

**The Influence of Organizational Culture and Leadership on Employee Innovative Behaviour Mediated by Organizational Commitment****Angga Galih Perdana**

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ABSTRACT

This study aims to determine the influence of Organizational Culture, Leadership on the Innovative behavior of employees at PT. Pamapersada Nusantara (PAMA) which is mediated by Organizational Commitment. The population in this study was 1,024 employees of PT Pamapersada Nusantara (PAMA). Sampling in this study used the solvin formula, amounting to 287 respondents. The data statistical method used is descriptive statistics and Partial Least Square (PLS) with the SmartPLS version 3.0 program. The results of this study indicate 1) Organizational Culture has a positive and significant effect on Organizational Commitment. 2) Organizational Culture has a positive and significant effect on Employee Innovative Behavior. 3) Leadership has a positive and significant effect on Organizational Commitment. 4) Leadership has a positive and significant effect on Employee Innovative Behavior. 5) Organizational Commitment has a positive effect on Employee Innovative Behavior 6) Organizational Culture has a positive and significant effect on Employee Innovative Behavior which is mediated by Organizational Commitment. 7) Leadership has a positive and significant effect on the Innovative Behavior of Employees mediated by Organizational Commitment.

KEYWORDS: *Organizational Culture, Leadership, Employee Innovative Behavior, Organizational Commitment.*

1. Introduction

In the era of industrial competition, internal and external activities within a company are expected to run well. Therefore, increasingly fierce industrial competition requires companies to be able to manage both internal and external activities. These activities must be carried out so the company can face increasingly fierce competition recently. In facing competition,

PT Pamapersada Nusantara (PAMA) must pay attention to human resources; in this case, employees are one of the key factors that link the success chain for the company. Therefore, it takes employees who can create innovative behavior to compete with other companies. Innovative behavior can be realized if employees desire to make changes (employee-driven innovation). At



PAMA, it is seen that there is still a lack of innovative behavior of employees according to the PAMA Innovative Index, namely Employee Innovation Index Coverage (EIIC),

2022). EIIC is a measure of employee productivity in producing Innovative, as seen in the picture below.

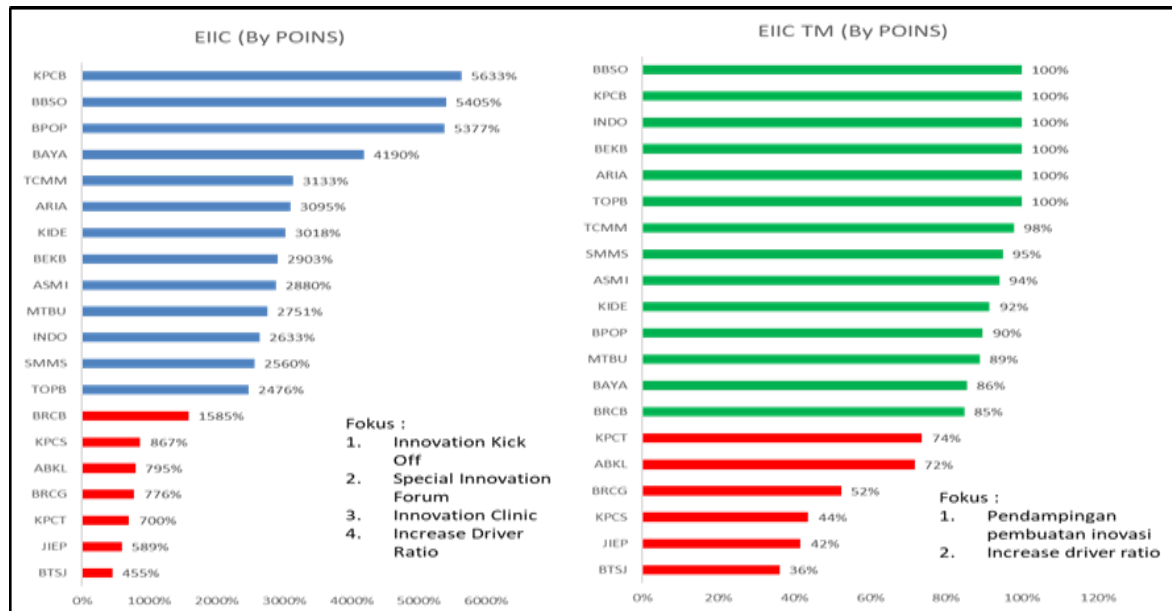


Figure 1 Employee Innovation Index Coverage (EIIC)

