

Innovativeness in Driving HR Performance at The DJBC Central Java and D.I. Yogyakarta Regional Office with The Adoption of Kemenkeu Work Values as a Control Variable

Tonny Irawan¹⁾ & Mulyana²⁾

¹⁾Magister Management Program, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: tonnyirawan90@gmail.com

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: mulyana@unissula.ac.id

Abstract. *This study aims to analyze the role of innovativeness in driving HR performance at the Central Java and D.I. Yogyakarta DJBC Regional Office with the adoption of the Ministry of Finance's Work Values as a control variable. Based on the research gap and existing phenomena, the research problem in this study is how innovativeness affects HR performance and how the Ministry of Finance's Work Values acts as a moderating factor in this relationship. The type of research used is explanatory associative research with a quantitative approach. The population of this study consists of all HR at the Central Java and D.I. Yogyakarta DJBC Regional Office, totaling 150 people, with the sampling technique using census sampling, where the entire population is treated as the sample. The statement interval in this study uses a 1–5 scale, with anchors ranging from Strongly Disagree (SD) to Strongly Agree (SA). Data analysis was conducted using Partial Least Square (PLS) methodology. The results of the study show that innovativeness has a positive and significant effect on HR performance. Furthermore, the adoption of the Ministry of Finance's Work Values significantly moderates the relationship between innovativeness and HR performance. This study provides valuable contributions to understanding the factors influencing HR performance in the DJBC environment and highlights the importance of applying the Ministry of Finance's Work Values in enhancing performance through innovation.*

Keywords: *HR performance; Innovativeness; Ministry of Finance's Work Values.*

1. Introduction

One of the key government agencies responsible for ensuring compliance with international trade regulations and optimizing state revenue is the Regional Office of the Directorate

General of Customs and Excise (DJBC) for Central Java and the Special Region of Yogyakarta. To optimize the performance of the Directorate General of Customs and Excise, the Regional Office for Central Java and Yogyakarta is committed to becoming a service-oriented institution free from corruption, collusion, and nepotism. This commitment is supported by adequate infrastructure and human resources characterized by high integrity, professionalism, synergistic capabilities, service orientation, and a continuous pursuit of excellence. These values are the core principles upheld by the Ministry of Finance. They provide moral and ethical direction, forming the foundation for organizational behavior and decision-making, while also shaping a distinctive organizational identity and work culture. In turn, this builds a strong image and reputation among employees, stakeholders, and the public (Olejarski et al., 2019).

Innovativeness plays a significant role in supporting the performance of Customs and Excise, particularly in efforts to prevent smuggling practices that harm state revenue. As several researchers have noted, innovativeness is essential in driving organizational performance (Acar & Ozs, 2018). By continuously pursuing new ideas and concepts in processes, products, or service development, organizations can improve efficiency, effectiveness, and market competitiveness (Alhakimi & Mahmoud, 2020). Innovativeness opens the door to positive change, allowing organizations to adapt to ever-changing environments and seize emerging opportunities (Astrini et al., 2020).

Innovative organizations are more agile in adapting to market changes and meeting customer needs, which helps them reduce response times to market demands (Kim & Choi, 2020). Moreover, innovation can make an organization more appealing to both talent and investors, as it is often seen as a critical factor for achieving sustained success (Brettel et al., 2015). Isa & Muafi (2022) highlight the significant influence of innovation on human resource performance, while other research emphasizes its crucial role in driving organizational performance (Urban & Matela, 2022). Innovation has consistently been shown to have a significant impact on human resource performance (Chatterjee et al., 2024; Grosser et al., 2018; Parra-Requena et al., 2022; Rubera & Kirca, 2012).

A study by Yuliansyah et al. (2021) confirmed that innovation positively influences performance, emphasizing the importance of innovative capabilities in organizational achievement. However, this finding contrasts with research by Domi et al. (2019), which concluded that innovation has no significant effect on HR performance in Albanian SMEs. Such differences highlight inconsistencies in research outcomes regarding the relationship between innovation and performance, likely influenced by varying industry contexts, company sizes, or environmental factors. This research gap provides an opportunity for further investigation to better understand the specific conditions under which innovation contributes optimally to organizational performance. To address this gap, the variable Organizational Value is proposed as a mediating factor.

