

## Organizational Commitment as a Mediating Variable Influence of Organizational Culture on Employee Creativity in Islamic Financial Institutions

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### Abstract

Creativity is a determinant of a company's success in competing in today's modern world. One of the intangible assets owned by the company is employees who have high creativity. This study aims to determine the effect of organizational culture on employee creativity through organizational commitment as a mediating variable for employees of Islamic Financial Institutions in Yogyakarta. This descriptive quantitative research uses a Likert scale in measuring the variables. Respondents in this study amounted to 219 employees who are in Islamic Financial Institutions in Yogyakarta. Data analysis in this study used a Partial Least Square (PLS) based Structural Equation Modeling (SEM) approach. The results showed that organizational culture has a positive effect on employee's organizational commitment, organizational culture on employee creativity. For this reason, in maintaining the existence of a company, Islamic financial institutions managers need to maintain a creative work culture so that employee commitment can increase as well as their creativity. This research can also strengthen the literature related to the causes of employee creativity which is formed from commitment and organizational culture.

**Keywords:** Organizational Culture; Employee Creativity; Organizational Commitment; Islamic Human Resources; Islamic Bank; Mediation Model

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### Introduction

Human resources are one of the main elements in an organization since this dynamic aspect can develop. One of the most critical parts that play a role in determining success is the development of a potential workforce to achieve organizational goals. It does not only help in achieving the goals of the organization but also determines what the organization can actually achieve (Robbins & Judge, 2015b). One factor that makes human resources irreplaceable is creativity. With high creativity from employees, they may lead to new innovations that can increase the competitiveness of a company.

Sultika & Hartijasti (2017) state that innovation-oriented, creative climate, self-leadership, and self-efficacy are factors that affect employee creativity in the workplace. Furthermore, Ardiansyah (2017) adds that

creative behavior is related to work environment factors to encourage the emergence of creativity from employees. A fresh, comfortable work environment and facilities that support tasks are examples of a physical environment that promotes employee creativity. The non-physical work environment includes appreciation and recognition from the leader, freedom, empowerment, leadership, and organizational culture that can trigger employee creativity (Ardiansyah, 2017).

One of the influences of organizational culture that can increase employee creativity is innovation and risk-taking. If the organizational culture can shape the character of its employees to be innovative and able to make decisions, the company is said to support the creative potential of employees through organizational culture. In addition to organizational culture, organizational commitment also has an effect on increasing

employee creativity. This statement is supported by Ardiansyah's (2017) statement, which stated that organizational commitment has a positive effect on employee creativity.

A good organizational culture will increase the commitment of its employees, leading to an increase in the creativity of the employee. In accordance with research conducted by Setiawan (2018), it is stated that organizational commitment has a positive effect on innovative behavior in employees. So organizational commitment is vital for every employee because it will make employees more optimal in devoting their thoughts, energy, attention, and time to their work so that they are in accordance with what the company wants (Mardayana & Riana, 2019; Pradana et al., 2021; Tjahjono & Yuliza, 2022).

In this study, organizational commitment will be used as a mediator between organizational culture and employee creativity, and it will lead to a high level of employee creativity from each individual. In accordance with Ardiansyah's research (2017), organizational commitment has a positive effect on employee creativity and is able to become a mediating variable. Sugiono (2019) adds that organizational commitment is proven to be a mediating variable between culture in innovation and organizational performance.

Nowadays, the competition between Financial Institutions is getting stronger, coupled with the enactment of the ASEAN Economic Community (MEA). Every Islamic Financial Institution needs to innovate through employee creativity to compete in this digital financial era (As'ad, 2020; Ramadhan et al., 2019). Thus, this research study sought to explore the factors that can encourage employee creativity, one of which was by focusing on the analysis of organizational culture with employee creativity. Besides that, it also examined the role of organizational commitment as a mediating variable to fill the gap. From these reasons, this study aims to examine and analyze the influence of organizational culture on employee creativity through organizational commitment. The

importance of creativity is a differentiator between a company and other companies, so it is necessary to look for factors that can increase employee creativity.

