UDC 331

THE ROLE OF ORGANIZATIONAL CULTURE MEDIATES THE EFFECT OF HIGH-PERFORMANCE WORK SYSTEM ON EMPLOYEE CREATIVITY AT INNA BALI HERITAGE HOTEL

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ABSTRACT
Creativity is needed by Inna Bali Heritage Hotel employees in completing their obligations. One of the highlights for hotel management is the non-achievement of work standards that occur in almost every department. Performance standards are an important part of the performance management planning process. The setting and implementation of performance standards must involve all personnel who will join and work together to achieve company goals. The purpose of this study was to determine the effect of high-performance work system and organizational culture on the creativity of employees at Inna Bali Heritage Hotel. To find out how the role of organizational culture mediates the effect of high-performance work system on employee creativity at Inna Bali Heritage Hotel.

KEY WORDS
Organizational culture, high performance, work system, employee, creativity.

Nugraha (2018) in his writings states that, human resources have a very important role in achieving organizational goals, in addition to other resources owned by the organization. Before the Covid 19 pandemic, Inna Bali Heritage Hotel employed 67 employees consisting of 45 permanent employees, 22 contract workers and daily workers. Since the pandemic hit, the number of employees, employed from a total of 45 permanent employees is divided into a core team of 25 employees who work 12 hours per day and 20 employees are included in the support team/delegation. The division is based on the needs of Inna Bali Heritage Hotel which still demands efforts to provide services to every guest who stays at the hotel.

Facing this situation, the management of Inna Bali Heritage Hotel continues to carry out programs to be able to survive or survive in conditions of a limited number of employees. Employee creativity has an important role to support the organization in adapting to the environment. Creativity is the ability to make new combinations based on existing data, information or elements, as stated in Munandar's writings (2017). In Ameyliah's research (2020) Wang et al., argues that employee creativity is an ability possessed by an individual in using knowledge and experience to be able to produce new ideas that are useful in making a decision, a solution to solving an existing problem solutively.

Organizational culture has a very strategic role for organizational success in the long term. Organizational culture is formed from a group of creative people. Job enlargement is a job enlargement from the main job of each employee. The hotel management implements an enlargement policy for each program implemented by providing the widest possible opportunity for each employee to try to solve work problems without waiting for orders from superiors but still provide assistance when doing work with a higher level of difficulty. The creativity of these 25 employees is very important to be able to complete all the tasks at hand.

Employees should carry out their duties in accordance with work standards, but due to the limitations of employees, management provides additional tasks beyond the main duties of each employee. This needs attention from management because employees are unable to carry out additional tasks without strict direction and supervision from management.

Where in total revenue is (15.3%) below the targeted budget which consists of three revenue components, namely a decrease in Room Revenue by (11.7%), a decrease in Food Revenue by (18.1%) and a decrease in Beverage Revenue by (6.6%). Other components

that affect the achievement of KPI can also be seen from the non-achievement of room occupancy rate of (5.4%), the decrease in the number of international tourists (39.6%) and the decrease in the number of local / domestic tourists (178.4%). Not achieving a total revenue of (15.3%) from the set budget is an indication of the lack of creativity of employees for the additional work that is charged by the management of Inna Bali Heritage Hotel.

One's ability to come up with new innovations in the form of ideas that have old elements and can be updated into configurations through the dimensions of verbal content is employee creativity (Pt & Bali, 2019). Creativity in developing ideas is a creative act that is not limited, including in developing decisions or solving a problem (Sanny et al., 2013 in Pt Bali, 2019).

Organizational culture is a pattern of basic assumptions that are found, created or developed by a certain group with the intention that the organization can overcome, overcome problems that arise due to external adaptation and internal integrity that have been going well enough so that it needs to be taught and applied to new members as the right way to understand, think and feel friends with them. According to Ratnasari (2019) organizational culture reflects the values, beliefs, and attitudes of learning and togetherness of members of the organization. Organizational culture is a tool for determining the direction of the organization, directing what may and may not be done, as well as directing the allocation of all organizational resources, as well as a tool for dealing with problems and opportunities from the organizational environment.