However, instilling these values across all organizational units is no easy task. One of the biggest challenges in this process is changing employee mindsets (Magsi et al., 2018). By adopting these values, employees are expected to strengthen integrity (Khan et al., 2020), boost innovation (Zeb et al., 2021), foster synergy, deliver excellent service (Spicer, 2020), and pursue excellence in every aspect of their work (Aboramadan et al., 2020). As such, the core values of the Ministry of Finance serve as the foundation guiding the behavior and attitudes expected of all organizational members, and reflect the work culture held in high regard in achieving the Ministry's goals and vision.

Organizational values refer to the principles, beliefs, and standards upheld by an organization (Carter & Greer, 2013). These values represent the organization's work culture and identity, offering moral and ethical direction for behavior and decision-making within the institution (Juliati, 2021). Organizational values encompass various aspects such as integrity, professionalism, innovation, collaboration, service, fairness, and others considered important for achieving the organization's vision and mission (Singh et al., 2021).

Organizational values include the beliefs that form the basis of decisions and actions, such as integrity, professionalism, collaboration, and innovation (Hofstede, 1998; Mirvis et al., 2010). These values are often explicitly stated in official documents like mission and vision statements or codes of ethics (Gurley et al., 2015). On the other hand, values that are consistently practiced evolve into a living culture within the organization, reflecting norms, traditions, habits, and behaviors adopted by its members. This includes ways of working, communication styles, levels of engagement, job satisfaction, and responses to changes and challenges (Al-Shibami et al., 2019; Hofstede, 1998). Organizational culture can be seen in daily interactions, rituals, symbols, and the work environment (Rahmadani Lubis & Hanum, 2020). While closely related, organizational values typically serve as the foundation of organizational culture (Hofstede, 1998). The values held by an organization shape the norms and behaviors that eventually become embedded in its culture. In essence, organizational values function as the moral and ethical compass that defines a unique work culture and organizational identity.

The research results suggest that an organizational culture characterized by shared trust, collaboration, and learning, supported by participative and supportive leadership, tends to improve the effectiveness of knowledge management practices, which in turn enhances the company's innovation capabilities (Lam et al., 2021). A significant and direct relationship between organizational culture and organizational innovation has been established (Alharbi et al., 2022). Furthermore, an adhocracy culture is statistically deemed effective in predicting performance and fostering innovation within organizations (Zeb et al., 2021). The findings show that organizational culture positively influences organizational innovation (Azeem et al., 2021).

This Article highlights several challenges faced by the Directorate General of Customs and Excise (DJBC) Regional Office for Central Java and Yogyakarta in fulfilling its role, particularly

in increasing state revenue and maintaining domestic economic balance. While DJBC plays a crucial role in overseeing international trade, collecting customs duties, and protecting the domestic market, the main challenge lies in changing employees' mindsets to adopt organizational values that support integrity, innovation, and high-quality service. Additionally, the uncertainty regarding the contribution of innovation to organizational performance—given that some studies show contradictory results—presents a research gap that needs further exploration. Therefore, it is essential to investigate the specific conditions under which innovation can optimally contribute to the performance of the DJBC organization, as well as how organizational values can be effectively internalized to support the institution's goals. The objectives of this study are to describe and analyze the impact of innovativeness on improving human resource performance, as well as to examine the moderating effect of adopting the Ministry of Finance's Work Values on the role of innovativeness in enhancing human resource performance.

