



# The Influence of Organizational Culture, Innovative Attitude, and Job Characteristic on Employee Performance at PT Dekor Asia Jayakarya

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## ABSTRACT

Increasingly tight competition requires organizations to be able to increase competitiveness to maintain the sustainability of the organization. This study examines the influence of Organizational Culture, Innovative Attitude, and Job Characteristics at PT. Dekor Asia Jayakarya. The research is quantitative, and primary data is collected using a questionnaire from a census of 50 respondents. Sampling is done using a Likert scale. Data collected through direct surveys are then processed using SPSS. The study's results indicate that organizational culture has a significant positive effect on employee performance. Innovative attitudes have a positive and significant impact, while job characteristics do not significantly affect employee performance. The implication is that it can maintain the agency's organizational culture and innovative attitudes.

**Keywords:** *Employee Performance, organizational culture, innovative attitudes, job characteristics*

## 1. INTRODUCTION

Human resources play an important role in a company, especially in achieving the goals that have been set. Therefore, companies must manage their human resources effectively, as they are valuable assets involved in planning, implementing, and overseeing various operational activities. To maintain the quality and development of human resources, companies often provide training and incentives that can enhance employee performance. Employee performance will improve if they succeed in meeting the targets set by the organization. In this regard, companies need a leader who can guide and provide direction to employees to keep them motivated in their work.

The increasingly competitive environment forces organizations to improve their competitiveness to sustain survival. Organizations bring together people, commonly known as employees or human resources, to carry out the organization's activities. Employees are the most important factor in determining the progress or decline of an organization. To achieve organizational goals, it is essential to have employees who meet the organization's requirements and can also perform the tasks assigned. Every organization will always strive to improve its employees' performance, hoping that its goals will be achieved. Employee ability is reflected in their performance, and good performance is optimal. The performance of employees is one of the key factors that help the organization achieve its objectives. Thus, employee performance is an aspect that organizational leaders should pay attention to.

PT. Dekor Asia Jayakarya is a manufacturing company headquartered in D.I. Yogyakarta. Dekor Asia offers several flagship products, each with a unique position in domestic and international markets. Its products include bamboo boards, rattan, gazebos, and sticks. Previous studies have extensively examined employee performance, including a study conducted by [1] with high-quality human resources, which shows that the company is expected to have employees who perform well and remain loyal to the organization. Organizational culture reflects the values, norms, beliefs, and practices that shape a company's identity and way of working. A positive organizational culture provides clear guidance, motivates employees, and influences their decisions and actions [2]. The importance of an effective organizational culture aligned with the company's goals cannot be overlooked. Innovative behavior among employees is crucial for every company. Employees with innovative behavior can create or combine creative ideas within the organization. Innovative behavior involves the renewal, promotion, and realization of new ideas intentionally related to work, groups, or organizations. Work is the core component

of an organizational structure and serves as a tool to achieve organizational goals. Therefore, work must be designed in such a way as to achieve efficiency and technical productivity, which is shaped by job characteristics. Job characteristics are defined as the nature of tasks, including the level of responsibility and the variety of tasks carried out by employees [3].

Although many studies have explored these topics, few have researched the combined impact of organizational culture, innovative behavior, and job characteristics. This allows further research on how innovative behavior interacts with various job characteristics to affect employee performance.

## **2. HYPOTHESIS DEVELOPMENT**

### ***2.1. Organizational Culture and Employee Performance***

Although organizational culture is often considered difficult to change, it does not mean culture cannot be created or modified. Companies can strategically shape a culture that supports innovation, collaboration, and growth. For example, organizations can help employees understand and adopt the desired culture through training programs that emphasize company values. Employee involvement in the cultural change process is also important, as they are more likely to be committed to a culture they helped shape. Research conducted by [4] found that organizational culture positively influences employee performance. Similarly, research by [5] explains that organizational culture strongly impacts employee performance. Although it may not be easy to change, organizational culture can be developed to improve performance. These two studies provide a strong consensus among researchers regarding the influence of organizational culture on employee performance. This forms a solid foundation for the development of the following hypothesis:

H1: There is a positive influence of organizational culture on employee performance.

