

DETERMINANTS OF EMPLOYEE CREATIVITY

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DETERMINANTS OF EMPLOYEE CREATIVITY

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ARTICLE INFO	ABSTRACT
<p>Article history:</p>	<p>Purpose: This study aims to determine the influence Partially and simultaneously, Work Culture and Organizational Commitment to Employee Creativity.</p>
<p>Received 20 February 2023</p>	<p>Theoretical Framework: This research uses a quantitative approach. Sample size obtained 78 employees of 356 Civil Servants in SITARO District and determined by simple random technique</p>
<p>Accepted 22 May 2023</p>	<p>Design/Methodology/Approach: The data collection technique is a questionnaire with a Likert scale that has been tested for validity and reliability. Data analysis is multiple regression analysis with the help of the SPSS program.</p>
<p>Keywords:</p>	<p>Findings: The results of the study show that Work Culture and Organizational Commitment have a positive and significant effect, both partially and simultaneously, on Employee Creativity.</p>
<p>Work;</p>	<p>Research Practical and Social Implications: This confirms that the stronger the work culture and organizational commitment, the higher the employee's creativity</p>
<p>Culture;</p>	<p>Original Value: Work Culture and Organizational Commitment have a positive and significant effect, either partially or simultaneously, on Employee Creativity.</p>
<p>Organizational Commitment;</p>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2219</p>
<p>Employee Creativity.</p>	
	

DETERMINANTES DA CRIATIVIDADE DOS FUNCIONÁRIOS

RESUMO

Objetivo: Este estudo tem como objetivo determinar a influência parcial e simultânea da cultura do trabalho e do comprometimento organizacional na criatividade dos funcionários.

Estrutura teórica: Esta pesquisa usa uma abordagem quantitativa. O tamanho da amostra foi obtido por 78 funcionários de 356 servidores públicos no Distrito de SITARO e determinado pela técnica aleatória simples.

Projeto/ Metodologia/ Abordagem: A técnica de coleta de dados é um questionário com uma escala Likert que foi testada quanto à validade e confiabilidade. A análise de dados é uma análise de regressão múltipla com a ajuda do programa SPSS.

Conclusões: Os resultados do estudo mostram que a cultura do trabalho e o comprometimento organizacional têm um efeito positivo e significativo, tanto parcial quanto simultaneamente, sobre a criatividade dos funcionários.

Implicações práticas e sociais da pesquisa: Isso confirma que quanto mais fortes forem a cultura do trabalho e o comprometimento organizacional, maior será a criatividade do funcionário.

Valor original: A cultura de trabalho e o comprometimento organizacional têm um efeito positivo e significativo, parcial ou simultaneamente, sobre a criatividade dos funcionários.

Palavras-chave: Trabalho, Cultura, Comprometimento Organizacional, Criatividade do Funcionário.

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DETERMINANTES DE LA CREATIVIDAD DE LOS EMPLEADOS

RESUMEN

Objetivo: Este estudio pretende determinar la influencia parcial y simultánea de la cultura del trabajo y el compromiso organizativo en la creatividad de los empleados.

Marco teórico: Esta investigación utiliza un enfoque cuantitativo. El tamaño de la muestra fue obtenido por 78 empleados de un total de 356 servidores públicos del Distrito de SITARO y determinado mediante la técnica aleatoria simple.

Diseño/Metodología/Enfoque: La técnica de recogida de datos es un cuestionario con escala de Likert cuya validez y fiabilidad fueron comprobadas. El análisis de los datos es un análisis de regresión múltiple con ayuda del programa SPSS.

Conclusiones: Los resultados del estudio muestran que la cultura de trabajo y el compromiso organizativo tienen un efecto positivo y significativo, tanto parcial como simultáneo, sobre la creatividad de los empleados.

Implicaciones prácticas y sociales de la investigación: Se confirma que cuanto mayor es la cultura del trabajo y el compromiso organizativo, mayor es la creatividad de los empleados.