2. Research Methods

This study aims to explain the testing of hypotheses with the intention of validating or strengthening the hypotheses in order to support the underlying theory. In this case, the theories are related to the Ministry of Finance's work values, innovativeness, and organizational performance. The population in this study consists of all human resources at the Central Java and Special Region of Yogyakarta Regional Office of the Directorate General of Customs and Excise (DJBC), totaling 150 individuals. The sampling technique used is census sampling, where the entire population is treated as the sample. The measurement of the research variables is carried out using personality questionnaires. Data collection is done using closed-ended questionnaires. The response interval for the statements in this study ranges from 1 to 5, with anchors ranging from Strongly Disagree (STS) to Strongly Agree (SS).

In this study, the operational definitions of the variables and their indicators are explained as follows: Human Resource Performance refers to the work results of employees, both in terms of quality and quantity, evaluated based on the established work standards. The indicators for human resource performance include quality, quantity, timeliness, cost-effectiveness, and interpersonal impact, as adapted from Bernardin & Russel (2013). Ministry of Finance Work Values encompass the core values that serve as the foundation for the character and work culture in the Ministry of Finance, guiding the implementation of tasks and responsibilities, and reflecting the unique identity that differentiates the Ministry of Finance from other institutions. The indicators for Ministry of Finance work values include integrity, professionalism, synergy, service, and excellence, as stated in PMK Number 190 of 2018. Innovativeness describes an organization's willingness to pursue new ideas and concepts in processes, products, or service development. The indicators for innovativeness include aggressiveness, analysis, defensiveness, futurity, proactiveness, and riskiness, as proposed by Karabulut (2015).

In this study, data analysis is conducted using Partial Least Square (PLS), a statistical method that helps to analyze complex relationships between variables. PLS is particularly useful for handling small sample sizes and complex models with multiple constructs. The analysis includes the assessment of both the measurement model (to evaluate the reliability and validity of indicators) and the structural model (to test the relationships between constructs). The key results from PLS provide insights into the strength and significance of the relationships, indicating how well the proposed model fits the data and supports the hypotheses. In conclusion, PLS analysis enables a comprehensive evaluation of the direct and indirect effects between the studied variables, highlighting their impact on the overall model.

3. Results and Discussion

The respondents in this study were 150 employees from the Central Java and Yogyakarta Regional Office of DJBC. The data collection through questionnaires showed that all were fully completed and suitable for further analysis. The majority of respondents were male (64.7%), aged between 31-40 years (40%), had a bachelor's degree (47.3%), and had 0-10 years of work experience (49.3%). These characteristics highlight a male-dominated workforce, relatively young, well-educated, and with varying levels of work experience.

The evaluation of convergent validity for each latent variable can be presented in the outer loading values, which reflect the strength of the indicators in explaining the latent variables. The results of this convergent validity test can be described as follows:

Table 1. convergent validity test

	Outer loadings
X1_1 <- Innovativeness	0.789
X1_2 <- Innovativeness	0.814
X1_3 <- Innovativeness	0.875
X1_4 <- Innovativeness	0.789
X1_5 <- Innovativeness	0.823
X1_6 <- Innovativeness	0.857
Y1_1 <- employee performance	0.859
Y1_2 <- employee performance	0.858
Y1_3 <- employee performance	0.914
Y1_4 <- employee performance	0.890
Y1_5 <- employee performance	0.841
Z1 <- Work Value	0.882
Z2 <- Work Value	0.764
Z3 <- Work Value	0.895
Z4 <- Work Value	0.863
Z5 <- Work Value	0.878
Work Value x Innovativeness -> Work Value x Innovativeness	1.000

Based on the results of the convergent validity testing for each variable, it can be stated that all indicators used in this research model are declared valid, and therefore can be used as measures for the variables employed in this study.

Discriminant validity testing is conducted using three methods: 1) by examining the Fornell-Larcker Criterion, which is determined from the square root of the Average Variance Extracted (AVE), 2) by checking the Heterotrait-Monotrait Ratio (HTMT) value, and 3) by inspecting the cross-loadings. The results of the tests for each variable are as follows:

Table 2. Fornell Larcker Criterion

	Innovativeness	employee performance	Work Value
Innovativeness	0.825		
Work Value	0.401	0.873	
employee performance	0.177	0.725	0.858

The Fornell-Larcker Criterion test has been fulfilled, as indicated by the AVE root values being greater than the correlations between the constructs. This demonstrates that all constructs in the model possess good discriminant validity, meaning that the research instruments used are considered appropriate and valid for measuring the latent variables in this study.