### ***2.2. Innovative Behavior and Employee Performance***

Research conducted by [6] showed that innovative behavior positively influences employee performance. The findings suggest that the higher an employee's innovative behavior level, the better their performance. Similarly, research by [7] emphasized that innovative work behavior significantly improves employee performance. These two studies provide strong evidence of the importance of innovative attitudes in the context of employee performance. Innovative behavior includes generating new ideas, adapting to change, and taking calculated risks in the workplace. Employees with an innovative attitude tend to be more proactive, seek new ways to complete tasks, and drive improvements in efficiency and effectiveness in work processes. This is beneficial for the individual and has a positive impact on teams and the organization as a whole. The hypothesis can be formulated as follows:

H2: There is a positive influence of innovative behavior on employee performance.

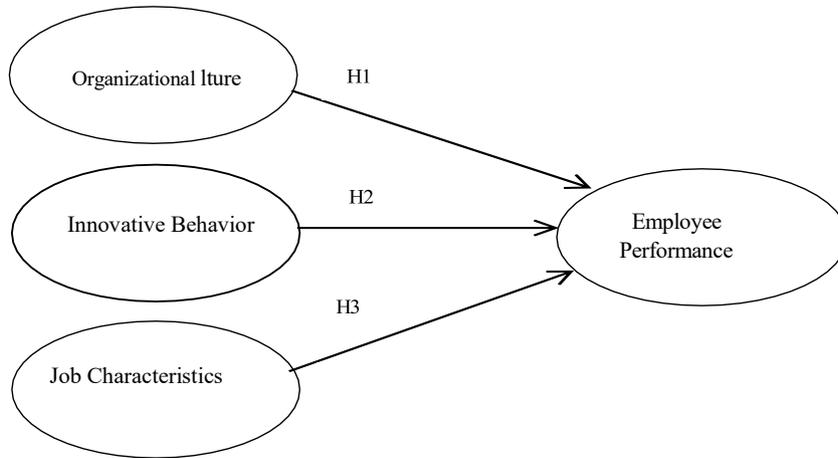
### ***2.3. Job Characteristics and Employee Performance***

A study by [8] showed a significant relationship between individual, job, and organizational characteristics on employee performance. The findings confirm that improvements in all three characteristics simultaneously can contribute to increased employee performance. Conversely, a decline in these characteristics may lead to decreased performance, especially among contract employees at FISIP ULM. These results align with a study by [9], which found that job characteristics positively and significantly affect employee performance.

Job characteristics encompass various aspects such as task complexity, level of responsibility, autonomy, and working conditions. These factors can affect motivation, job satisfaction, and employee effectiveness. When employees feel that their work is meaningful and challenging in a way that matches their abilities, they are more likely to be motivated to perform at their best. Furthermore, good working conditions, such as a supportive environment and adequate facilities, also contribute to optimal performance. Based on these findings, the hypothesis is formulated as follows:

H3: There is a positive influence of job characteristics on employee performance.

### 3. CONCEPTUAL FRAMEWORK



**Figure 1. Conceptual Framework**

In this study, there are 3 variables: the independent variables are Organizational Culture (X1), Innovative Behavior (X2), and Job Characteristics (X3), while the dependent variable is Employee Performance (Y), as shown in Figure 1.

### 4. RESEARCH METHOD

This study uses 50 employees as the population at PT. Dekor Asia Jayakarya. The research selects 50 employees as respondents.