Valor original: La cultura del trabajo y el compromiso organizativo tienen un efecto positivo y significativo, parcial o simultáneamente, sobre la creatividad de los empleados.

Palabras clave: Trabajo, Cultura, Compromiso Organizativo, Creatividad del Empleado.

INTRODUCTION

Employees as human resources are a very vital resource (Hasibuan (2003) for all organizations, whether they are private organizations or government organizations (Widjinarko, 2015). In Indonesia, employees who work for government organizations are called the State Civil Apparatus (ASN) which consists of Civil Servants (PNS) and PPPK (Law No. 5 of 2014). Employees are a very valuable organizational asset (Kuncoro, 2006) as Human capital (Ghorbanhossein, 2013) supported by adequate capability and capacity so that it will contribute optimally and optimally in achieving the success of the organization itself and the organization is able to exist in facing the challenges of increasingly rapid and complex environmental changes. Ulrich (1998) said that the key to successful change is in human resources, namely as initiators and agents of continuous change, forming processes and cultures that together enhance the ability of organizational change. Research conducted by Grant (1994) concluded that the resources owned by an organization can be a factor of excellence, and can improve organizational performance.

Employees will be a factor or source of excellence in the organization if they have good capabilities, because without it they will become a factor or source of obstacles for the organization to achieve its goals. Employee capability can be seen from his ability to carry out the tasks and work assigned to him, including carrying out innovations and productive ideas as a form of creativity in carrying out his duties and work. Guildford (1950) defines creativity as an individual's capacity to generate ideas based on divergent rather than convergent thinking.

Creative employees generate new and useful ideas (Zhou & Shalley, 2003) and thereby contribute to innovation and competitive advantage of organizations in dynamic environments (Amabile, 1988). Creativity is determined by work culture factors (Andriopoulos, 2001; Robbins, 2002) and organizational commitment (Andriopoulos, 2001; Hou, et.al, 2011, Wang, 2022).

Work culture is derived from organizational culture, which is a philosophy based on a view of life as values that become the nature, habits, and driving force of work or work (Triguno, 2004) as binding demands on employees because they can be formulated formally in various company rules and regulations and binding individually or groups within the company (Moeljono, 2005). Meanwhile, organizational commitment (Mathis and Jackson, 2000) is the degree to which employees believe and accept organizational goals and will stay or will not leave the organization.

This research was conducted with the aim of analyzing the influence of work culture factors or variables and organizational commitment on employee creativity. Research like this has been carried out by previous researchers, but the research locus is in private or business organizations (Monica, 2018; Andriopoulos, 2001), while the locus of this research is government organizations, namely the local government of the Siau Tagulandang Biaro (SITARO) archipelago district.

THEORITICAL REVIEW

Employee Creativity

Creativity is the ability to create new combinations, based on existing data, information or elements (Munandar, 1999). The results created are not always new things, but can also be a combination of things that already existed before. On the other hand, Munandar (2002) says creativity or creative thinking is an ability to see various possible solutions to increasingly complex problems where individuals must be able to think about, form new ways or change old ways creatively. to survive in the increasingly fierce competition.

Creativity according to Rhodes (Munandar, 1999) can be defined into four types of dimensions as the concept of creativity with a four P's approach (Four P's Creativity), which includes the dimensions of person, process, press and product where creativity in the person dimension is an effort to define creativity that focuses on individuals or individuals who can be called creative, creativity in the process dimension is creativity that focuses on the thought process so that unique or creative ideas emerge, creativity in the press dimension is creativity

that emphasizes press or encouragement factors, both self-internal drives in the form of the desire and desire to create or be busy creatively, as well as external encouragement from the social and psychological environment. Regarding the "press" from the environment, there is an environment that values imagination and fantasy, and emphasizes creativity and innovation. Creativity in the product dimension is a creative effort that focuses on products or what is produced by individuals, either something new/original or an innovative elaboration/combination and creativity that focuses on creative products emphasizing originality.