Validity testing using the Heterotrait-Monotrait ratio (HTMT) criterion is conducted by examining the HTMT matrix. An acceptable HTMT value is below 0.9, which indicates that the discriminant validity evaluation is acceptable.

Table 3. Heterotrait-Monotrait Ratio (HTMT) Criterion

	Innovativeness	employee performance	Work Value
Innovativeness			
employee performance	0.427		
Work Value	0.188	0.788	
Work Value x Innovativeness	0.237	0.238	0.452

The values in the HTMT matrix in Table 3 above are all less than 0.9. This indicates that the model demonstrates an acceptable evaluation of discriminant validity. From the results of the discriminant validity test, it can be concluded that the Heterotrait-Monotrait Ratio (HTMT) criterion has been met, meaning all constructs in the estimated model fulfill the criteria for good discriminant validity, and thus, the data analysis results can be accepted.

Reliability testing is conducted to verify the accuracy, consistency, and precision of the instrument in measuring the constructs. Reliability indicates that the research indicators used are appropriate to the actual conditions of the research object. The reliability of a construct with reflective indicators can be measured using three methods: composite reliability, Cronbach's alpha, and AVE. The results for each construct in this study are presented in the table below:

Tabel 5 realibility test

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Innovativeness	0.907	0.927	0.681

employee performance	0.921	0.941	0.762
Work Value	0.909	0.933	0.736

The results of the reliability test for each construct are shown in the table above. The findings indicate that the AVE values for each construct are greater than 0.5, the composite reliability values for each construct exceed 0.7, and the Cronbach's alpha values for each construct are also above 0.7. Based on these reliability test results, it can be concluded that the instruments used to measure the variables Innovativeness, Human Resource Performance, and Kemenkeu Work Values in this study have high reliability. In accordance with the results of the convergent validity, discriminant validity, and reliability tests of the research variables, it can be concluded that all indicators used to measure the latent variables are valid and reliable measurement indicators. In this study, the goodness of fit for the structural model is evaluated by considering R-square (R²) and Q² (predictive relevance of the model). Both are measures used to indicate the acceptance of the proposed model (Hair et al., 2019).

Tabel 6 Koefisien Determination Value (*R-Square*)

	R-square
Employee performance	0.621

Table 6 above shows the coefficient of determination (R-square) value for the Human Resource Performance variable, which is 0.621. This value indicates that the Human Resource Performance variable can be explained by the variables Innovativeness and Kemenkeu Work Values by 62.1%, while the remaining 37.9% is influenced by other variables not included in this research model.

The final step in PLS, namely the structural (inner) model analysis, is conducted to test the hypotheses using the t statistic (T Statistics). The test results indicate that the Innovativeness construct affects Human Resource Performance, moderated by the Ministry of Finance Work Values, as shown by the significant loading factors in the structural model output. Data processing was carried out with the SmartPLS v4.0 software, and the results are visualized in the following figure.

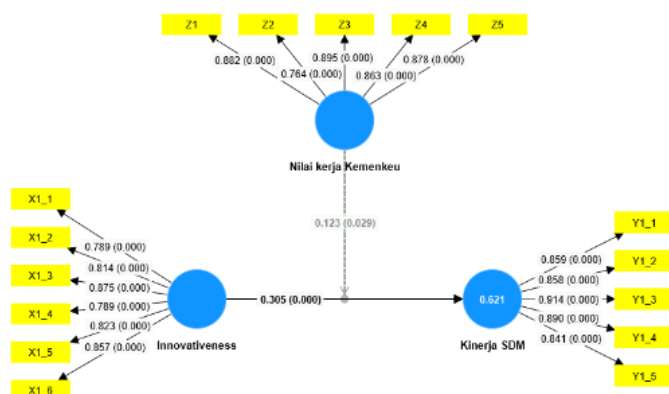


Figure 1 Full Model SEM-PLS

This section presents the results of the hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the t-statistic (t-hitung) with the t-table, assuming that the t-hitung is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the analysis of the influence between variables using Partial Least Squares (PLS) analysis.