**Table 1. Measurement of indicators**

measurement	
<b>Organizational Culture Indicators</b>	
1.	Innovation
2.	Creativity
3.	Results Orientation
4.	Attention to Detail
5.	Individual Orientation
6.	Team Orientation
7.	Aggressiveness
8.	Stability
<b>Innovative Behavior Indicators</b>	
1.	Idea Exploration
2.	Idea Generation
3.	Idea Support
4.	Idea Implementation
<b>Job Characteristics Indicators</b>	
1.	Autonomy
2.	Job Variety
3.	Task Identification
4.	Task Significance
5.	Feedback

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**Employee Performance Indicators**

1. Work Quality
  2. Work Quantity
  3. Timeliness
  4. Effectiveness
  5. Initiative
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## 5. RESULTS AND DISCUSSION

### 5.1. Validity Test

The validity test was conducted to measure whether a variable can be considered valid or not. The validity test for the instrument was carried out on the questionnaire distributed to the respondents on September 18, 2024. Data collection was performed using a census method. The questionnaire was distributed to respondents who were willing to fill out the questionnaire. The instrument in this study used a Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). The measurement indicators are presented in Table 1. The quality of the research is determined by the instrument used to collect data, which is then analyzed to obtain the results. In this study, hypothesis testing and processing were performed using SPSS.

The test was conducted after receiving the response data from the questionnaires that had been distributed. This study used SPSS as an analytical tool to test validity by comparing the calculated r-value (*r* hitung) with the r-value (*r* table). It is considered valid if the calculated r-value exceeds the table r-value. Conversely, if the computed r-value is less than the table r-value, it is considered invalid. In this study, the degree of freedom (*df*) for a sample size of 50 respondents is...

$$= (N-2) = 50-2 = 48 = 0,2787.$$

**Table 2. Validity Test**

Validity Test Results for Organizational Culture Variable (X1)				
Item Statement	r count	r table	Sig	Description
BO1	0.603	0.278	0.00	Valid
		7	0	
BO2	0.600	0.278	0.00	Valid
		7	0	
BO3	0.700	0.278	0.00	Valid
		7	0	
BO4	0.740	0.278	0.00	Valid
		7	0	
BO5	0.798	0.278	0.00	Valid
		7	0	
BO6	0.741	0.278	0.00	Valid
		7	0	
BO7	0.786	0.278	0.00	Valid
		7	0	
BO8	0.797	0.278	0.00	Valid
		7	0	

**Results of the Validity Test for the Innovative Behavior Variable (X2)**

Item Statement	r count	r table	Sig	Description
SI1	0.733	0.278 7	0.00 0	Valid
SI2	0.852	0.278 7	0.00 0	Valid
SI3	0.821	0.278 7	0.00 0	Valid
SI4	0.855	0.278 7	0.00 0	Valid

**Results of the Validity Test for the Job Characteristics Variable (X3)**

Item Statement	r count	r table	Sig	Description
KP1	0.686	0.278 7	0.00 0	Valid
KP2	0.754	0.278 7	0.00 0	Valid
KP3	0.726	0.278 7	0.00 0	Valid
KP4	0.679	0.278 7	0.00 0	Valid
KP5	0.690	0.278 7	0.00 0	Valid

**Results of the Validity Test for the Employee Performance Variable (Y)**

Item Statement	r count	r table	Sig	Description
KK1	0.651	0.278 7	0.00 0	Valid
KK2	0.764	0.278 7	0.00 0	Valid
KK3	0.839	0.278 7	0.00 0	Valid
KK4	0.717	0.278 7	0.00 0	Valid
KK5	0.776	0.278 7	0.00 0	Valid

**5.2. Reliability Test****Table 3. Reliability Test Results**

No	Variable	Cronbac h's Alpha	Description	N Item
1	Organizational Culture	0.776	Reliable	8
2	Innovative Behavior	0,819	Reliable	4
3	Job Characteristics	0.779	Reliable	5
5	Employee Performance	0. 793	Reliable	5

The table above shows that the reliability test for each instrument is reliable. The reliability test in this study used the Cronbach's alpha method, which is considered reliable if the Cronbach's alpha result is greater than 0.6. Therefore, the results of each instrument in the table above can be considered reliable.

### 5.3. Respondent Characteristics

Based on the table below, the respondents in this study were mostly between the ages of 25-35 years, with the highest number reaching 29 individuals or 58%. The other age groups include 46-56 years with 11 individuals (22%), 36-45 years with 9 individuals (18%), and 57-66 years with 1 individual (2%). Furthermore, in terms of job positions, the largest group of respondents were employees, totaling 38 individuals or 76%, followed by finishing with 4 individuals (8%), finance with 2 individuals (4%), and admin, sanding, drafter, marketing, spray workers, and logistics, each with 1 individual (2%). Based on gender analysis, it is observed that the respondents were predominantly male, with a percentage of 74%.