In terms of creativity as a thinking process, Guilford (Munandar, 2009) with his factor analysis found that there are five characteristics that characterize the ability to think: first, fluency is the ability to produce many ideas. Second, flexibility is the ability to propose various approaches and/or solutions to problems. Third, originality is the ability to generate original ideas as the result of one's own thinking and not cliché. Fourth, elaboration is the ability to describe something in detail. Fifth, reformulation (redefinition) is the ability to review/review an issue through a way and perspective that is different from what is common. In relation to the elements of aptitude and non-aptitude, Semiawan (1984) suggests that creativity is the ability to provide new ideas and apply them in problem solving. Creativity includes both aptitude characteristics such as fluency, flexibility, and originality in thinking, as well as non-aptitude characteristics such as curiosity, likes to ask questions, and always wants to seek new experiences.

Munandar (1999), in his description of the notion of creativity, shows that there are three ability pressures, namely those related to the ability to combine, solve/respond to problems and reflect the operational abilities of creative children. The three ability pressures are (1). Ability to create new combinations, based on existing data, information or elements, (2) Ability based on available data or information, to find many possible answers to a problem, where the emphasis is on quality, effectiveness and variety of answers, (3) Ability operationally reflects fluency, flexibility and originality in thinking, as well as the ability to elaborate (develop/enrich/detail) an idea.

Every person or employee has the potential to be creative, as the assumptions of creativity are: 1) everyone has creative abilities, 2) creativity is expressed in the form of creative products, either in the form of objects or in the form of ideas, 3) actualization of creativity is the result from the process of interaction between psychological factors and the environment, 4) within a person there are factors that can support or hinder creativity, 5) one's creativity does

not take place in a vacuum, 6) creative work is not born just by chance, but through a series of creative processes that demands skills, skills and strong motivation.

Based on the description above, it can be said that employee creativity is the ability of employees to express ideas or ideas, ways, results of work that are better in carrying out and solving problems encountered in carrying out their duties and work.

Work Culture

Work culture in the organization is an inseparable part of the organizational culture. According to Robbins (1996) organizational culture as a system of shared understanding held by its members, which distinguishes the organization from other organizations. Mangkunegara (2005) defines organizational culture as a set of assumptions or a system of beliefs, values and norms developed within the organization which serve as a guideline for the behavior of its members to overcome problems of external adaptation and internal integration. Sobirin (2013) said that organizational culture is similar to individual personality which is shown by the way a person acts, how the organization communicates, both inside and outside the organization

Based on the understanding of organizational culture explained, it can be seen that organizational culture is a guideline for behavior that is agreed upon and accepted by all members based on beliefs, values, and norms in the organization that differentiate it from other organizations. One of the behaviors that underlies the beliefs, values and norms of organizational members (employees) that distinguishes it from other organizations is regarding the meaning or value of work or it is called work culture. For this reason it is said that work culture is an integral part of organizational culture. As Widjinarko (2015) emphasized, work culture is translated from culture set as a person's point of view in giving meaning to "work" - as attitudes and behavior of individuals and groups based on values that are believed to be true and have become traits and habits in society. carry out daily tasks and tasks. Work culture is derived from organizational culture or in other words that work culture is the implementation of organizational culture in the daily practices of employees in carrying out their duties.

Work culture as beliefs, expectations, values, norms embodied in work attitudes and behavior in achieving optimal work results. Bwork culture is defined as the attitudes and behavior of individuals and groups based on values that are believed to be true and have become traits and habits in carrying out tasks and daily work (Presidential Regulation Number 81 of 2010). According to Aldri (2014) work culture is a visible or invisible basis in a person from

the perspective of values, understanding of how to work, norms, mindsets, and behavior of each person or group of people in carrying out a job.

The term work culture is equated with work ethic (Iga,2002;Triguno,2002; AndNdraha,2003).According to Anoraga (2003) work ethic is a view and attitude of a nation or people towards work. If that view and attitude sees work as something noble for human existence, then the work ethic will be high. On the other hand, if you see work as something meaningless for human life, especially if there are absolutely no views and attitudes towards work, then the work ethic is naturally low.