## **Literature Review**

### **Organizational Culture**

Culture is a term that describes or can be defined as a reference in living together, while the organization is a group of people consisting of two or more people who work together to achieve a certain goal (Ernawan, 2012, p. 74). Furthermore, Robbins & Judge (2008) stated that organizational culture is a system that members of the organization must adhere to together to distinguish the organization from other organizations. Wibowo (2016) adds that a well-developed organizational culture will be able to stimulate the morale of human resources in it so that organizational performance can increase through employee creativity. One that can increase employee creativity is innovation and risk-taking. According to Robbins (2015), seven indicators belong to the organizational culture. According to Robbins (2015), those are (1) Innovative and risk-taking, (2) Attention to detail, (3) Outcome orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, (7) Stability.

### **Employee Creativity**

According to Rachmawati & Kurniati (2010, p. 14), creativity is a mental process of each individual that gives birth to an idea, process, method, or produce a new product that has imagination, aesthetic, flexibility, integration, succession, discontinuity, and different properties that are able to solve current problems. Furthermore, Zhou & George (2001) revealed that administrative services, methods, and processes. Riani (2005, p. 53) add that creativity is generating new, potential, and valuable ideas about products. If someone already has high creativity, then that person will not stifle the creativity that is in him and will always bring out the creativity in various aspects of life.

According to Kleysen & Street (in Amir, 2015) states that five aspects that describe creative

behavior in an employee: (1) Opportunity Exploration about learning or knowing more opportunities regarding creative behavior, (2) Generativity aspects that refer to the emergence of concepts aimed at development, (3) Formative Investigation aspects that refer to the refinement of ideas and solutions, (3) Championing aspects where the realization of ideas is carried out, (4) Application aspects which refer to experiments to develop, testing creative ideas.

Amabile et al. (1996) say that to be creative in creating new ideas, employees need resources, such as intellectual ability, knowledge of thinking style, personality, motivation, and environment. Employee creativity cannot arise spontaneously, but there are influencing factors such as empowerment (Zakiy & Rozikan, 2020).

### **Organizational Commitment**

Robbins & Judge (2011, p. 111) state that organizational commitment is a condition where an individual sided with the organization and agrees with the goals of the organization and will maintain his membership in the organization. Mathis & Jackson (2011, p. 122) added that employees who have organizational commitment would accept all organizational goals and stay long in the organization. Employees who have organizational commitment are also more involved with their organization (Zakiy, 2021). The company needs good organizational commitment from employees. Accordingly, one of the causes of high employee commitment is the fairness felt by employees (Puspita & Zakiy, 2020).

According to Allen & Meyer (1993), there are three dimensions of commitment: (1) Continuance commitment based on considerations of profit and loss and the availability of other jobs. (2) Affective commitment, based on consideration of the compatibility of personal values with the organization so that emotional closeness arises. (3) Normative commitment, employees' feelings about the obligations that must be given to the organization, and employees with high normative commitment will remain in the organization.

Robbins & Judge (2008) stated that three factors influence organizational commitment: (1)

Personal factors include job satisfaction, psychological contract, job choice factors, personal characteristics. All of these factors will form the initial commitment. (2) Organizational factors, including initial work experiences, job scope, supervision, organizational goal consistency. All of these factors will shape or give rise to responsibility. (3) Non-organizational factors, which include the availability of alternatives. Factors that do not come from within the organization, such as the presence or absence of other work alternatives.