**Table 4. Respondent Characteristics**

#### Respondent Characteristics Based on Age

No	Usia	Jumlah	Presentase
1.	25-35 tahun	29	58%
2.	36-45 tahun	9	18%
3.	46-56 tahun	11	22%
4.	57-66 tahun	1	2%
	Total	50	100%

#### Respondent Characteristics Based on Job Position

No	Jabatan Pekerjaan	Jumlah	Persentase
1.	karyawan	38	76%
2.	Admin	1	2%
3.	Finance	4	4%
4.	Finishing	1	8%
5.	Amplas	1	2%
6.	Drafter	1	2%
7.	Marketing	1	2%
8.	Tukang Spry	1	2%
9.	Logistik	1	2%
	Total	50	100%

**Respondent Characteristics Based on Gender**

No	Jenis Kelamin	Jumlah	Presentase
1.	Laki-laki	37	74%
2.	Perempuan	13	26%
	Total	50	100%

**5.4. Classical Assumptions**

**Table 5. Results of the Kolmogorov-Smirnov Normality Test**

One-Sample Kolmogrov-Smirnov Test			
		Unstandardized Residual	
N		50	
Normal parameters	Mean	.0000000	
	Std. Deviation	1,62943656	
Most Extreme Differences	Absolute	.167	
	Positive	.146	
	Negative	-.167	
Test Statistic		.167	
Asymp. Sig (2-tailed)		.000	
Monte Carlo Sig. (2-tailed)	Sig		.053
	99% Confidence Interval	Lower Bound	.038
		Upper Bound	.049
a. Test distribution is Normal.			
b. Calculated from data			
c. Lilliefors Significance Correction			
d. Based on 10000 sampled tables with starting seed 2000000			

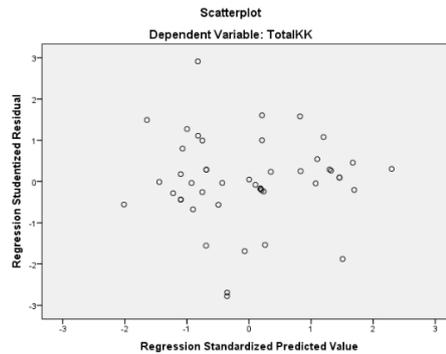
Based on the table above, the normality test using the Kolmogorov-Smirnov method with a Monte Carlo significance value of  $0.057 > 0.05$  indicates that this study's regression method meets the normality assumption.

**Table 6. Multicollinearity Test**

coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
		B	Std Error	Beta			tolerance	VIF
	(Constant)	1.464	1.102		1.329	.190		

1	Organizational Culture	.321	.082	.501	3.917	.000	.527	1.897
	Innovative Behavior	.400	.167	.326	2.399	.021	.468	2.138
	Job Characteristics	.049	.161	.045	.305	.762	.395	2.530
a. Dependent Variable : Employee Performance								

Since the tolerance values obtained for each independent variable are greater than 0.10 and the VIF values are less than 10 for each independent variable, the data for organizational culture, innovative behavior, and job characteristics are free from multicollinearity symptoms.



**Figure 2. Heteroscedasticity Test**

The scatter plot in Figure 2 shows that the data is randomly scattered and does not form any specific pattern. The data is distributed above and below the zero mark on the Y-axis. This indicates that heteroscedasticity is not present.