If the work ethic is interpreted as a work culture, Triguno(2002)argues that culture is values originating from religion, norms, customs and rules that become habits. If these habits or culture are associated with the quality or quality of work, then it is called work culture. Work culture is a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions that are manifested as work or in work.

Work culture can be divided into: (1) Attitude towards work, namely the preference for work compared to other activities, such as relaxing, or simply obtaining satisfaction from busy work itself, or feeling compelled to do something just for survival, and (2) Behavior at work, such as being diligent, dedicated, responsible, careful, conscientious, careful, strong willingness to learn their duties and obligations, likes to help fellow employees (Ndraha, 2003).

Work culture is closely related to behavior in completing work. This behavior is a reflection of a work attitude that is based on the values and norms that are owned by each individual. When these individuals enter an organization, there will be adjustments to the values, norms, attitudes and behaviors of the individuals into the values, norms, attitudes and behaviors desired by the organization in order to achieve its goals. goals or objectives.

The benefits of implementing a good work culture include (1) Maintaining a harmonious and harmonious work environment; (2) Creating regular working conditions; (3) Creating orderly and safe working conditions; (4) Ensuring the implementation of work rights and obligations; (5) Prospering and welfare of workers; (6) Improving a high and dynamic work ethic (Puspita, 2008).

Siew and Kelvin (2004) quality work culture helps an organization to build a conceptualization that is structured into a system of cognition as symbols, norms and shared meanings. So that the work culture can contribute to organizational performance. Dianne (2002)

work culture has an effect on an organization and influences how the organization reacts to various types of situations.

In order for work culture to function optimally, organizational culture must be created, maintained, and strengthened and introduced to employees through the socialization process (Nurtjahjani and Masreviastuti, 2007). Through this socialization, employees are introduced to the goals, strategies, values and standards of organizational behavior as well as information related to work.

In particular, in the context of developing the state apparatus, it can be said that the development of the work culture of the state apparatus is a systematically planned effort and step to apply the values and ethical norms of the work culture of the state apparatus, and implement it consistently in carrying out the duties of administering government organizations and serving the community. .

Work culture is formed from values that have been consistently agreed upon, and have been socialized within the organization. The results of internalizing these values are expressed in the daily work behavior of each employee. The work culture that has been internalized can be seen from the work ethic displayed. The process of turning values into a work culture and then emerging as a work ethic will be the leverage for changing the mindset of every employee.

Faris (2014) argues that the work culture factor which is still weak and uneven causes the quality of Indonesian human resources to be unable to compete. There is an assumption that productive work culture in Indonesia is not evenly distributed because work is still considered something routine. According to Aldri (2014a) in the event that an agency has a strong positive work culture at work, it happens synergy between staff employees and their leaders, so leaders do not take time, thought and energy just to resolve conflicts between them because of differences in cultural values that are adhered to at work.

Organizational Commitment

Sunarto (2005) defines, Commitment is love and loyalty consisting of: (1) unification with company goals and values (2) desire to remain in the organization and (3) willingness to work hard on behalf of the organization. According to Lincoln (Bashaw & Grant, 1994), organizational commitment includes member pride, member loyalty, and member willingness to the organization. Blau & Boal (Konoop, 1995) refer to organizational commitment as employee alignment and loyalty to the organization and organizational goals.

Based on the understanding and boundaries of organizational commitment, indicators or characteristics of organizational commitment and the nature of organizational commitment itself can be identified. In terms of indicators or characteristics, organizational commitment is conceptually marked by three things: (1) there is a strong sense of trust and one's acceptance of the goals and values of the organization, (2) there is a person's desire to make serious efforts for the sake of organization, (3) there is a strong desire to maintain membership in an organization (Newstrooms, 1989). The same is stated Greenberg and Baron (1997). Conceptually, organizational commitment is characterized by three things: (1) There is a strong sense of trust and one's acceptance of organizational goals and values, (2) There is a person's desire to make serious efforts for the sake of the organization, (3) There is a strong desire to maintain membership in an organization.