Tabel 7 *Path Coefficients*

	Original sample	T statistics	P values	Influence
Innovativeness -> Kinerja SDM	0.305	4.378	0.000	Significant
Work value -> employee performance	0.738	14.378	0.000	Significant
Work value x Innovativeness -> employee performance	0.123	2.182	0.029	Signifikan

Through the presentation of the data processing results, hypothesis testing for each research hypothesis can be conducted. The first hypothesis, H1, suggests that the higher the Innovativeness, the higher the Human Resource Performance. The test for this hypothesis was conducted by examining the estimated coefficient (original sample) of the effect of Innovativeness on Human Resource Performance, which was found to be 0.305. This result provides evidence that Innovativeness positively influences Human Resource Performance. The t-test results further support this, with the t-statistic (4.378) being greater than the t-table value (1.96) and the p-value (0.001) being less than 0.05. Therefore, the conclusion is that Innovativeness has a positive and significant effect on Human Resource Performance, meaning that employees with higher Innovativeness tend to have higher performance. Based on this, the first hypothesis, "The higher the Innovativeness, the higher the Human Resource Performance," is accepted. These results support previous studies that innovation has a significant impact on Human Resource Performance (Chatterjee et al., 2024; Grosser et al., 2018; Parra-Requena et al., 2022; Rubera & Kirca, 2012).

The second hypothesis, H2, posits that when the Ministry of Finance Work Values are well adopted, they will strengthen the role of innovation in driving improvements in Human Resource Performance. Conversely, if the adoption of these values is less optimal, the role of innovation in improving Human Resource Performance will weaken. This hypothesis was tested by examining the estimated coefficient (original sample) of the interaction between Ministry of Finance Work Values and Innovativeness on Human Resource Performance, which was found to be 0.123. This result indicates that the moderating effect of Ministry of Finance Work Values on the relationship between Innovativeness and Human Resource Performance is positive. The t-test results (t-statistic = 2.182, p-value = 0.029) further confirm the significance of this effect. Based on these findings, it can be concluded that high Ministry of Finance Work Values strengthen the impact of Innovativeness on Human Resource Performance. Thus, the second hypothesis, "When the Ministry of Finance Work Values are well adopted, this will strengthen the role of innovation in improving Human Resource Performance. Conversely, if the adoption of these values is less optimal, the role of innovation in improving Human Resource Performance will weaken," is also accepted.

These results provide support for previous research that organizational culture has a significant and direct relationship with organizational innovation (Alharbi et al., 2022). Additionally, work culture is statistically considered suitable for predicting performance and enhancing innovation within organizations (Zeb et al., 2021).

4. Conclusion

This study reveals that innovativeness has a positive and significant impact on HR performance at the DJBC Regional Office of Central Java and D.I. Yogyakarta, with employees possessing higher levels of innovativeness tending to demonstrate better performance. Additionally, the adoption of the Kemenkeu Work Values, which include integrity, professionalism, synergy, service, and excellence, has been shown to positively moderate the relationship between innovativeness and HR performance. Optimal implementation of Kemenkeu Work Values strengthens the impact of innovativeness in driving improvements in HR performance, highlighting the importance of collaboration and a strong work culture in achieving optimal organizational performance. The theoretical implications of this research reinforce the understanding that long-term orientation (futurity) and the willingness to take risks (aggressiveness) play crucial roles in driving HR performance. This study also confirms that Kemenkeu Work Values function not only as normative guidelines but also as a catalyst that strengthens the relationship between innovativeness and HR performance. A combination of innovation strategy, collaboration, and balanced human resource management can create optimal synergy to improve overall performance. However, this study has some limitations, such as the lack of diversity in the antecedent variables analyzed, the limited scope of the study to the DJBC Regional Office of Central Java and D.I. Yogyakarta, and the cross-sectional approach that cannot observe long-term changes. Therefore, future research should broaden the variables being studied, expand the scope to different sectors or industries, and utilize a longitudinal design with a larger sample to obtain more comprehensive and generalizable results.