### **Hypothesis Development**

#### *The influence of organizational culture on organizational commitment*

The level of organizational commitment can be influenced by several factors: individual characteristics, organizational characteristics, experience during the organization, and non-organizational factors. These four characteristics are closely related to organizational culture (Wardana, 2019). A strong organizational culture will influence the behavior of its members (Robbins & Judge, 2011). If employees feel that the organizational culture is constructive, good, and in accordance with their expectations, they will be more committed to the organization. In accordance with research conducted by Ma'ruf (2016), which states that organizational culture has a positive effect on organizational commitment. The better the organizational culture that is owned, the higher the commitment of employees to organize in the company (R. H. Abdillah & Djastuti, 2011). Thus the first hypothesis is:

H1 = "Organizational culture has a positive effect on organizational commitment"

#### *The influence of organizational culture on employee creativity*

Riansyah & Sya'roni (2016) states that employee creativity needs to be supported by organizational culture factors. Thus organizational culture can increase the creativity of employees and ultimately affect the organization in achieving its goals (Robbins & Judge, 2011). In accordance with research conducted by Prayudhayanti (2014)

states that organizational culture has a positive effect on employee creativity. From this explanation, it can be interpreted that a well-created organizational culture will increase employee creativity. If the organizational culture is well-formed, it can shape the character of employees so that their work is in accordance with what the company expects (Mardayana & Riana, 2019). Thus the second hypothesis is:

H2 = "Organizational culture has a positive effect on employee creativity"

#### *Effect of organizational commitment on employee creativity*

The impact of organizational commitment in this study is focused on the consequences of employee creative behavior. The element of employee creativity is formed by organizational commitment. Thus it will be in line with company expectations that require creative behavior from its employees (Bobo, 2017). Setiawan (2018) adds that high organizational commitment can shape creative behavior from within employees. In accordance with research conducted by Jannah (2016) stated that organizational commitment has a positive effect on employee creativity. Employees who feel the organization is an integral part of their lives will maximize their creative potential. In addition, employees who are committed to the organization will make every effort to improve their performance in order to achieve organizational goals (Pratolo et al., 2021; Wulandari, 2021). Thus the third hypothesis is:

H3 = "Organizational commitment has a positive effect on employee creativity"

#### *The influence of organizational commitment mediates the influence of organizational culture on employee creativity*

Employee commitment to the organization is a condition where an employee will side with the organization and agree with the goals of the organization and will continue to maintain its membership (Suarjana et al., 2016). To increase organizational commitment to employees, it can be done by improving organizational culture, including attitudes, values, and behavioral norms

(S. & Susanto, 2016). A good organizational culture that is perceived by employees will increase employee commitment which leads to increased employee creativity. Ardiansyah (2017) states that organizational commitment is able to mediate the positive influence of individual suitability on employee creativity. In this study, organizational commitment will be used as a link between organizational culture and employee creativity, which in turn will lead to a high level of employee creativity from each individual. Thus the fourth hypothesis is:

H4 = "Organizational commitment mediates the positive influence of organizational culture on employee creativity"

### **Methods**

Organizational culture is expected to influence employee creativity either directly or through organizational commitment as a mediating variable explained through a questionnaire filled out by employees who are the research sample.

This study uses quantitative methods. This method is defined as a research method based on the philosophy of positivism in which the data produced are statistical in nature to answer research hypotheses (Sekaran & Bougie, 2016). The research objects are located at Bank Muamalat, BMT BIF, BMT Tamzis, BPRS Madina, Sharia Pawnshops, and Takaful Insurance. The sampling technique uses a saturated sampling technique or a technique that provides equal opportunities to every member of the population.

The data used as research material consists of primary data derived from respondents' answers to the questionnaire given and used as the primary data. Next is secondary data: data from reference journals, news about Islamic Financial Institutions that are the object of research, and an overview of each of these Islamic Financial Institutions.

## Data Analysis

### *Structural Equation Modeling (SEM) Analysis with Mediation Effect*

If the influence of the organizational culture variable on the employee creativity variable is not significant, but the mediating variable on the employee creativity variable is substantial on the t-statistic  $> 1.96$ , it is proven to mediate the organizational culture variable on the employee creativity variable.

### **Partial Least Squares (PLS) Analysis**

#### *Evaluation of the Measurement Model (Outer Model)*

PLS can be used to calculate the convergent validity of the reflective indicator model, which is assessed based on the correlation between the item score or component score with the construct score. The reflective measure itself can be said to be high if the correlation is more than 0.70. Furthermore, discriminant validity can be assessed based on cross-loading measurements with constructs (W. Abdillah & Hartono, 2015).

Another method that can be used to measure discriminant validity is by comparing the value of the square root of Average Variance Extracted (AVE). If the AVE value for each construct is greater than the correlation value between the construct and other constructs in the model, it has a good discriminant validity value. The AVE value itself is recommended to be greater than 0.50. (Ghozali, 2006).

#### **Evaluation of the Structural Model (Inner Model)**

The inner model is evaluated using R-square for the dependent construct (Ghozali, 2006). In evaluating the inner model with PLS (Partial Least Square), it begins by looking at the R-Square for each latent dependent variable (Husein, 2015). In addition to looking at the R-square value in the PLS model analysis, it is also evaluated by

looking at the predictive Q-square relevance for the constructive model. (Ghozali & Latan, 2015).

### **Description of Research Data and Identity**

Based on the distribution of questionnaires that have been carried out in total, there are 219 questionnaires with details of Bank Muamalat 51 questionnaires or 23.29%, BMT BIF 51 questionnaires or 23.29%, BMT Tamziz 36 questionnaires or 16.43%, BPRS Madina 31 questionnaires or 14, 16%, Pegadaian Syariah 30 questionnaires or 13.70%, and Takaful Syariah Insurance 20 questionnaires or 9.13%. In general, the majority of respondents were male, amounting to 131 people or 59.8%. With an average age of 21-30 years as many as 99 respondents or 45.2%. The majority of respondents with the latest education are Bachelors as many as 149 respondents or 68%. Regarding the length of work, the average time has been worked with a span of 3-5 years as many as 71 respondents or 32.4%. The income of each respondent majority has a salary of 3.1-5 million per month, as many as 84 respondents or 38.4%. Most respondents work in Marketing positions as many as 62 respondents or 28.3%.

## Data Analysis

### *Evaluation of the Measurement Model (Outer Model)*

In the outer model, testing is carried out to show the results of the validity and reliability tests. From the validity test results, all items were declared valid because the question items were worth  $> 0.70$ , totaling 60 questions.

### **Average Variance Extracted (AVE) value.**

The value can be said to be valid if it is above 0.5. The AVE value of each variable can be seen in Table 1 as follows:

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Organizational Culture	0,633	Valid
Organizational Commitment	0,655	Valid
Employee Creativity	0,681	Valid

Source: Data Processing (2022)

Table 2. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Description
Organizational Culture	0,978	0,980	Reliable
Organizational Commitment	0,977	0,979	Reliable
Employee Creativity	0,961	0,965	Reliable

Source: Data Processing (2022)

The composite reliability test value of organizational culture is 0.980, organizational commitment is 0.979, and employee creativity is 0.965, which means that all variables are reliable because they are greater than 0.70 so that all statement items can be trusted and can be used for research.

### Evaluation of the Measurement Model (Inner Model)

#### a. Coefficient of Determination (R-Square)

The R-Square Coefficient of Determination is used to see how much the endogenous variable can explain exogenous variables. Suppose the expected R-Square value is getting closer to 1, the research model is said to be good (Linley & Joseph, 2004). The R-Square value data used to measure the variation of change is presented in table 3.

Table 3. R-Square Value

Variable	R-Square	Adjusted R Square
Organizational Commitment	0,120	0,116
Employee Creativity	0,125	0,117

Source: Data Processing (2022)

Based on the R-Square value in the table above shows that the R-Square value of organizational commitment is 0.120. This value indicates that organizational culture and employee creativity variables affect organizational commitment by 12%, then on the employee creativity variable, the R-Square value is 0.125, the value indicates if organizational culture and organizational commitment affect the employee creativity variable by 12.5%. Thus, the larger the R-Square value, the better the prediction model of the research model.

#### b. Hypothesis Test

##### 1) Direct and Indirect Path Hypothesis Testing

The path coefficient value or the inner model shows a significant level in hypothesis testing indicated by the t-statistic value must be above 1.96 for the two-tailed hypothesis and above 1.64 for the one-sided hypothesis. The values that can be used to prove a hypothesis in this study, "direct influence," can be seen in Table 4 below. Based on the table above, it can be seen that if the organizational culture construct has a t-statistic value of 5.094, which is greater than 1.94 and a p-value of 0.000 is smaller than 0.05, and the first hypothesis states that if there is a positive influence of organizational culture on commitment proven organization. Furthermore, the organizational culture construct has a t-statistic value of 2.089, which is greater than 1.94 and has a p-value of 0.037, which is smaller than 0.05. The second hypothesis states that there is a positive influence of organizational culture on employee creativity is proven.

Table 4. Summary of Direct and Indirect Measurements of t-statistics

Connection	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (IO/STDEV I)	P Values
Organizational Culture→ Organizational Commitment	0,346	0,360	0,068	5,094	0,000
Organizational Culture→ Employee Creativity	0,172	0,178	0,082	2,089	0,037
Organizational Commitment→ Employee Creativity	0,255	0,260	0,083	3,082	0,002
Organizational Culture→ Organizational Commitment→ Employee Creativity	0,088	0,093	0,033	2,639	0,009

Source: Data Processing (2022)

The organizational commitment construct has a t-statistic value of 3.082, which is greater than 1.94, and has a p-value of 0.002, which is greater than 0.05, the third hypothesis which states that there is a positive effect of organizational commitment on employee creativity, is proven. Furthermore, the mediating variable shows that the relationship between organizational culture and employee creativity mediated by organizational commitment has a t-statistic value of 2.639 which is greater than 1.96, so the fourth hypothesis which states that organizational commitment mediates the positive influence of organizational culture on employee creativity is proven.

## Discussion

### The Influence of Organizational Culture on Organizational Commitment

Based on the results of the t-statistical test, the organizational culture variable has a t-statistic value of 5.094 with a p-value of 0.000, which is smaller than 0.05. Thus these results indicate if there is a positive influence between organizational culture on organizational commitment. This positive influence means that the organizational culture in Islamic Financial Institutions has increased organizational commitment to employees.

These results are in line with research conducted by Handoyo et al. (2017), which states that organizational culture has a positive effect on organizational commitment. The better the organizational culture, the better the organizational commitment. Thus, the employees in the Islamic Financial Institution feel that the existing organizational culture is very good so that it can increase organizational commitment in each employee.

Employees at LKS in Yogyakarta feel that if they are not competent at work, they can hinder the work process. The delay in a job will be a severe problem for the company and have a negative impact on the employee as well. Thus, employees will continue to do competitive work so that the effect will foster organizational commitment in employees to the company in accordance with what is exemplified by the company's leadership. This is in line with the theory of Robbins (2006), which states that one of the functions of organizational culture is to facilitate the emergence of organizational commitment in employees.

### The Influence of Organizational Culture on Employee Creativity

Based on the t-statistical test that has been carried out, the organizational culture variable has a t-statistic value of 2.089 and a p-value of 0.037, which is smaller than 0.05. Thus, organizational

culture has a positive effect on employee creativity. This positive influence means that the organizational culture in Islamic Financial Institutions is very good and able to increase innovative behavior or creativity in employees.

The results of this study are in line with that of Pungkasisari & Herawati (2017), which states that organizational culture has a positive effect on employee creativity. The better the organizational culture, the better the level of creativity possessed by employees. Thus creative behavior possessed by employees is influenced by organizational culture because employee creativity will appear if there is a positive impulse within the organizational environment.

Sutrisno (2010) states that if organizational culture is managed properly as a management tool, it can be a driving force for employees to behave positively and productively so as to produce creativity in employees. Thus, if the organizational culture is improved, the creativity of employees will increase, but if this organizational culture variable is lost or decreased in the organization, the creativity of employees will also decrease. So this organizational culture variable must be continuously improved and maintained so that it continues to be good.

