate Candidates: Hire employees whose values and behaviors align with the desired

- organizational culture. Use selection tools such as personality tests and competency-based interviews to assess candidate suitability. Emphasis on Creativity and Innovation: Look for candidates who have the ability to think creatively and experience in innovation.
2. Orientation and Onboarding. Introduction to Organizational Culture: In the onboarding process, introduce new employees to the core values, norms and practices of the organizational culture. Mentorship Program: Pair new employees with mentors who can guide them in understanding and adapting to the organization's culture and encourage innovative behavior.
  3. Training and Development. Training Program: Host training that focuses on developing innovative skills, such as design thinking, problem-solving, and creativity. Leadership Development: Train leaders to support an innovative culture by modeling desired behavior and creating a supportive environment.
  4. Performance Management. Innovative Performance Measurement: Integrate innovative performance indicators in the performance appraisal system. For example, assessments may include contributions to innovative projects, proposed new ideas, and implementation of creative solutions. Constructive Feedback: Provide constructive and supportive feedback to encourage employees to continue to innovate.
  5. Awards and Recognition. Reward System: Develop a reward system that rewards innovative behavior. This could be a bonus, monthly employee recognition, or public recognition. Non-Monetary Incentives: In addition to financial rewards, provide incentives such as conference opportunities, additional training, or promotional opportunities.
  6. Work Culture and Environment. Supportive Physical Environment: Create a work space that supports collaboration and creativity, such as a brainstorming room or open space for discussions. Open Culture: Encourage a culture where new ideas are valued and failure is seen as part of the learning process. This can be realized with open and transparent communication.
  7. Transformational Leadership. Inspiring Leaders: Transformational leaders play a key role in shaping organizational culture and driving IWB. They must inspire, provide a clear vision, and support employees in pursuing innovative ideas. Coaching and Mentoring: Leaders must be active in coaching and mentoring, helping employees develop innovative ideas and overcome obstacles.
  8. Talent Management. Talent Identification and Development: Identify employees who show innovative potential and provide them with special development opportunities, such as special projects or advanced training. Job Rotation: Use job rotation to provide employees with new perspectives and different experiences, which can encourage innovative thinking.
  9. Technology and Infrastructure. Adopt New Technology: Provide access to the latest technology that can help employees in the innovation process. Information Systems: Implement information systems that facilitate idea

sharing and collaboration, such as an idea management platform or internal forum.

### Conceptual Framework of Research

Framework is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating research hypotheses in the form of flowcharts equipped with qualitative explanations (Mutmainnah et al., 2022). The framework of thinking in a research needs to be stated if the research concerns two or more variables.

Based on the results of previous research that have been described, a research conceptual framework can be prepared as follows.

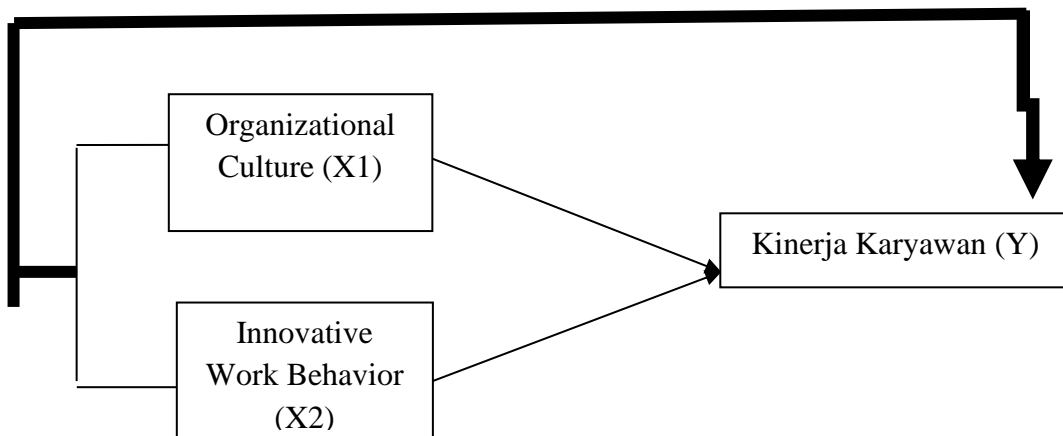


Figure 1. Research Conceptual

### Research Hypothesis

A hypothesis is a temporary answer to the problem formulation in a research study. In this research, the author made a hypothesis, namely:

1. It is suspected that organizational culture influences employee performance
2. It is suspected that innovative work behavior influences employee performance
3. It is suspected that organizational culture and innovative work behavior simultaneously influence employee performance

### METHODOLOGY

The type of research used in this research is a quantitative analysis method. The data was obtained directly in the research, by interviewing the respondents directly or with the help of a list of questions (questionnaire) that had been prepared in advance, while the respondents were 100 LIPPO MALL, Palangka Raya City. The instrument is carried out using a validity test, which is a test used to measure whether a questionnaire is valid or not, and a reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct (Uppathampracha & Liu, 2022). The statistical analysis tool used is SPSS 22.0 with an initial classical assumption test before the data is analyzed.

**RESULTS AND DISCUSSION**

Based on the statistical theory of linear models, only the related variables have a normality test distribution, while the dependent variable is assumed not to have a distribution function (Kristinae, 2021). The multicollinearity test aims to examine whether in the regression model a correlation is found between the independent variables (Nahan & Kristinae, 2020), to detect whether or not there is multicollinearity in the regression model seen from the tolerance value and its opposite Variance Inflation Factor (VIF).

Variable X and variable Y have a linear relationship or not, you can find out by looking at the calculated F value with the F table. If F count > F table the conclusion is that there is no linear relationship and vice versa if F count < F table the conclusion is that there is a linear relationship between variable X and variable Y. It is known that F count is 24.714 < F table is 3.90 so it can be concluded that there is a relationship which is linear between variable X and variable Y. Partial research results are as follows (Aref Puadi et al., 2023).