Based on Figure 1.1, there are 7 (seven) job sites ranked below the average of the Innovative index, namely 5,767%/14,000. Only about 65% of individuals in all PAMA job sites are involved in collaboration related to Innovative. According to PAMA Innovative Points Index, namely (EIIC TM, 2022), EIIC TM Total employee involvement in producing Innovative. 6 (six) job sites are ranked below the average in the Innovative index, namely 320%/480%. Only about 70% of individuals collaborate in Innovative collaboration (CPMD, 2022). Therefore, factors that encourage increased employee innovative behavior are needed. One of the factors that can promote innovative employee behavior is organizational culture (Rahmawati et al., 2016). At PAMA, it seems to have indications of a declining organizational culture where problems arise, such as the tendency for employees to feel unhappy with the culture within the organization, which can be seen in their daily performance. Sometimes the employee likes to procrastinate work, which then impacts the emergence of many complaints from external parties, such as consumer complaints. This complaint harms the company. If it continues, customers who have worked together for a long time will feel dissatisfied. Their behavior that often delays work can disrupt the system the company has implemented for a long time. Another factor that can encourage increased employee innovative behavior is that leadership is a process of moving others by leading, guiding, and influencing others to do something to achieve the expected results. At PAMA, there are indications of decreased leadership where employees are less productive due to a lack of emotional connection between leaders and employees.

One of the other factors that can encourage increased innovative behavior of employees is organizational commitment.

Organizational commitment is a condition of psychological attachment of an individual to an organization in which the individual is supportive, loyal, identified, and involved in a particular

2. Literature Review

2.1 Employee Innovative Behaviour

Innovation can be described as something genuinely new based on someone's thoughts or views that state the idea, thought, or action is something new. Innovation is a new idea that is applied to initiate or improve a product, process, or service. The key to developing innovation in a company is support and encouragement for every employee to seek and find new ways to achieve goals and carry out tasks (Szczepanska, 2014). Successful organizations rely more on creativity and innovation than before. Innovative work behavior is the attitude of introducing, proposing, and applying new ideas, products, processes, and procedures into one's work. An organization needs to pay attention to the factors that influence innovative work behavior (Aditiya, 2016).

2.2 Organizational commitment

Organizational commitment is a feeling that consists of trust in the values of an organization, involvement of individuals for the benefit of the organization with optimum effort, and loyalty to the organization (willingness to be a permanent member of the organization) which is a statement of an employee to his/her organization. High organizational commitment of employees will encourage them to be responsible and give more effort in supporting the success and welfare of the company where they work (Dewi, 2015). Organizational commitment is vital because it binds someone to remain loyal in working by carrying out goals and rules that exist, but many employees or



workers currently are found to not be committed. For companies, the commitment of their employees must be considered, because the commitment of employees can later affect their performance.

2.3 Organizational Culture

Organizational culture has become a trending topic for discussion within an organization. This is because it can determine normative boundaries of the behavior of organizational members, determine managerial styles that can be accepted by organizational members, determine appropriate work methods in the organizational process, and so on. Large companies give employees the right to express their opinions, propose new ideas regardless of their position in the company, and the freedom to question the policies of managers (Rahmat, 2021). Organizational culture is a philosophy based on a view of life as values that become traits, habits, and driving forces, cultured in the life of a group of people or organizations, then reflected in attitudes into behavior, beliefs, ideals, opinions, and actions that manifest as "work" or "working". Implementing a work culture has a very deep meaning because it will change the

attitudes and behavior of human resources to achieve higher work productivity in facing future challenges (Jumrin, 2019).

2.4 Leadership

Leadership has a strong influence on the survival of an organization. Kreitner and Kinicki (2010) suggest that leadership is a process by which one individual influence other to achieve common goals. Gibson et al, (2012) suggest that leadership is an attempt to use influence to motivate individuals to complete some of the goals of an organization. The explanation above shows that leadership is a process that emphasizes the relationship between the leader and the person being led. According to (Nguyen et.al, 2020) Leadership is someone who uses his authority and leadership, directing subordinates to do some of the work in achieving organizational goals. Leadership is a process to influence existing activities, especially leading organizations in groups to achieve goals that have been set from the start (Maartje & Jozef, 2020).