Takeuchi et al., (2007) explained that a high performance work system can be described as a set of independent but interrelated human resource department mechanisms that can conclude various functions such as selecting employees, establishing effective training and development, appropriate performance appraisal systems, competitive advantage, and achieving flexibility towards job targets. According to De Oliveira & Da Silva (2015) HPWS in practice in the field has the aim of improving human resources which will contribute to employee performance which will have an impact on operational performance and then have an effect on increasing company finances.

HPWS plays an important role in increasing the creativity and work effectiveness of employees (Mahdi, 2014; Xiomei et al., 2013). According to Chen, Lin, and Wu (2016) HPWS is a means to motivate employees to work better. Several research results prove that HPWS has a significant positive effect on employee creativity (Akthar et al., 2016; Chen et al., 2016; Do 2016; Husin & Gugkang 2017; Meddour, Majid, & Abdussalaam 2019; Miao & Cao 2019; Xiomei et al., 2013).

H1: High performance work system (HPWS) has a positive and significant impact on employee creativity.

Kamaluddin and Rahman (2016) state that, an organization's intellectual capital reaches its maximum potential when the organization has strong intellectual capital consisting of; infrastructure, human resources, a virtuous work system and a strong organizational culture. There is a positive influence from HPWS which plays an important role in employee performance on organizational culture (Anggy and Henly (2016), Riko Junaidi (2018)). Chan, Shaffer, and Snape (2004) in research conducted by Jee Young Seong (2011) where he identified organizational culture from the literature related to the implementation of high performance work systems and company performance, "researchers generally agree that organizational culture is needed for HR practices. to generate profit-making capabilities". Research conducted by Seung-Yoon Rhee et al., (2018) and Alinvia et al. (2018) stated that a high performance work system has a positive and significant effect on organizational culture.

H2: High performance work system has a positive and significant effect on organizational culture.

The study conducted by Anastasia Pungkasisari and Jajuk Herawati (2017) states that organizational culture has a positive effect on creativity. Fenni Sartana et al., (2020) and also Nailin Nikmatul (2020) state that organizational culture has a positive and significant effect on creativity. Like the research conducted by Anantawikrama Tungga Atmadja and Komang

Adi Kurniawan Saputra (2018) also Marius Pramana (2017) states that organizational culture has a significant and positive effect on creativity.

H3: Organizational culture has a positive and significant effect on employee creativity.

According to Sahlan and Y. Sutomo (2016) in their research stated that organizational culture can influence performance. The ability to think and good skills affect performance. If employees are able to express organizational culture effectively and are motivated to be creative so as to produce good performance for the company. According to Didiek Permadi (2018) states that organizational culture has a significant effect on job satisfaction and indirectly motivation has a significant effect on employee performance through job satisfaction which means that organizational culture can play a role in mediating the influence of motivation on employee performance. Masduki (2021) organizational culture affects performance. Motivation and effective way of working in organizational culture will affect organizational performance.

H4: Organizational culture indirectly mediates the effect of a high performance work system on employee creativity for employees at Inna Bali Heritage Hotel.
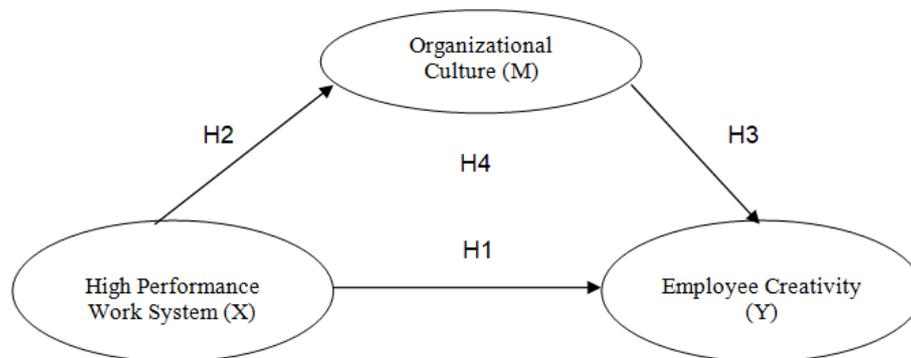