5. References

Journals:

- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. <https://doi.org/10.1108/JMD-06-2019-0253>
- Acar, A. Z., & Ozs, M. (2018). The Relationship among Strategic Orientations, Organizational Innovativeness, and Business Performance. *International Journal of Innovation Management*, 22(1). <https://doi.org/10.1142/S1363919618500093>

- Alhakimi, W., & Mahmoud, M. (2020). The impact of market orientation on innovativeness: evidence from Yemeni SMEs. *Asia Pacific Journal of Innovation and Entrepreneurship*, 14(1), 47–59. <https://doi.org/10.1108/apjie-08-2019-0060>
- Alharbi, I. B., Jamil, R., Mahmood, N. H. N., & Shaharoun, A. M. (2022). Exploring the Relationships Between Organizational Culture, Management Control System and Organizational Innovation. *Global Business Review*, 23(3), 662–675. <https://doi.org/10.1177/0972150919870341>
- Al-Mamary, Y. H., & Alshallaqi, M. (2022). Impact of autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness on students' intention to start a new venture. *Journal of Innovation and Knowledge*, 7(4). <https://doi.org/10.1016/j.jik.2022.100239>
- Al-Shibami, A. H., Alateibi, N., Nusari, M., Ameen, A., Khalifa, G. S. A., & Bhaumik, A. (2019). Impact of organizational culture on transformational leadership and organizational performance. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 10), 653–664. <https://doi.org/10.35940/ijrte.B1116.0982S1019>
- Astrini, N. J., Rakhmawati, T., Sumaedi, S., Bakti, I. G. M. Y., Yarmen, M., & Damayanti, S. (2020). Innovativeness, Proactiveness, and Risk-taking: Corporate Entrepreneurship of Indonesian SMEs. *IOP Conference Series: Materials Science and Engineering*, 722(1). <https://doi.org/10.1088/1757-899X/722/1/012037>
- Aureli, S., & Del Baldo, M. (2019). Performance measurement in the networked context of convention and visitors bureaus (CVBs). *Annals of Tourism Research*, 75(April 2018), 92–105. <https://doi.org/10.1016/j.annals.2018.12.004>
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66. <https://doi.org/10.1016/j.techsoc.2021.101635>
- Bahmani Oskooee, M., & Wooton, I. (2020). THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH COMPENSATION AS AN INTERVENING VARIABLE (Case Study on Employees of the Residential Area Housing Office And Cleanliness of the City of Wisconsin-milwaukee). *Medical Research, Nursing, Health and Midwife Participation*, 1(2), 71–77. <https://medalionjournal.com/>
- Banks, S. (2020). *Ethics and values in social work*. (1st ed., Vol. 1).
- Brettel, M., Chomik, C., & Flatten, T. C. (2015). How Organizational Culture Influences Innovativeness, Proactiveness, and Risk-Taking: Fostering Entrepreneurial Orientation in SMEs. *Journal of Small Business Management*, 53(4), 868–885. <https://doi.org/10.1111/jsbm.12108>