Steers (Dessler, 1999) says that organizational commitment can be seen from 3 factors: (1) strong belief and acceptance of organizational goals and values, (2) willingness to seek to achieve organizational interests, and (3) strong desire to maintain organizational membership. Meyer and Allen (1991) also proposed three component models or dimensions of organizational commitment: (1) organizational affective commitment, which is multidimensional in nature, is employee emotional attachment, identification, and involvement in the organization, (2) normative commitment is a feeling of obligation to remain in the organization because it is; this is the right thing to do. (3) continuance commitment is a commitment based on losses associated with the employee leaving the organization.

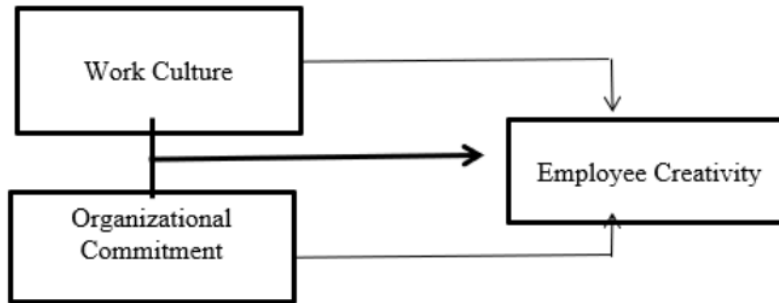
In terms of its nature, organizational commitment is not something that is passive, but is active. Porter and Steer (1983) say that the commitment that arises is not only passive loyalty, but also involves an active relationship with work organizations that have the goal of giving all efforts for the success of the organization concerned.

Employee commitment to the organization (organizational commitment), also does not happen immediately and once and for all, but it is formed or shaped by various factors and goes through a stage and takes place on an ongoing basis. Bashaw and Grant (Amstrong, 1994) explain that employee commitment to the organization is a continuous process and is an individual experience when joining an organization.

Conceptual Framework

Based on the theoretical studies and previous research, the research concept framework is formulated as shown in Figure 1

Figure 1. Research concept framework



Hypothesis

- H1: Organizational commitment has a significant effect on employee creativity
- H2: Work culture has a significant effect on employee creativity
- H3: Organizational commitment and work culture simultaneously have a significant effect on employee creativity

METHODS

This research uses a quantitative approach. The sample size was calculated by the rules of Jalaludin (1989) and obtained 78 employees of 356 Civil Servants in SITARO District and determined by simple random technique. The data collection technique is a questionnaire with a Likert scale that has been tested for validity and reliability. Data analysis was multiple regression analysis with the help of the SPSS 26 program.

RESULTS AND DISCUSSION

The Influence of Work Culture on Employee Creativity

The results of data analysis obtained regression coefficients as in table 1:

Table 1. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	std. Error	Betas			
1	(Constant)	25,660	4,423		5,801	,000
	Work Culture	,358	,080	,478	4,470	,000
	Organizational Commitment	,179	,073	,260	2,432	,017

Primary Data 2022

Based on Table 1, the regression equation is $Y = 25.660 + 0.358X_1 + 0.179X_2 + \epsilon$. The coefficient $b_1 = 0.358$ is obtained and is positive, meaning that the influence of the Work

Culture variable on Employee Creativity is 35.8% and the stronger the Work Culture, the higher Employee Creativity. In addition, the sig. = 0.000 and this value is smaller $\alpha = 0.05$, so it is said that the influence of the Work Culture variable on Employee Creativity is real or significant. The results of this analysis indicate that the first hypothesis (H1), namely; Work culture has a significant effect on employee creativity.

The results of the study implicitly confirm that creative employees are those who have the ability to express ideas or ideas, methods, results of work that are better at implementing and solving problems encountered in carrying out their duties and work. It can be ascertained that employees like this have positive views and attitudes towards the meaning or value of the work itself (work culture). It is difficult to expect creativity from an employee when he views the work as a burden and a punishment. This perspective will produce attitudes towards work and behavior when working (work culture). According to Paramita (Ndraha, 2003) work culture can be divided into: (1) Attitude towards work, namely the preference for work compared to other activities, such as relaxing,

Therefore, work culture must be grown and developed in an organization because it provides benefits, both for the employee himself and the work environment of the organization where the employee is located. According to West (2000) that one way to develop creativity is to develop a number of personal qualities that have been identified repeatedly as the characteristics of people who are consistently creative, including: (1) interest in activities that have intellectual and artistic value; (2) an interest in understanding complex problems to find solutions; (3) having the best concern for the process and achievement of work results; (4) show persistence in achieving goals; (5) have independent thinking; (6) show tolerance towards ambiguous situations/problems; (7) have the need for autonomy/freedom; (8) have self-confidence; (8) have a readiness to take risks.

Sloane (2007) identified eleven ways that can be done in building a creative culture in the workplace which include getting used to questions; applaud the innovators; focus on the things that are going well; create a pleasant working atmosphere; accept failure; feel afraid of success; putting together puzzles; use appropriate language; assumes old-fashioned business products/services; build trust and empower employees.

The results of this study support the research Riansyah and Sya'roni (tt) who revealed that, among other things Partially, environmental factors, leadership, organizational culture, organizational structure and company capabilities have the most dominant influence on creativity. Likewise Sultika and Hartijasti's research (2017), which among other things revealed

that workplace innovation orientation is influenced by employee self-leadership creativity and creativity climate. Creativity climate includes work culture.

The Effect of Organizational Commitment on Employee Creativity

Based on Table 1, the coefficient $b_2 = 0.179$ is obtained and is positive, meaning that the influence of the Organizational Commitment variable on Employee Creativity is 17.9% and the stronger the Organizational Commitment, the higher the Employee Creativity. In addition, the $\text{sig.} = 0,017$ and this value is smaller $\alpha = 0.05$, so it is said that the influence of the Organizational Commitment variable on Employee Creativity is real or significant. The results of this analysis indicate that the second hypothesis (H2), namely; Organizational Commitment has a significant effect on Employee Creativity.

Employees who have high organizational commitment are marked or characterized by (1) a strong sense of trust and acceptance of organizational goals and values, (2) a desire to make serious efforts for the sake of the organization, (3) a strong desire to strong enough to maintain membership in an organization (Newstrooms, 1989). Thus employees who have high organizational commitment try to seriously carry out the tasks and work entrusted to achieve organizational goals by providing new ideas that are very useful to produce optimal performance. According to Amabile and Pratt (2016) innovative thoughts and problem solutions are generated by those who are very bound (committed) to the organization. Likewise, committed employees have the ability to overcome obstacles and achieve their goals with fewer resources (Binnewies, et al. 2008).

The Influence of Work Culture and Organizational Commitment, Simultaneously on Employee Creativity

The results of analysis of variance (ANOVA) to test the significance of the simultaneous effect of Work Culture and Organizational Commitment on Employee Creativity are obtained as in table 2.

Table 2. ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	601,341	2	300,670	29,908	,000b
	residual	753,993	75	10,053		
	Total	1355,333	77			

Primary Data, 2022

The results of the analysis to test the magnitude of the simultaneous correlation (R) and the coefficient of determination (R²) of Work Culture and Organizational Commitment to Employee Creativity as shown in table 3.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	R Square Change	Change Statistics			Sig. FChange
						FChange	df1	df2	
1	,666a	,444	,429	3,171	,444	29,908	2	75	,000