Figure 1 – Conceptual Framework

METHODS OF RESEARCH

In this study used a quantitative approach with associative design. This associative research examines a variable with other variables in this study in order to explain how the role of organizational culture mediates the effect of a high performance work system on employee creativity. The research object used in this study relates to the role of organizational culture in mediating the influence of high performance work systems on the creativity of employees at Inna Bali Heritage Hotel. The research location is located at the Inna Bali Heritage Hotel which is located at Jalan Veteran No.3, Dauh Puri Kaja, North Denpasar District, Denpasar City, Bali.

This study has three types of variables, namely: 1) Exogenous Variables (X) Exogenous variables are variables that cause the occurrence of dependent or dependent variables (endogenous). The independent variable or independent variable in this study is the high performance work system (X) variable. 2) Endogenous Variables (Y) Endogenous variables are the focus of the researcher. Endogenous variables are variables that are influenced by independent or independent (exogenous) variables. The dependent variable or dependent variable in this study is employee creativity (Y). 3) Mediation Variable (M) Mediating variable is the variable that is in the middle and influences the relationship between exogenous and endogenous variables. The mediation in this research is organizational culture (M).

There are two types of data in this study, namely qualitative data and quantitative data. 1) Qualitative Data. Qualitative data is data presented in the form of verbal words and not in the form of numbers. 2) Quantitative Data. Quantitative data is data in the form of numbers that can be expressed and measured with a unit of account, quantitative data in this study is the number of respondents and the score of the questionnaire answers.

There are two types that distinguish data sources in this study, namely primary data sources and secondary data sources. 1) Primary Data Sources. Primary data is data that can be obtained directly from the field which is located at Jalan Veteran No.3, Dauh Puri Kaja, North Denpasar District, Denpasar City, Bali. This primary data was collected directly from Inna Bali Heritage Hotel employees with intermediary media, namely questionnaires that had been filled out by Inna Bali Heritage Hotel employees. 2) Secondary Data Sources. The secondary data of this research is in the form of data obtained indirectly as well as company documentation such as the general description of the Inna Bali Heritage Hotel company quoted on the Inna Bali Heritage Hotel website.

Sugiyono (2017; 115) says that "the population is a generalized area consisting of objects or subjects that become certain qualities and characteristics that are applied by researchers to study and draw conclusions. The population in this study were all employees of Inna Bali Heritage Hotel where the total sample of respondents was 45 people, so it was feasible to take all of them to become respondents without taking a certain number of samples.

According to Sugiyono (2003:74-78) sampling is a sampling technique. In this study using probability sampling method, namely random sampling. Sampling from the population is carried out randomly without regard to the strata in that population (Sugiyono 2017; 118).

This research is a survey research, where the data collected is a sample to represent the population. For determining the sample size of respondents, Sugiyono recommends that the best sample size for a multivariate measure is 5 - 10 observations for each parameter being estimated. This study has 9 assessment indicators, so the number of samples that can be taken in this study is 45 respondents. The sample number is obtained from 9 indicator points multiplied by 5, resulting in a total of 45 respondents.

The method of determining the sample used in this study uses a saturated sample technique. As stated by Sugiyono (2017), the saturated sample technique is a sampling technique in which all members of the population are used as samples. In this study the number of samples used was 45 people. The method of collecting research data will be carried out using the following methods: 1) Observation. According to Sugiyono (2017, 203) Observation as a data collection technique has specific characteristics when compared to other techniques. Observations were made by looking directly at the field, for example the condition of the work space and work environment which can be used to determine feasible factors which are supported by interviews and questionnaires. 2) Interview. According to Sugiyono (2017, 194) Interviews are used as a data collection technique if the researcher wants to carry out a preliminary study to find problems to be studied, and if the researcher also wants to know things from respondents that are more in-depth and the number of respondents is small. 3) Questionnaire. According to Sugiyono (2017; 142) a questionnaire or questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Measurement of the indicators of each of the variables above will be measured using a Likert scale. Questionnaire containing a number of questions regarding organizational culture variables, high performance work systems, and employee creativity.

RESULTS AND DISCUSSION

The research data was obtained from the results of a questionnaire that was distributed to research respondents totaling 45 employees at Inna Bali Heritage Hotel. Respondent characteristics include gender, age, and last education. Explanation of each respondent's characteristics can be seen in Tables 1-3.

Table 1 shows that the number of employees at Inna Bali Heritage Hotel who are male are 28 people with a percentage of 62 percent and those who are female are 17 people with a percentage of 38 percent out of a total of 45 people.

Table 2 shows that the age of employees at Inna Bali Heritage Hotel is between the ages of 20 to 56 years, because the maximum age for employees entering retirement age is 56 years. The highest percentage is among the ages of 50-59 years, namely 20 people with

a percentage of 44 percent and the lowest is between the ages of 20-29 years, namely 3 people with a percentage of 7 percent.

Table 1 – Characteristics of Respondents by Gender

No	Gender	Total of Respondents	
		Employee	Percentage
1	Male	28	62
2	Female	17	38
Total		45	100

Source: Primary data processed, 2021.

Table 2 – Characteristics of Respondents by Age Group

No.	Age (Years)	Total of Respondents	
		Employee	Percentage
1	20 – 29	3	7
2	30 – 39	5	11
3	40 – 49	17	38
4	50 – 59	20	44
Total		45	100

Source: Primary data processed, 2021.

Table 3 – Characteristics of Respondents by Education Level

No.	Education Level	Total of Respondents	
		Employee	Percentage
1	Senior High School/Equivalent	28	62
2	Diploma	12	27
3	Bachelor	5	11
Total		45	100

Source: Primary data processed, 2021.

Based on Table 3, it shows that the most educated employees at Inna Bali Heritage Hotel are high school graduates, totaling 28 people with a percentage of 62 percent, then diploma graduates are 12 people with a percentage of 27 percent and bachelor graduates are numbering 5 people with a percentage of 11 percent.

Testing the data in this study used path analysis to examine the pattern of relationships that reveal the effect of a variable or set of variables on other variables, both direct and indirect effects. Theoretically, the relationship between variables can be modeled in the form of a path diagram, as follows. The model can also be expressed in the form of equations, thus forming the following system of equations:

$$M = \beta_1 X + e \qquad \text{(Model 1)}$$
$$Y = \beta_1 X + \beta_2 M + e \qquad \text{(Model 2)}$$

To examine this assumption, it can be done by looking at the composition of the theoretical model that has been built by showing that the form of the relationship between variables is linear, that is, a one-way flow system, where the relationship between ei is mutually independent as well as the relationship between ei and variable x is independent of each other, and there are no endogenous variables that have an alternating effect.

In path analysis, the direct effect is expressed by the ρ_i coefficient, while the indirect effect and total effect can be calculated by making separate calculations. For parameter estimation, it was carried out by means of regression analysis through SPSS 22.0, the following results were obtained.

From the results of calculations on testing the data obtained the following results.

Table 4 – Substructure Coefficients 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9,689	,898		10,796	,000
	X	,231	,044	,623	5,222	,000

a. Dependent Variable: M

Table 5 – Substructure Coefficients 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	,427	,566		,756	,454
	X	,202	,019	,463	10,886	,000
	M	,727	,050	,619	14,563	,000

a. Dependent Variable: Y

The structural equation for this research model is:

Substructure 1:

$M = \beta_1 X + e$ ......(Model 1)
Effect of errors (Pei) = $\sqrt{1-R^2}$
Pei = $\sqrt{1-0{,}388}$ = 0,78
M = 0,623 X + 0,78

Substructure 2:

$Y = \beta_1 X + \beta_2 M + e$ ......(Model 2)
Effect of errors (Pei) = $\sqrt{1-R^2}$
Pei = $\sqrt{1-0{,}954}$ = 0,21
Y = 0,463 X + 0,619M + 0,21

Total determination coefficient results:

R^2m= 1 - (1-0,388) (1-0,954)
R^2m = 1- 0,028
R^2m = 0,972

That is, the diversity of data that can be explained by the model is 97.2 percent or in other words the information contained in the data is 97.2 percent can be explained by the model, while the remaining 2.8 percent is explained by other variables (not contained in the model) and errors.

This approach is carried out by removing non-significant paths in order to obtain a model that is truly supported by empirical data. The validation test on each path for the direct effect is the same as the regression, using the p value of the t test, namely the partial standardized variable regression coefficient test with a high performance work system (X) on organizational culture (M) is 5.222 sig 0.000, high performance work system (X) on employee creativity (Y) is 10.886 with sig 0.000, organizational culture variable on employee creativity is 14.563 with sig 0.00.

Based on the calculation results, the research significance level for the high performance work system variable on employee creativity is 0.000 <0.05, so that H0 is rejected and H1 is accepted, in other words the high work system has a positive and significant effect on employee creativity. Based on the calculation results, the research

significance level for the high performance work system variable on organizational culture is 0.000 <0.05, so that H0 is rejected and H2 is accepted, in other words the high performance work system has a positive and significant effect on organizational culture. Based on the calculation results, the research significance level for organizational culture variables on employee creativity is 0.00 <0.05, so H0 is rejected and H3 is accepted, in other words organizational culture has a positive and significant effect on employee creativity.

Based on the calculation results obtained Zcount (4.90)> Z table (1.96) so that H0 is rejected and H4 is accepted, in other words organizational culture indirectly mediates the effect of high performance work systems on employee creativity in employees at Inna Bali Heritage Hotel. Based on the calculation of substructures 1 and 2, it can be seen that the magnitude of the direct influence, indirect influence and total influence between variables. The calculation of the influence between variables is as follows.

Table 6 – Direct Influence, Indirect Influence And Total Influence

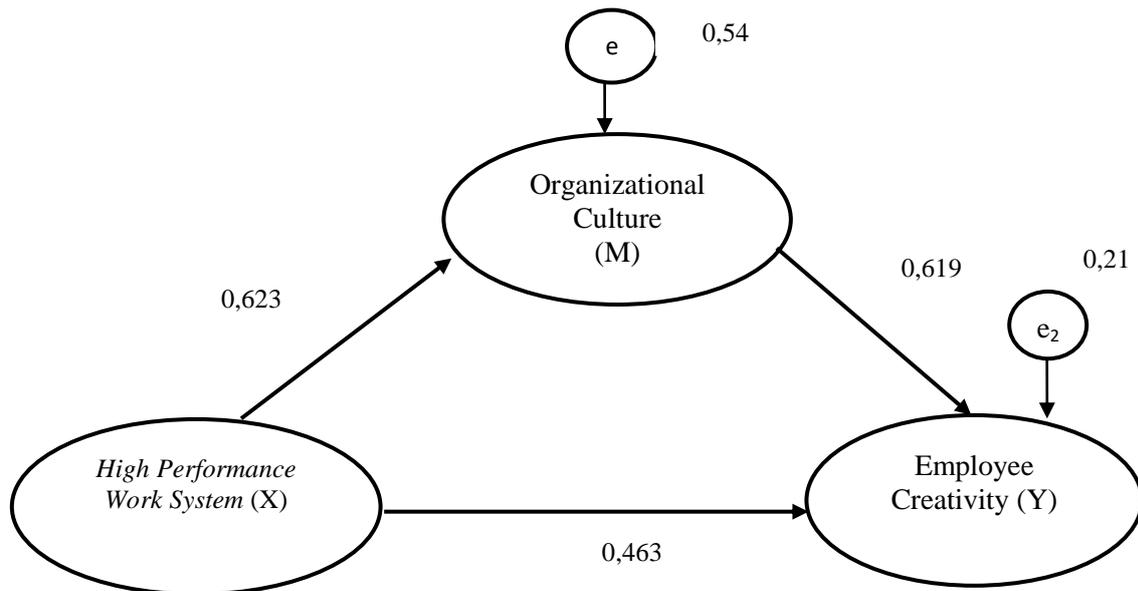| Variable			Direct effect	Indirect Effect Through Organizational Culture	Total Effect
High Performance Work System (X)	→	Organizational Culture (M)	0,623	-	0,623
High Performance Work System (X)	→	Employee creativity (Y)	0,463	(0,623*0,619)=0,385	0,848
Organizational Culture (M)	→	Employee creativity (Y)	0,619	-	0,619

Source: Primary data processed, 2021.

Figure 2 – Path Coefficient Diagram X to Y through M (Source: Primary data processed, 2021)

Based on the calculation results, it was obtained that the research significance level for the high performance work system variable on employee creativity was 0.463 with a sig value of 0.000 <0.05, so that H0 was rejected and H1 was accepted, in other words the high work system had a positive and significant effect on employee creativity. The results showed that the better the High Performance Work System, the higher the employee's creativity.

Based on the calculation results, the research significance level for the high performance work system variable on organizational culture is 0.623 with a sig value of 0.00 <0.05, so that H0 is rejected and H2 is accepted, in other words a high performance work system has a positive and significant effect on organizational culture . The results showed that the better the High Performance Work System, the higher the organizational culture.

Based on the calculation results, the research significance level for organizational culture variables on employee creativity is 0.619 with a sig value of 0.00 <0.05, so H0 is rejected and H3 is accepted, in other words organizational culture has a positive and significant effect on employee creativity. The results showed that the better the organizational culture, the higher the employee's creativity.

Based on the calculation results obtained Zcount (4.90)> Z table (1.96) so that H0 is rejected and H4 is accepted, in other words organizational culture indirectly mediates the effect of high performance work systems on employee creativity in employees at Inna Bali Heritage Hotel.

CONCLUSION

The conclusions that can be given based on the results of the research can be concluded as follows. The high performance work system has a positive and significant effect on organizational culture, this means that the higher the high performance work system, the better the organizational culture at Inna Bali Heritage Hotel. The high performance work system has a positive and significant effect on employee creativity, this is the higher the high performance work system, the higher the employee creativity at Inna Bali Heritage Hotel. Organizational culture has a positive and significant effect on employee creativity, this is the higher the organizational culture, the higher the creativity of employees at Inna Bali Heritage Hotel. Organizational culture mediates indirectly, the effect of a high performance work system on employee creativity for employees at Inna Bali Heritage Hotel, a high performance work system accompanied by a good organizational culture can increase employee creativity at Inna Bali Heritage Hotel.

Suggestions that can be given to the management of Inna Bali Heritage Hotel based on the results of the research are: Looking at the results of this study, organizational culture which has a positive and significant effect on employee creativity has the highest value. So it is suggested to the management of Inna Bali Heritage Hotel to maintain and improve the organizational culture by maintaining innovation, risk taking, attention to detail, and team orientation, so that employee creativity is expected to increase. Although HPWS variables through organizational culture have the least influence, management must also pay close attention to placement, job security, compensation, job training, work flexibility, and self-directed teams to increase employee creativity at Inna Bali Heritage Hotel.

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