### **The Effect of Organizational Commitment on Employee Creativity**

Based on the results of the t-statistical test, the organizational commitment variable has a t-statistic value of 3.082, which is greater than 1.96, and has a p-value of less than 0.05. Thus, organizational commitment has a positive effect on the creativity possessed by employees. This positive influence means that the higher the organizational commitment possessed by the employee, the greater the creativity possessed by the employee.

The results of this study are in line with research conducted by Dahri & Aqil (2018), which states that organizational commitment has a positive effect on employee creativity or

innovative behavior in employees. Organizational commitment in each Islamic Financial Institution is quite high because Islamic Financial Institutions are aware that they need creative behavior from employees, and creative behavior can be formed through organizational commitment.

The results obtained in the field are that employees in each LKS are willing to be responsible for completing work or are willing to solve problems, and employees are also willing to obey all existing regulations. In addition, the Yogyakarta Sharia Financial Institution also continues to build trust in its employees, where trust from the company is a way to increase the creativity of employees and be able to form organizational commitment. In line with the theory put forward by Daffa et al. (2022), which states that if employees are not trusted and are only treated as a factor of production and not as company assets, employees will not work optimally.

### **Organizational Commitment Mediates the Positive Effect of Organizational Culture on Employee Creativity**

Based on the results of the t-statistical test that has been carried out, it was found that all the hypotheses proposed have a positive influence on employee creativity because they have a t-statistic value greater than 1.96 and a p-value smaller than 0.05. Furthermore, in the analysis of the indirect influence of organizational culture → organizational commitment → employee creativity, the t-statistic value of 2.639 is greater than 1.96 and has a p-value of 0.009 less than 0.05. Thus, organizational commitment is able to mediate the positive influence of organizational culture on employee creativity. This is in line with the research conducted by Ardiansyah (2017), which states that organizational commitment has a positive effect on employee creativity and is able to mediate the relationship between individual suitability and employee creativity.



Thus, it can be seen that in an effort to increase employee creativity, it can strengthen organizational culture by empowering employees, such as employees being included in decision making, so employees will feel that they are needed in the company. If this goes well, it will increase employee creativity, and company goals can be achieved. This is in line with research by Zakiy (2019), which states that employees who get support from leaders and the company will have a sense of meaning in employees. Thus, it will increase organizational commitment, which in turn will grow or improve the creativity of employees.

### **Conclusions**

Based on the results of the analysis that has been carried out, the researchers conclude that the organizational culture of each Islamic Financial Institution has a positive effect on organizational commitment. In addition, organizational culture also has a positive effect on employee creativity. Then organizational commitment has a positive effect on employee creativity and is able to mediate the positive influence between organizational culture on employee creativity.

These results indicate that a strong organizational culture will lead to organizational commitment in employees, and a strong organizational culture can be a driving force for employees to behave innovatively and productively. In addition, employees who have a high organizational commitment will be willing to be responsible for the work, willing to solve problems, and obey all the regulations that exist within the company. Thus organizational culture must always be improved and maintained so that it continues to be good, which in the end can help the company in achieving its goals. Besides, organizational commitment must be continuously improved because organizational commitment can grow or increase the creativity possessed by employees.

During this research, only a few Islamic Financial Institutions in Yogyakarta were studied. However, in Yogyakarta, there were still several Islamic Financial Institutions that had not been the object of research. Furthermore, the research time was very limited, and it was pretty difficult for the researcher to meet with the respondents, so that filling out the questionnaire was more difficult, which resulted in a new questionnaire being filled by the respondent when the researcher took the questionnaire back.

### **Managerial Implications**

The results of the study show that if organizational culture has a positive effect on employee creativity and organizational commitment as a mediating or liaison variable, the researchers would like to provide advice to the Yogyakarta Islamic Financial Institution, which is the object of research. Every leader in each Islamic Financial Institution must continue to pay attention to and maintain the quality of a strong organizational culture while preserving the noble values that have been inherited by the founders and owners of the company. And these values can continue to be implemented in every company policy in order to achieve company goals through the creativity of its employees.

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