Primary data, 2022

a. Predictors: (Constant), Organizational Commitment, Work Culture

Based on Table 2 (ANOVA) the value of sig. 0.000 smaller $\alpha = 0.05$, meaning that simultaneously (simultaneously) Work Culture and Organizational Commitment are able to predict Employee Creativity significantly or significantly. Meanwhile in Table 3 it is obtained that R = 0.666 indicates that the magnitude of the simultaneous relationship between the variables Work Culture and Organizational Commitment to Employee Creativity is 66.60% and R square (R²) = 0,444, meaning that the contribution of the Work Culture and Organizational Commitment variables simultaneously to Employee Creativity is 44.40%, while the rest (55.60%) is determined by other variables. The results of this analysis indicate that the third research hypothesis (H3), namely Work Culture and Organizational Commitment simultaneously have a significant effect on Employee Creativity, is accepted.

The results of this study explain that the stronger the work culture accompanied by the higher the Organizational Commitment, the more creative the employees carry out the tasks they will carry out. It was also explained that there were still 54.40% of employee creativity which would be determined by factors/variables other than work culture and achievement motivation. As explained by and Zhou and George (2001) and Jaiswal and Dhar (2015) that the existence of a supportive atmosphere in the organization and a positive creative climate can successfully present creative performance from its employees.

Based on this opinion, it can be seen that one of the factors that will influence creativity is the work environment, especially the social environment. LWork environment is everything that is around employees and can affect them in carrying out the tasks assigned to them, for example by having an air conditioner (AC), adequate lighting and so on (Nuraini, 2013).Rogers (Munandar, 2009) states that environmental conditions that can develop creativity are characterized by psychological security and psychological freedom.

Psychological security can be formed through 3 interconnected processes, namely: 1) Accepting individuals as they are with all their strengths and limitations. 2) Strive for an atmosphere in which there is no external evaluation (or at least it is not or has a threatening effect). 3) Providing understanding emphatically, participating in individual feelings, thoughts, actions, and being able to see from their point of view and accept it. Meanwhile, a psychologically free environment provides an opportunity for individuals to symbolically freely express their thoughts or feelings. Ghufroon and Risnawita (2011) generally describe three factors that influence creativity, namely 1) intelligence factor, namely the ability to think factor which includes intelligence and enrichment of thinking materials. Intelligence is an indication of the quality of the ability to think, while the enrichment of thinking materials is differentiated by broadening and deepening in the field and other fields around it. 2) Personality factors. Munandar (1985) explains that the extent to which a person shows his creativity does not only depend on his intellectual aspects, but is also determined by personality factors such as being imaginative, having initiative, having outside interests, burden in thinking, strong curiosity, wanting to get new experiences, passionate, energetic, confident, dare to take risks, and dare to think and believe. while the enrichment of thinking material is distinguished by the expansion and deepening in its field and other surrounding fields. 2) Personality factors. Munandar (1985) explains that the extent to which a person shows his creativity does not only depend on his intellectual aspects, but is also determined by personality factors such as being imaginative, having initiative, having outside interests, burden in thinking, strong curiosity, wanting to get new experiences, passionate, energetic, confident, dare to take risks, and dare to think and believe. while the enrichment of thinking material is distinguished by the expansion and deepening in its field and other surrounding fields. 2) Personality factors. Munandar (1985) explains that the extent to which a person shows his creativity does not only depend on his intellectual aspects, but is also determined by personality factors such as being imaginative, having initiative, having outside interests, burden in thinking, strong curiosity, wanting to get new experiences, passionate, energetic, confident, dare to take risks, and dare to think and believe. 3). Environmental factors, namely in the form of atmosphere and facilities that provide a sense of security. Creativity can develop if the environment provides support and freedom that supports the development of creativity.

CONCLUSION

Work Culture and Organizational Commitment have a positive and significant effect, either partially or simultaneously, on Employee Creativity. This confirms that the stronger the work culture and organizational commitment, the higher the employee's creativity. The significant influence of Work Culture and Organizational Commitment shows that efforts to increase employee creativity must pay attention to Work Culture and Organizational Commitment factors.

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