Table 1. Multiple Linear Regression Equation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.327	.214		1.012	.004
Organizational Culture (X1)	.574	.077	.518	3.839	.000
Innovative Work Behavior (X2)	.568	.068	.493	3.571	.000

a. Dependent Variable: Employee Performance (Y)

Source: Author, 2024

Based on the table above, a multiple linear regression model can be determined which is expressed in the form of the following equation:

$$Y = 0,327 + 0.574X1 + 0.568X2 + e$$

1. The constant value is positive which shows a positive influence on all independent variables (organizational culture and Innovative Work Behavior), so that if the independent variables increase, employee performance will increase.
2. The regression coefficient value for the organizational culture variable (X1) is positive, indicating that if the organizational culture variable increases, assuming the value of other independent variables is constant. Organizational culture (X1) has increased, so employee performance (Y) will increase assuming other variables have constant values.



3. The regression coefficient value of the Innovative Work Behavior variable (X2) is positive, which shows that if the Innovative Work Behavior variable (X2) increases, employee performance (Y) will increase assuming the other variables have constant values.

Table 2. T test (Partial)

Model	T	Sig.
1 (Constant)	0.827	.531
X1	4.361	.000
X2	4.589	.000

a. Dependent Variable: Y

The coefficient of the organizational culture variable (X1) is significant at  $\alpha = 0.05$ , because  $t \text{ count} > t \text{ table}$  ( $4.361 > 1.664$ ) or the sig value.  $0.000 < 0.05$ . This means that the influence of organizational culture variables on employee performance is significant. This means that the hypothesis which states that organizational culture influences employee performance can be accepted.

The coefficient of the Innovative Work Behavior variable (X2) is significant at  $\alpha = 0.05$ , because  $t \text{ count} > t \text{ table}$  ( $4.589 > 1.664$ ) or the sig value.  $0.000 < 0.05$ . This means that the influence of the Innovative Work Behavior variable on employee performance is significant. This means that the hypothesis which states that Innovative Work Behavior influences employee performance can be accepted.

Table 3. F-test

ANOVA<sup>b</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13,156	2	6,139	24,714	.000 <sup>b</sup>
Residual	6,491	98	.092		
Total	19,647	100			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Author, 2024

This test is used with the aim of proving whether the independent variables have a joint effect on the dependent variable. From the results of calculations via SPSS, it shows that  $F_{count}$  is 24.714 and  $F_{table}$  = 3.90 (using a significance level of 0.05% and degrees of freedom (df);  $n-(k+1)$ ;  $100-(2+1)=97$ ). This states that  $f_{count}$  (24.714) >  $F_{table}$  (3.90) so the hypothesis is accepted. This means that the independent variables consisting of organizational culture (X1) and Innovative Work Behavior (X2), simultaneously influence the performance of DIY Palangka Raya Mall Palangka Raya City employees

Table 4. Coefficient of Determination  
**Model Summary<sup>bs</sup>**

Model	R	R Square	Adjusted R Square
1	.894 <sup>a</sup>	.769	.692

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The coefficient of determination R Square (R<sup>2</sup>) is 0.769, indicating that variations in employee performance are explained by the organizational culture variable and the Innovative Work Behavior variable by 76.9% while 23.1% is explained by other variables not analyzed in the model. Based on the results of partial analysis, it was found that the  $\beta$  coefficient of organizational culture (X1) is positive, the positive sign indicates that the relationship between the organizational culture variable (X1) and the employee performance variable (Y) is unidirectional, meaning that the better the organizational culture of an employee, the better the employee's organizational culture. The better its performance will be.

Based on the results of partial analysis, it was found that the  $\beta$  coefficient of Innovative Work Behavior (X2) is positive, the positive sign indicates that the relationship between the Innovative Work Behavior variable (X2) and the employee performance variable (Y) is in the same direction, meaning that the better the Innovative Work Behavior an employee, the better his or her performance will be. After testing, it turned out that the sig value was significant, thus meaning that there was a significant influence between Innovative Work Behavior (X2) on employee performance (Y).

Based on the results of simultaneous analysis, it was found that organizational work culture and innovative work behavior are positive. The positive sign indicates that the relationship between organizational culture and innovative work behavior variables and employee performance variables is in the same direction, meaning that the better the organizational culture and innovative work behavior of an employee (Vivy Kristinae et al., 2023). The better its performance will be.

## CONCLUSIONS AND RECOMMENDATIONS

From the results of the hypothesis test above, it is proven that organizational culture and work ethics have a significant effect on the performance of LIPPO MALL Palangka Raya City employees. The research results show that organizational culture and Innovative Work Behavior are in the high and very good categories and Innovative Work Behavior has a fairly strong influence on employee performance. Implementation at Lippo Mall To implement these strategies at Lippo Mall, the company can: Recruit Innovative Employees: Focus on recruiting individuals who show creativity and adaptability during the interview and selection process. Regular Training: Organize regular training that emphasizes the development of innovative skills and a deep understanding of the company culture. Reward and Recognition System: Implement a reward system that rewards innovative contributions, both individually and as a team. Supportive Leaders: Encourage leaders at all levels to facilitate an environment that supports innovation through examples and concrete actions. Flexible Work Environments: Create work spaces that allow for flexibility and collaboration, such as creative meeting rooms and co-working areas.

By integrating an organizational culture that supports innovation and innovative work behavior, Lippo Mall can improve overall employee performance and achieve competitive advantage in the market. These results can be a reference for further research regarding the performance of organizational culture and Innovative Work Behavior.

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