3. Research Models & Hypotheses

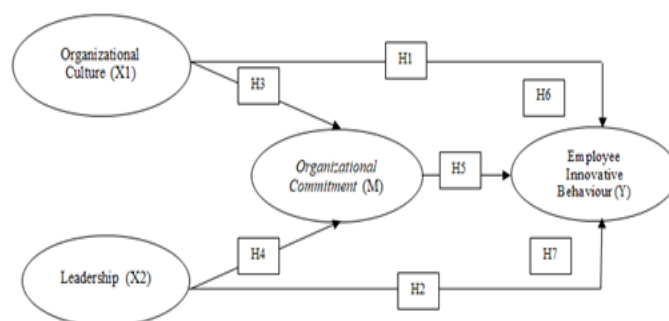


Figure 2 Research Model

H1: Organizational Culture Affects Organizational Commitment

H2: Organizational Culture on employee innovative behavior

H3: Leadership on Organizational Commitment Leadership that is well implemented will

H4: Leadership on Employee Innovative Behavior

H5: Organizational Commitment to Employee Innovative Behavior

H6: Organizational Commitment mediates the relationship of Organizational Culture

H7: Organizational Commitment Mediates Leadership on Employee Innovative Behavior Research Methodology.

3.1 Research Purpose

The purpose of this study was to analyze and determine how significant the influence of Organizational Culture, Leadership on employee Innovative behavior at PT Pama Persada Nusantara (PAMA) with Organizational commitment as a mediating variable.

3.2 Population and Sampling

3.2.1 Population

According to (Sekaran & Bougie, 2016), population refers to all groups of people, events, or interesting things that researchers want to make conclusions about. This research will focus on employees of PT Pamapersada Nusantara (PAMA) with a total of 1024 employees who are the population in this study.

3.2.2 Sampling

The sample was part of the object to be studied which represented and was able to describe the population optimally. In line with this, Siregar (2017: 30) explained "Sample was a data collection procedure, where only a portion of the population was taken and used to determine the characteristics of a population".

In determining the sample there were several sampling techniques. The technique used to determine the sample in this study was simple random sampling. This sampling was done randomly toward the population. In line with this, Sugiyono (2017) explained that population sampling was done randomly without regard to the strata of the population. The usage of this sampling technique was able to provide more accurate answers to the population without paying attention to the strata of the population members who were selected as the sample. To measure the sample, the researcher used the Slovin formula this formula was able to measure the sample size to be Thus, the number of samples used after being rounded 287 employees.

3.3 Data Measurement Method

This study used explanatory research, which used hypothesis testing to explain how different variables related to one another. The causality model was used in this study because it aimed to establish a causal relationship between two or more



variables. Variable Employee Innovative Behavior was measured by 5 items based on the three dimensions suggested by Janssen (Etikariena 2018). The Organizational Commitment variable was measured by 16 items resulting in three dimensions based on Robbins (2016). The Organizational Culture variable was based on 6 items on six dimensions by Sulaksono (2015) in (Safaah and Suparwati, 2020) The leadership variable was measured with

8 items resulting in two dimensions based on (Liao, et al, 2018). All items were presented on a 5-point Likert-type scale with the anchor statements Strongly Disagree Strongly Agree.

4. Result

4.1 Respondent Profile

Respondent profiles obtained from distributing questionnaires using Google Forms amounted to 287 respondents.

Table 1 Respondent Profile

CATEGORY	FREQUENCY	PERCENTAGE
GENDER		
Male	268	93%
Female	19	7%
EDUCATION		
SD/MI	-	-
SMP/MTS	-	-
SMA/SMK/MA	40	14%
DIPLOMA (D1,D2,D3)	90	31%
SARJANA (S1)	138	48%
MAGISTER (S2)	16	6%
DOKTOR (S3)	2	1%
AGE		
21-30 Years	39	14%
31-40 Years	204	71%
41-50 Years	31	11%
> 51 Years	13	5%
POSITION		
Admin	2	2%
Dept Head	68	24%
Div Head	4	1%
Gl/Officer	115	40%
Operator/Mekanik	32	11%
PM/DPM	5	2%
Sect Head	61	21%
DIVISION		
BUSDEV	3	1%
CCKM	4	1%
CIA	5	2%
CIS	6	2%
CPMD	27	9%
ENG	7	2%
FA	4	1%
HCL	14	5%
LSP	2	1%
OPR	132	46%
PLANT	28	10%
SHE	26	9%
SM	24	8%
SRGS	6	2%
DISTRIK		
ABKL	7	2%
ARIA	6	2%
ASMI	9	3%
BAYA	11	4%
BEKB	7	2%
BRCB	10	3%
BRCG	13	5%
BTSJ	14	5%
INDO	15	5%
JIEP	78	27%
KIDE	14	5%
KPCB	15	5%
KPCS	22	8%
KPCT	13	5%
MTBU	29	10%
SMMS	12	4%
TCMM	12	4%