- Carter, S. M., & Greer, C. R. (2013). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership and Organizational Studies*, 20(4), 375–393. <https://doi.org/10.1177/1548051812471724>
- Chatterjee, S., Chaudhuri, R., & Vrontis, D. (2024). Does data-driven culture impact innovation and performance of a firm? An empirical examination. *Annals of Operations Research*, 333(2–3), 601–626. <https://doi.org/10.1007/s10479-020-03887-z>
- Choi, I. (2020). Moving beyond Mandates: Organizational Learning Culture, Empowerment, and Performance. *International Journal of Public Administration*, 43(8), 724–735. <https://doi.org/10.1080/01900692.2019.1645690>
- Dash, A. (2019). Scaling the Innovativeness of Start-ups in India. *SEDME (Small Enterprises Development, Management & Extension Journal)*, 46(3), 196–204. <https://doi.org/10.1177/0970846419863874>
- Domi, S., Keco, R., Capelleras, J.-L., & Mehmeti, G. (2019). EFFECTS OF INNOVATIVENESS AND INNOVATION BEHAVIOR ON TOURISM SMES PERFORMANCE: THE CASE OF ALBANIA. *RECENT ISSUES IN ECONOMIC DEVELOPMENT*, 3, 67–87. <https://doi.org/10.14254/2071>
- Egi Radiansyah, H., & Muhammadiyah Kalianda, S. (2022). PENGARUH BUDAYA KERJA DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PT. CABANG WINDU KARSA BAKAUHENI LAMPUNG SELATAN. *Jurnal Ekonomi Dan Bisnis*, 11(1).
- Fidyah, D. N., & Setiawati, T. (2020). Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable. *Review of Integrative Business and Economics Research*, 9(4), 64–81. www.telkom.co.id
- Gidey, A. (2016). The Effect of Training and Development on Employees Performance : the case of Commercial Bank of Ethiopia. *International Journal of Multidisciplinary Research*, 2(10), 45–50.
- Grosser, T. J., Obstfeld, D., Choi, E. W., Woehler, M., Lopez-Kidwell, V., Labianca, G. (Joe), & Borgatti, S. P. (2018). A sociopolitical perspective on employee innovativeness and job performance: The role of political skill and network structure. *Organization Science*, 29(4), 612–632. <https://doi.org/10.1287/orsc.2017.1201>
- Gurley, D. K., Peters, G. B., Collins, L., & Fifolt, M. (2015). Mission, vision, values, and goals: An exploration of key organizational statements and daily practice in schools. *Journal of Educational Change*, 16(2), 217–242. <https://doi.org/10.1007/s10833-014-9229-x>

- Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization Studies*, 19(3), 477–492. <https://doi.org/10.1177/017084069801900305>
- Isa, E. S. A. I., & Muafi, M. (2022). Human Capital, Organizational Learning and Their Effects on Innovation Behavior and Performance of Banking Employees. *International Journal of Finance & Banking Studies* (2147-4486), 11(1), 01–18. <https://doi.org/10.20525/ijfbs.v11i1.1533>
- Juliati, F. (2021). The Influence Of Organizational Culture, Work Ethos And Work Discipline On Employee Performance. In *AKADEMIK Jurnal Mahasiswa Ekonomi & Bisnis* (Vol. 1, Issue 1).
- Karabulut, A. T. (2015). Effects of Innovation Strategy on Firm Performance: A Study Conducted on Manufacturing Firms in Turkey. *Procedia - Social and Behavioral Sciences*, 195, 1338–1347. <https://doi.org/10.1016/j.sbspro.2015.06.314>
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019898264>
- Kim, J., & Choi, S. O. (2020). The intensity of organizational change and the perception of organizational innovativeness; with discussion on open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3). <https://doi.org/10.3390/JOITMC6030066>
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 1–16. <https://doi.org/10.3390/joitmc7010066>
- Magsi, H. B., Ong, T. S., Ho, J. A., & Hassan, A. F. S. (2018). Organizational culture and environmental performance. *Sustainability (Switzerland)*, 10(8), 1–17. <https://doi.org/10.3390/su10082690>
- Manaf, H. A., Armstrong, S. J., Lawton, A., & Harvey, W. S. (2018). Managerial Tacit Knowledge, Individual Performance, and the Moderating Role of Employee Personality. *International Journal of Public Administration*, 41(15), 1258–1270. <https://doi.org/10.1080/01900692.2017.1386676>
- Mirvis, P., Googins, B., & Kinnicutt, S. (2010). Vision, mission, values. Guideposts to sustainability. *Organizational Dynamics*, 39(4), 316–324. <https://doi.org/10.1016/j.orgdyn.2010.07.006>