**5.5. Hypothesis Testing**

**Table 7. Hypothesis Test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.464	1.102		1.329	.190
	Organizational Culture	.321	.082	.501	3.917	.000
	Innovative Behavior	.400	.167	.326	2.399	.021
	Job Characteristics	.049	.161	.045	.305	.762
a. Dependent Variable: Employee Performance						

Based on the hypothesis testing conducted to prove the influence of Organizational Culture on Employee Performance, this can be seen in Table 4.12. The organizational culture variable obtained a t-count value of  $3.917 > 2.0117$  and a significance value of  $0.000 < 0.05$ . This shows that organizational culture positively and significantly affects employee performance; thus, the first hypothesis is accepted. This means that the better the organizational culture applied in a company, the higher the employee performance. which stated that organizational culture significantly impacts employee performance. The findings suggest that companies with a strong organizational culture can create a work environment that supports collaboration, innovation, and higher employee commitment.

Based on the hypothesis testing conducted to prove the influence of Innovative Behavior on Employee Performance, this can be seen in Table 4.12. The innovative behavior variable obtained a t-count value of  $2.399 > t\text{-table of } 2.0117$  and a significance value of  $0.021 < 0.05$ . This shows that innovative behavior positively and significantly affects employee performance; thus, the second hypothesis is accepted. This aligns with the research conducted by [6], which stated that innovative behavior positively influences employee performance. Therefore, this study highlights the importance of fostering innovative behavior among employees to achieve optimal performance.

Based on the hypothesis testing conducted to prove the influence of Job Characteristics on Employee Performance, this can be seen in Table 4.12. The job characteristics variable obtained a t-count value of  $0.305 > t\text{-table of } 2.0117$  and a significance value of  $0.76 < 0.05$ . This shows that job characteristics have a positive but insignificant effect on employee performance; thus, the third hypothesis is rejected. Although job characteristics, such as responsibility, autonomy, and task variety, are often considered important in determining the role and work efficiency of employees, the results of this study indicate that these factors are not the main determinants of employee performance. This is inconsistent with the research, which stated that job characteristics have a positive effect, possibly due to differences in industry context or the population being studied. However, which shows that in some conditions, factors like organizational culture or the type of work can reduce the impact of job characteristics on performance.

Based on the hypothesis testing conducted to prove the effect of Job Characteristics on Employee Performance, this can be observed in Table 4.12. The job characteristics variable obtained a t-count value of  $0.305 > t\text{-table value of } 2.0117$  and a significance value of  $0.76 < 0.05$ . This indicates that Job Characteristics have a positive but insignificant effect on Employee Performance; thus, the third hypothesis is rejected.

Although job characteristics, such as responsibility, autonomy, and task variety, are often considered important in determining the role and work efficiency of employees, the findings of this study suggest that these factors are not the main determinants of employee performance. This is inconsistent with the research by [9], which stated that job characteristics have a positive impact, possibly due to differences in industry context or the population being studied. However, indicates that, in some cases, factors like organizational culture or the type of work may reduce the impact of job characteristics on performance.

## 6. CONCLUSION

This study examined the impact of Organizational Culture, Innovative Attitudes, and Job Characteristics on Employee Performance at PT. Dekor Asia Jayakarya. Based on the results and discussion, it can be concluded that organizational culture and innovative attitudes positively and significantly impact employee performance. In contrast, job characteristics have a positive but not significant impact. This suggests that employees who are satisfied with their work will naturally strive to increase their contributions to the organization's performance.

As an implication, the organization can improve the application of job characteristics to employee performance, as it does not have a significant impact. Improvements in this area can help the organization provide better services and create a work environment that enhances quality and employee engagement.

## 7. SUGGESTIONS

Based on the findings, several suggestions can be developed, including the need for the company to review and adjust job characteristics to align with employees' skills and interests. Freedom in decision-making and clarity in job expectations can enhance employee satisfaction and motivation. Also, fostering a culture of innovation within the organization will improve overall employee performance.

## AUTHOR CONTRIBUTIONS

[PIPIN YUSTRIANI]: Responsibility for tasks is also crucial in increasing employee engagement and a sense of responsibility toward their work.

[KUSUMA CHANDRA KIRANA]: Responsible for the design and concept of the research, data collection, and analysis of research results. Prepared the initial draft of the article and made major revisions.

[SYAMSUL HADI]: Assisted in data collection and statistical analysis. Contributed ideas and critical perspectives in the methodology section and participated in the writing and editing of the article.

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