4.2 Numerical Result

Confirmatory Factor Analysis

In this study, the loading factor limitation used is > 0.5 . The following are the results of the loading factor values that have been processed using SmartPLS 3.0:



Table 2
Loading Factor Values

Variable	Indicator	Loading Factor	Explanation
Organizational Commitment Robbins (2016)	Affective Commitment	0,697	Valid
		0,796	Valid
		0,810	Valid
		0,862	Valid
		0,739	Valid
		0,697	Valid
	Sustainable Commitment	0,741	Valid
		0,667	Valid
		0,654	Valid
		0,637	Valid
		0,824	Valid
		0,837	Valid
	Normative Commitment	0,87	Valid
		0,851	Valid
		0,64	Valid
		0,792	Valid
Organizational Culture Sulaksono (2015) in (Safaah and Suparwati, 2020)	Innovative considering risks	0,759	Valid
	Pay attention to detail	0,702	Valid
	Oriented to the results achieved	0,838	Valid
	Oriented to all employees	0,751	Valid
	Aggressive at work	0,641	Valid
	Maintaining the work stability	0,760	Valid
Leadership (Liao, et al, 2018)	Leadership cooperation	0,760	Valid
		0,721	Valid
		0,879	Valid
		0,731	Valid
	Leadership Support	0,816	Valid
		0,744	Valid
		0,804	Valid
		0,876	Valid
Employee Innovative Behavior Janssen (Etikariena, 2018)	Producing an Idea	0,760	Valid
		0,849	Valid
	Promoting an Idea	0,667	Valid
		0,826	Valid
		0,804	Valid
	Implementing an Idea	0,743	Valid
		0,816	Valid
		0,700	Valid
		0,731	Valid
		0,814	Valid

Based on Table 2 above, the results of the model measurement calculations show that all indicators in each variable have a loading factor value of > 0.50 , so it shows that all indicators for each variable are Organizational Culture, Leadership, Organizational Commitment and Employee Innovative Behavior are valid and still used in the model and not removed from the model.

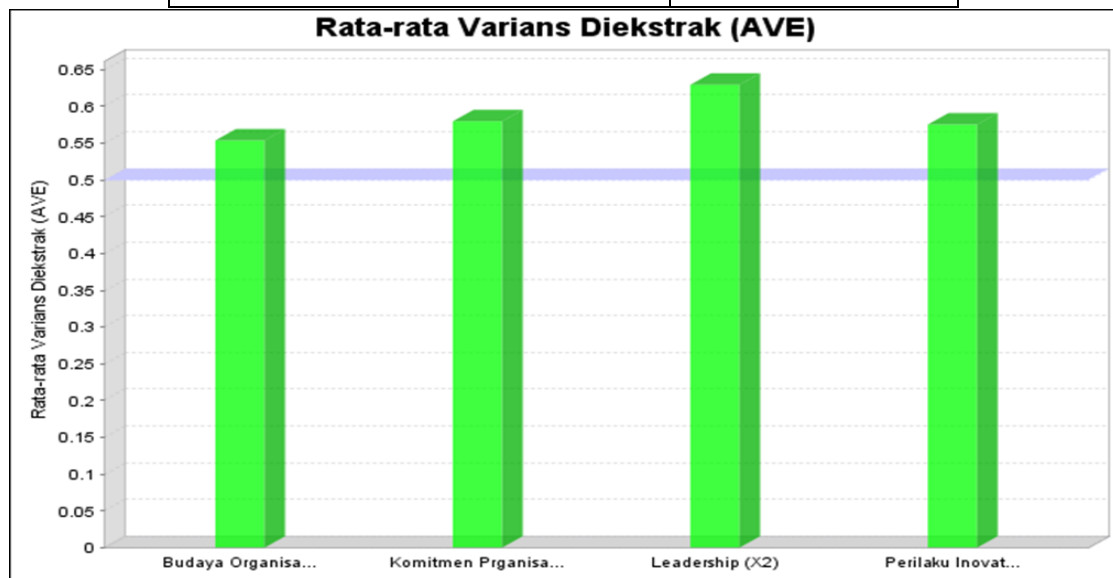
Validity Test and Reliability Test

Convergent validity testing measures the magnitude of the correlation between constructs and latent variables. This test can be seen from the value of the loading factor or the correlation between item scores and the construct score and the AVE value where the value limit or conditions that must meet for the loading factors and the AVE value is a value above 0.5 which is considered valid. Ghazali (2016). The following is the result of the Average Variance Extracted (AVE) value after processing the data using SmartPLS 3.0:



Table 3
Average Variance Extracted (AVE)

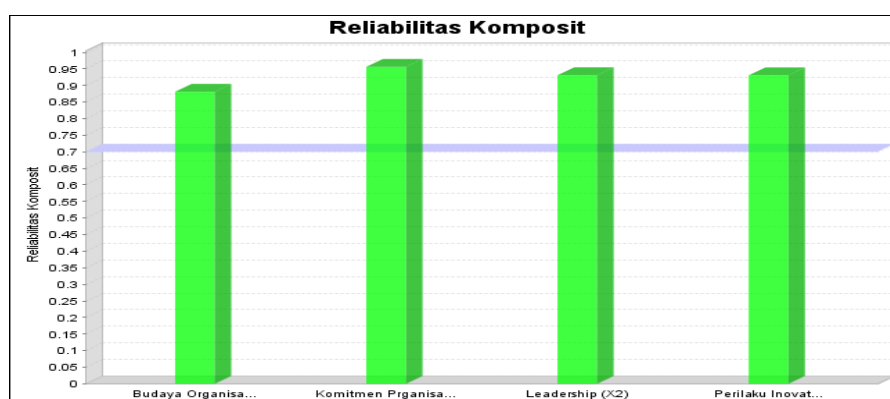
Variable	Average Variance Extracted (AVE)
Organizational Culture (X1)	0,554
Organizational Commitment (M)	0,580
Leadership (X2)	0,630
Employee Innovative Behaviour (Y)	0,576



Based on Table 3 above, it can be seen in the Average Variance Extracted (AVE) value that the constructed value of each latent variable meets the requirements of the limit value, which is > 0.50 . Therefore, the latent variables in this study can be declared valid

Table 4 Reliability

Variable	Composite Reliability
Organizational Culture (X1)	0,881
Organizational Commitment (M)	0,956
Leadership (X2)	0,931
Employee Innovative Behaviour (Y)	0,931

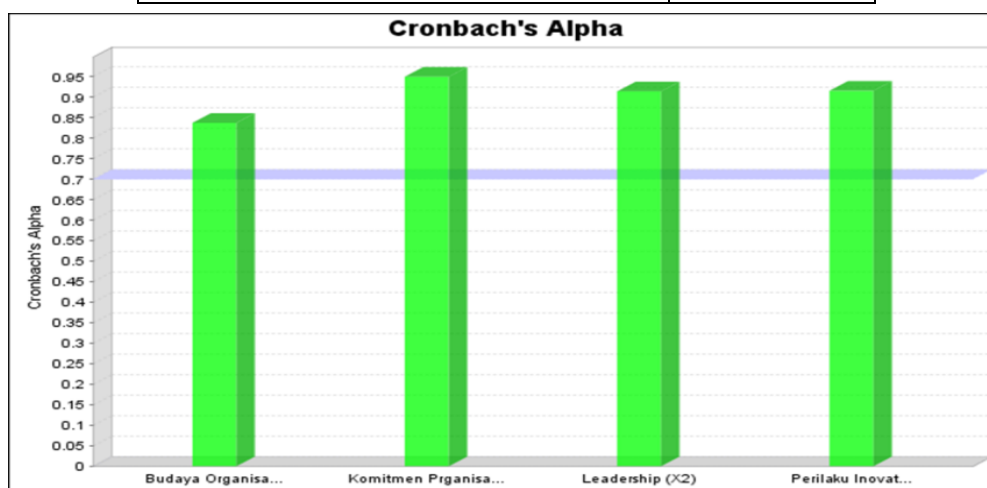


Based on the results of Table 4 above, the Composite Reliability value for the Organizational Culture, Leadership, Organizational Commitment, and Employee Innovative Behavior variables is more than 0.7. The Composite Reliability value for each variable is also more than 0.7. Thus, all variables in this study were declared reliable, and there were no problems in measurement.



Table 5
Cronbach's Alpha

Variable	Cronbach's Alpha
Organizational Culture (X1)	0,942
Organizational Commitment (Z)	0,938
Employee Innovative Behaviour (Y)	0,891
Leadership (X2)	0,905



As shown in Table 3 it considers the value of Cronbach's Alpha on the variables of Employee Innovative Behavior, Organizational Commitment, Organizational Culture, and Leadership is more than 0.7, so all variables in this study are declared reliable.

Hypothesis Test

Hypothesis testing was carried out through SmartPLS 3.0 using the bootstrapping technique. The data has been processed at the measurement stage.

Hypothesis testing is included in the structural model and shows the hypothesized relationship with simulation practice. Testing with this bootstrapping technique aims to determine the direction of the relationship and the significance of the relationship in each latent variable. Hypothesis testing is carried out by looking at the p-value provided that it is below or p-value (sig) ≤ 0.05 . If less than 0.05, the hypothesis is accepted. Following are the results of the p-value and Specific Indirect Effects values after processing the data using SmartPLS 3.0:

Table 6
Results of P-Values on Hypothetical Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (O/STDEV)	P Values	Keterangan
(X1) \Rightarrow (M)	0.571	0.568	0.043	13.321	0.000	Accepted
(X1) \Rightarrow (Y)	0.125	0.124	0.042	2.939	0.000	Accepted
(X2) \Rightarrow (M)	0.443	0.446	0.040	11.084	0.003	Accepted
(X2) \Rightarrow (Y)	0.422	0.421	0.040	10.623	0.000	Accepted
(M) \Rightarrow (Y)	0.369	0.372	0.065	5.695	0.000	Accepted

Table 7
Results of Specific Indirect Effects Hypotheses

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
(X1) \Rightarrow (M) \Rightarrow (Y)	-0.138	-0.132	0.029	4.754	0.000	Accepted
(X2) \Rightarrow (M) \Rightarrow (Y)	0.071	0.066	0.030	2.395	0.017	Accepted

From Table 5 and Table 6, it can be seen that the results obtained show:

1. The results of the study show a significant relationship between Organizational Culture (X1) and Organizational Commitment (M) in PT. Pamapersada Nusantara (PAMA) employees. The direction of the relationship shows the value of the Original Sample number in Bootstrapping of 0.571. After that, the resulting p-value is 0.000 which is still below the predetermined standard <0.05 . Interpretation in this study is higher.
2. The results of the study show a significant relationship between Organizational Culture (X1) and Employee Innovative Behavior (Y) of PT. Pamapersada Nusantara (PAMA). The direction of the relationship shows the value of the Original Sample number in Bootstrapping of 0.125. After that, the resulting p-value is 0.000 which is still below the predetermined standard of <0.05 .
3. The results of the study show a significant relationship between Leadership (X2) and Organizational Commitment (M) in PT. Pamapersada Nusantara (PAMA) employees. After that, the resulting p-value is 0.003, still below the predetermined standard of <0.05 .
4. The results of the study showed a significant relationship between Leadership X2) and Organizational Commitment (M) in PT. Pamapersada Nusantara (PAMA). After that, the resulting p-value is 0.003, still below the predetermined standard of <0.05 .

5. The results of the study showed a significant relationship between Organizational Commitment (M) and the Innovative Behavior of employees (Y) at PT. Pamapersada Nusantara (PAMA). The direction of the relationship can be seen from the value of the Original Sample number on Bootstrapping of 0.369. After that, the resulting p-value is 0.000 still below

6. The results of the study showed a significant relationship between Organizational Culture (X1) with Innovative Employee Behavior (Y) with Organizational Commitment (M) as a mediator of PT. Pamapersada Nusantara (PAMA). The direction of the relationship can be seen from the value of the Original Sample number on Bootstrapping of 0.138. After that, the resulting p-value is 0.000 below the predetermined standard of <0.05 .

7. The results of the study showed a significant relationship between Leadership (X2) with Innovative Employee Behavior (Y) with Organizational Commitment (M) as a mediator of PT. Pamapersada Nusantara (PAMA). The direction of the relationship can be seen from the value of the Original Sample number on Bootstrapping of 0.071. The resulting p-value is 0.017 below the predetermined standard of <0.05

4.3. Graphical Results

4.3.1. SEM Model

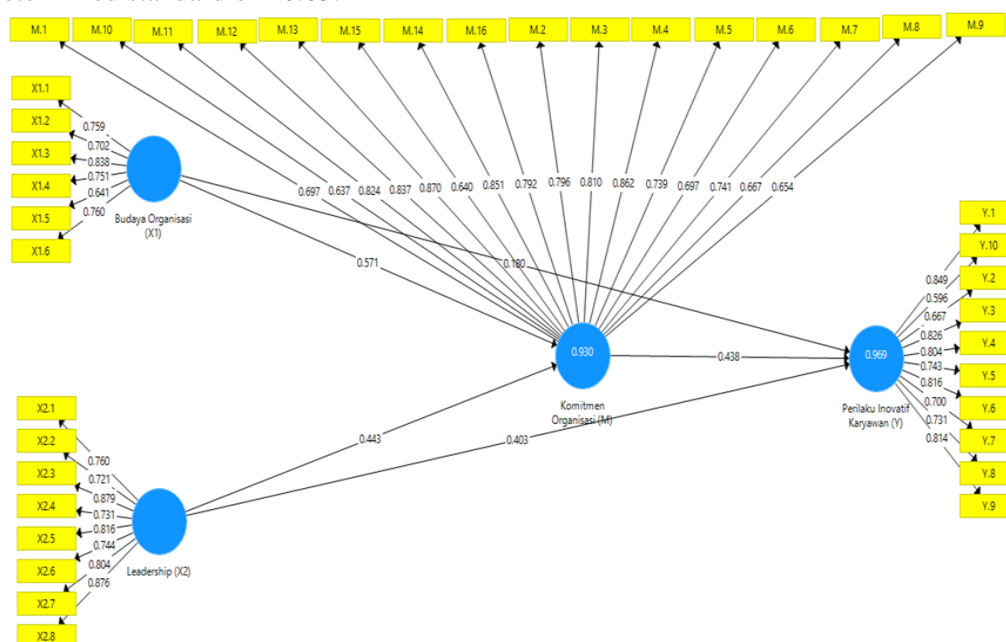


Figure: 3 SEM Analysis Result

The above is the result of a partial least square analysis where values are displayed including Outer Weight / Loading as part of the outer model analysis. It can be seen that each indicator of the variables of Organizational Culture, Leadership, Organizational Commitment, and Innovative

Behavior. Employees have a loading factor value of > 0.50 . This indicates that all indicators in each of these variables are valid and remain in use in the model or are not excluded from the model.

From the data in Figure 2, it can be seen that the results obtained show:



Table 8 Model Fit

	Model Saturated	Model Estimasi
SRMR	0,099	0,099
d_ULS	8,083	8,083
d_G	12,502	12,502
Chi-Square	11022,426	11022,426
NFI	0,424	0,424

5. Discussion

PAMA as a large company establishes an organizational culture for employees to be a guideline in working. This is one of the commitments implemented by leaders in PAMA. The results showed that Organizational Culture has a significant positive effect on Organizational Commitment. A well-implemented organizational culture will have a positive effect on organizational commitment. If employees always follow the applicable rules and norms, the organization's commitment to employees will increase. Based on the results of testing Hypothesis 1 above about the influence of Organizational Culture on organizational commitment, it is obtained that the variable Organizational Culture has a significant positive influence on organizational commitment. The results of this study are supported by the results of previous research conducted by (Aryanti, 2022) in his research found that there is a significant positive influence of Organizational Culture on Organizational Commitment.

One of the organizational cultures in PAMA is to create continuous improvement so that employees are encouraged to continue to innovate and implement innovative behaviors in their daily work. The results showed that Organizational Culture positively influences significantly on innovative behavior of employees. A well-implemented organizational culture will positively influence innovative behavior. If employees follow the rules and norms that apply in the company, then the improvement of innovative behavior can be done. Based on the results of testing Hypothesis 2 above about the influence of Organizational Culture on Innovative Employee Behavior, it was obtained that the variable Organizational Culture had a significant positive influence on Innovative Employee Behavior. This means that H_a is accepted and H_0 is rejected. In other words, Organizational Culture influences employees' Innovative Behavior.

The results of this study are supported by the results of previous research conducted by (Wahyunianti Dahri & Aqil, 2018). In his research, it was found that there was a significant positive influence of Organizational Culture on Employee Innovative Behavior. The results of the study show that Leadership has a significant positive effect on Organizational Commitment. Leadership affects organizational commitment. Leaders who encourage their employees to be able to create innovative ideas and leaders who recognize and respect the different needs of each subordinate to develop potential. Based on the results of testing Hypothesis 3 above about the effect of Leadership on Organizational Commitment, it is obtained information that the Leadership variable has a significant positive effect on Organizational Commitment. This means that H_a is accepted and H_0 is rejected. In other words, Leadership

affects Organizational Commitment when the leader does not ignore the problems experienced by employees and the leader can accept when there is criticism from employees. The results of this study are supported by the results of previous research conducted by (Suryati 2021). In his research, it was found that there was a significant positive effect of Leadership on Organizational Commitment. Leadership that is applied properly will have a positive effect on innovative behavior. Leadership affects the innovative behavior of employees where leaders can encourage their employees to be able to create innovative ideas and leaders recognize and respect the different needs of each employee to develop their potential.

Based on the results of testing Hypothesis 4 above regarding the effect of Leadership on Employee Innovative Behavior, it is obtained that the Leadership variable has a significant positive effect on Employee Innovative Behavior. This means that H_a is accepted and H_0 is rejected. In other words, Leadership affects the Innovative Behavior of employees. The results of this study are supported by the results of previous research conducted (Pharasakti, 2016). In his research, it was found that there is a significant positive effect of Leadership on Employee Innovative Behavior. Organizational Commitment that is implemented properly will have a positive effect on innovative behavior. Organizational Commitment affects the innovative behavior of employees where the organization can encourage its employees to be responsible for work and employees can carry out company rules. Based on the results of testing Hypothesis 5 above regarding the effect of Organizational Commitment on Employee Innovative Behavior, it is obtained that the Leadership variable has a significant positive effect on Employee Innovative Behavior. This means that H_a is accepted and H_0 is rejected. In other words, Organizational Commitment affects the Innovative Behavior of employees. The results of this study are supported by the results of previous research conducted by (Yasa, 2020). In his research, it was found that there is a significant positive effect of Organizational Commitment on employee Innovative Behavior. The results of the study show that Organizational Culture has the effect of deflecting the impact of organizational change that has been carefully planned and implemented properly will increase the innovative behavior of employees where innovative behavior can be increased through organizational commitment. Based on the results of testing Hypothesis 7 above regarding the effect of Leadership on Employee Innovative Behavior mediated by Organizational Commitment, it was found that the leadership variable has a significant positive effect on Employee Innovative Behavior mediated by Organizational Commitment. This means that H_a is accepted and H_0 is rejected.



In other words, Leadership influences employee Innovative Behavior mediated by Organizational Commitment. The results of this study are supported by the results of previous research conducted by (Qi et.al, 2019) in his research it was found that there was a significant positive effect of Leadership on Employee Innovative Behavior mediated by Organizational Commitment

6. Conclusion

This study aims to find out and analyze the effect of organizational culture and leadership on employee innovative behavior mediated by organizational commitment at the Company of PamaPersada Ltd.

Based on the results show that organizational culture has a positive and significant effect on organizational commitment. Organizational culture has a positive and significant effect on employee innovative behavior. Leadership has a positive and significant effect on organizational commitment. Leadership has a positive and significant effect on employee innovative behavior. Organizational commitment has a significant effect on employee innovative behavior. Organizational culture has a positive and significant effect on employee innovative behavior mediated by organizational commitment. Leadership has a positive and significant effect on employee innovative behavior

mediated by a significant positive on employee innovative behavior mediated by organizational commitment. A well-implemented organizational culture will have a positive effect on innovative behavior. Organizational culture is very influential in the Company environment. Organizational culture can blunt or deflect the impact of carefully planned organizational changes. A well-implemented organizational culture will increase the innovative behavior of employees. Innovative behavior will arise when an employee faces challenges in his work. Innovative behavior can be improved through strong organizational commitment. Based on the results of testing hypothesis 6 above regarding the effect of organizational culture on employee innovative behavior mediated by organizational commitment, it is found that the organizational culture variable has a significant positive effect on employee innovative behavior mediated by organizational commitment. This means it shows that H_a is accepted and H_0 is rejected. In other words, organizational culture affects employee innovative behavior mediated by organizational commitment. The results of this study are supported by the results of previous research conducted by (Julhanif, 2020) his research found that there is a significant positive effect of organizational culture on employee innovative behavior mediated by organizational commitment.

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