- Oktarina, M., Purnamasari, D., & Handayani, S. (2022). *Pengaruh Budaya Kerja terhadap Kinerja Guru SD IT An-Nuriyah Sekayu* (Vol. 3, Issue 3).
- Olejarski, A. M., Potter, M., & Morrison, R. L. (2019). Organizational Learning in the Public Sector: Culture, Politics, and Performance. *Public Integrity*, 21(1), 69–85. <https://doi.org/10.1080/10999922.2018.1445411>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Parra-Requena, G., Ruiz-Ortega, M. J., Garcia-Villaverde, P. M., & Ramírez, F. J. (2022). Innovativeness and performance: the joint effect of relational trust and combinative capability. *European Journal of Innovation Management*, 25(1), 191–213. <https://doi.org/10.1108/EJIM-04-2020-0117>
- Rubera, G., & Kirca, A. H. (2012). Firm innovativeness and its performance outcomes: A meta-analytic review and theoretical integration. *Journal of Marketing*, 76(3), 130–147. <https://doi.org/10.1509/jm.10.0494>
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, McLean, P., & Robinson, J. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.
- Singh, S. K., Gupta, S., Busso, D., & Kamboj, S. (2021). Top management knowledge value, knowledge sharing practices, open innovation and organizational performance. *Journal of Business Research*, 128, 788–798. <https://doi.org/10.1016/j.jbusres.2019.04.040>
- Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, 30, 20–32. <https://doi.org/10.1016/j.jretconser.2015.12.003>
- Spicer, A. (2020). Organizational Culture and COVID-19. In *Journal of Management Studies* (Vol. 57, Issue 8, pp. 1737–1740). Blackwell Publishing Ltd. <https://doi.org/10.1111/joms.12625>
- Tri Brata, J., & Nashar, A. (2022). Visi Presisi POLRI dan Budaya Kerja Pada Kepolisian Resort Konawe Selatan. *Indonesian Annual Conference Series*, 51–56.
- Urban, B., & Matela, L. (2022). The nexus between innovativeness and knowledge management: A focus on firm performance in the hospitality sector. *International*

Journal of Innovation Studies, 6(1), 26–34.
<https://doi.org/10.1016/j.ijis.2021.12.002>

Yee, L. C. (2018). An analysis on the relationship between job satisfaction and work performance among academic staff in Malaysian private universities. *Journal of Arts and Social Sciences*, 1(2), 64–73.

Yuliansyah, Y., Rammal, H. G., Maryani, M., Mohamed Jais, I. R., & Mohd-Sanusi, Z. (2021). Organizational learning, innovativeness and performance of financial service firms in an emerging market: examining the mediation effects of customer-focused strategy. *Business Process Management Journal*, 27(4), 1126–1141.
<https://doi.org/10.1108/BPMJ-10-2020-0454>

Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. *Business Process Management Journal*, 27(2), 658–683. <https://doi.org/10.1108/BPMJ-11-2019-0464>

Books:

Ghozali. (2018). *Metode penelitian*.

Sugiyono. (2018). Metode Penelitian Metode Penelitian. *Metode Penelitian*, 22–34.

Rahmadani Lubis, F., & Hanum, F. (2020). *Organizational Culture*.

Robbins, S. P. (2002). *The truth about managing people--and nothing but the truth*. FT Press.

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson education limited.

Robbins, S. P., & Judge, T. A. (2007). Organization behaviour. In *Organization behaviour*. Pearson/Prentice Hall.

Hair, J. F. (1995). *MultiVariate Data Analysis*. Jakarta:Gramedia Pustaka Utama.

Bernardin, H. J., & Russel, J. E. A. (2013). *Human resource management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore.