

The Role of Creativity Innovation and Resilience on Employee Performance at Nusantara Garment Company Surabaya

Dela Kusniya¹, Siti Mujanah^{2*}

^{1,2}Faculty of Economics and Business, University of 17 August 1945 Surabaya

e-mail: sitimujanah@untag-sby.ac.id²

* Corresponding Author: E-mail: sitimujanah@untag-sby.ac.id

ARTICLE INFO

Received June 2022

Accepted June 2022

Published July 2022

Keywords: Creativity,
Innovation, Employee
Performance, Resilience,

ABSTRACT

This study aims to analyze the related Creativity, Innovation and Resilience partially or simultaneously on Employee Performance at Nusantara Garment Company Surabaya. The type of research used is quantitative and the sample used is 85 peoples. The data collection method used is a survey method with a questionnaire instrument. The results of this study conclude that the T-test analysis shows that the variables of Creativity, Innovation and Resilience have a significant effect on employee performance. Furthermore, the results of the F test analysis shows that Creativity, Innovation and Resilience as simultaneously have a significant effect on Employee Performance. This indicates that improving employee performance in garment companies can be done by choosing employees who have Creativity, Innovation and Resilience when recruiting, or providing coaching and training to generate creativity, Innovation and Resilience of employees.

Introduction

The company is a place for the production of goods and services or a place for the formation of an organization to run a business, in the competition of the business world in this era of globalization, it shows that there is intense competition with the formation of new companies that have sprung up in various fields, resulting in intense competition between companies. industry, therefore business people must be able to increase creativity, innovation and also resilience (tough) in the performance of their employees in order to be able to compete and win the competition. The creation of the goals of an organization or company is not only seen from the sophistication of its technology but also in human resources (HR) which is an important factor in an organization or company. Whatever the form and purpose, the organization is made based on the company's vision and mission which is managed by the human resources (HR) contained therein.

With the many current technological developments that can give birth to new ways of completing work in various companies, this condition then demands the existence of human resources (HR) who are creative, innovative, and resilient (tough) in the performance of their employees. Performance is a real behavior that is displayed by

everyone as work performance produced by employees in accordance with their role in the company. According [1], state it that performance is the result of work obtained by employees in accordance with the targets and standards that have been set for a certain period. In this case the performance of employees is a very important thing in the company's efforts to achieve its goals. According to [2], performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined in an organizational plan.

Performance also has a factor to support the success of an organization, namely creativity which is the potential possessed by every human being, creativity is a very important human ability. Guilford quoted from [3] stated that creativity refers to the ability that marks a creative person. Creativity is the ability to create something different from the others, or create something interesting for customers, thus creative people can create new products and services, and this is important for companies if they want to stay competitive and consumers don't get bored with the products we create [4], [5]. This era of intense competition forces every company to be ready to face increasingly fierce business competition. Innovation is very important for business durability, whatever the business [6], [7], [8]. According to [9], [10], said that in a business context, innovation is generally considered as application and creativity.

In addition to creativity and innovation, employee performance also requires resilience and toughness in carrying out an activity in an organization so that the company can run as well as possible. According to [11] resilience (Tough) is the flexibility of the ability to face, prevent, minimize and even eliminate the adverse impacts of unpleasant conditions or even change a miserable living condition into a natural thing to overcome. This means that Resiliesi will succeed in making employees face unpleasant situations in facing the world of business competition in the era of globalization.

Garment companies are one of the potential commodities to be marketed globally. One of the garment companies in Surabaya is Nusantara Garment Surabaya, which is located on Jalan Manukan Kulon, Surabaya, the owner of this Garment company is Mr. Hamzah Fauzi Ridho. This company was founded in 2016 until now, this Garment company produces various kinds of clothing every day. The employees of this Garment Company come from various circles ranging from teenagers, fathers and mothers. Creativity and innovation are needed in this garment company, because with new creativity and innovation, the company can keep up with the times and can compete with other companies in the same field. Therefore, employees are required to be more creative and innovative, besides that resilience is also needed by employees considering that if there is an overloaded order, the employee must be tough in completing it.

Based on the explanation that has been described, the researcher wants to prove whether or not Creativity, Innovation and Resilience will affect employee performance with the title "The Effect of Creativity, Innovation and Resilience on Employee Performance at Nusantara Garment Companies".

- Creativity

Creativity is something that must be owned by every employee, the higher the creativity possessed by an employee, the more enthusiastic about work and will be able to improve performance so that it can have a good impact on the company. Creativity is a way for employees to increase their potential so that they can productively achieve company goals.

Creativity also can be define as the ability to create new and useful ideas [12]. According [4], in her study mension that the greater Creativity will improve business performance, This is also support by [13] that creativity is an individual mental process that gives birth to effective ideas, processes, methods, or new products that are imaginative, aesthetic, flexible, integrated, and useful references in various fields for solving a problem, and the creatify of employees will increase their performance.

Based on some of the definitions above, it can be concluded that creativity is a person's initiative or idea to find new things so that new innovations are created in a person. According to [14], creativity is being curious, optimistic, flexible, finding solutions to problems, being original and imaginative. Based on [14] the indicators used for the dimensions of creativity are Curiose; Optimistic; Flexible; Looking for a solution; Imagination and Dare to take risks.

Based on research conducted by [15] shows that work creativity has a positive and significant influence on employee performance. Hal ini juga di dukung oleh hasil penelitian yang dilakukan oleh Jihan Dama, Imelda [16], menunjukkan bahwa kreatifitas kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan.

H1: Creatifity has significantly effect on Employee Performance

- Innovation

Innovation is a new thing or the discovery of new ideas or ideas that are different from previous inventions. According to [17] innovation is the ability to apply creativity into something that can be implemented and provide added value to the resources owned. Innovation is the emergence of new things, such as new ideas, new theories, new hypotheses, or new methods for the management of an organization or company. Meanwhile, according to [18] innovation is an economic and social success thanks to the introduction of new combinations or events.

From several opinions, it can be concluded that innovation can affect employee performance because with new innovations the company will continue to grow as it follows the times. Because employees who have innovation can improve their performance as the results of research [19] which shows that creativity and innovation have a positive and significant effect partially and simultaneously on employee performance. Likewise, the results of his research [20], which states that innovative behavior has a positive and significant effect on employee performance.

H2: Innovation has a significant effect on employee performance

- Resiliensi

Resilience is a person's ability to rise and recover after overcoming heavy events, stress or problems in life but can be tough and persevere so that they can find new experiences. Resilience has a very positive effect on individuals because it can change a person to be better than before. Someone who can do resilience well will be able to overcome difficulties and can get through trauma.

According to [21] stated resilience as the ability to face challenges, resilience will appear when someone faces a difficult experience and knows how to deal with or adapt to it. Furthermore, Resilience is the flexibility, resilience, ability or human capacity of a person, group, or community that allows it to deal with, prevent, minimize, and even eliminate the adverse effects of unpleasant conditions, or change miserable living conditions into a natural thing to overcome.

Based on several opinions, it can be concluded that resilience is a tough attitude that a person has to rise to face difficult or unprecedented challenges in an individual's life. [22] in his research conveys indicators of resilience with hardiness, optimism, resourcefulness, and purpose. In addition, employees who have high resilience can improve their performance [23].

The research results of [21] shows that the resilience of employees has a significant effect on their performance, as the results of his research Rediyono which states that innovation has a positive influence on managerial performance. This shows that to improve performance can be done by motivating employees to have innovative behavior.

H3: Innovation Has a Significant Effect on Employee Performance

- Employee Performance

Performance is the level of achievement or success of employees to realize the goals, vision and mission of a company. According to [24] performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance is the result of work in quality and quantity achieved by an employee in a company on carry out their duties in accordance with the responsibilities assigned to them. Furthermore, employees performance is measured using quantity, quality, reliability, and attendance [25].

- Conceptual Framework

Based on the theoretical and empirical studies above, the conceptual framework of this study.

Research Methods

This study uses a quantitative approach which aims to determine the effect of the independent variable on the dependent variable. Research by taking the entire population as a sample in this study as many as 85 employees. Data collection was carried out through a survey technique with a questionnaire instrument that was packaged in 5 (five) choices from Strongly Agree to Strongly Disagree. While the data analysis technique used is Multiple Regression Analysis to determine the magnitude of the influence of each variable and for hypothesis testing is done with the F test and t test.

Result and Discussion

Before the data was analyzed, the validity and reliability of the instrument was tested first. The validity test was used to measure whether a questionnaire was valid or not. The validity of the data was measured by comparing the results of the correlation with the r table with of 0.05, and the results of the correlation calculation showed valid

numbers for all statement items after removing some invalid statements. While the validity test is used to determine the consistency of the answers to each statement answered by the respondents, the results of the validity test are carried out using the help of SPSS version 25.0, and the results show that all instruments from the variables of creativity, innovation, resilience, and employee performance are reliable because the results Cronbach's alpha shows numbers above 0.60, namely 0.856 for creativity, 0.762 for Innovation and In addition to testing the validity and reliability of the instrument, This study also analyzes the classical assumption test used to find out that the analysis of this data can be continued with statistical parameters, namely the Multiple Regression Analysis Test, which consists of Normality, Multicollinearity Test and heteroscedasticity test.

According to [26], the normality test aims to determine whether in the regression model the dependent variable and the independent variable have a contribution or not. The test used is Kolmogorov-Smirnov with a significance value of 5% or 0.05. If the statistical test results are more than or equal to 0.05 then the data can be said to be normally distributed, it is known that the normality test results show the Assumption value and P Probability Significant (2-tailed) of 0.200 which is more than the value of or 0.05, so it can be said that the research data is normally distributed and declared valid. The multicollinearity test was analyzed with the aim of testing whether a regression model has a relationship between independent (independent) variables. To find out, if the tolerance value is more than or equal to 0.10 and the VIF value is less than 10, it can indicate that there is multicollinearity between independent variables. While the results of the calculation of the Variance Inflation Factor (VIF) show that the tolerance value of all independent variables is more than 0.10 and VIF is less than 10, so it can be said that in the regression model there is no multicollinearity problem.

While the heteroscedasticity test is carried out to test whether in the regression model there is an inequality of variance and residuals from one observation to another, and the results of the analysis show that the scatterplot image does not form a certain pattern and the points spread above and below the number 0 on the Y axis, thus it can be said that the test results did not occur heteroscedasticity.

- Multiple Linear Regression Test

Multiple Linear Regression Analysis According to [27], it is used by researchers, if researchers predict how the state of the dependent variable will rise and fall, if two or more independent variables as factors increase and decrease in value. The following are the results of the multiple regression analysis performed using SPSS version 25.0.

The regression model equation shows that The constant (a) have a value of 2.426, itas mean that if thef creativity, innovation, and resilience is not carried out or is equal to zero (0), then the magnitude of employee performance is 2.426, furthermore, The value of the creativity coefficient is equal to 0.292 indicates that if creativity increases by one step, it will increase employee performance by 0.292 assuming other variables are constant; Otherwise, the value of the innovation coefficient is 0.384 indicates that if innovation increases by one unit, it will increase employee performance by 0.384 assuming other variables are constant; and the value of the resilience coefficient (b3) =

0.299 indicates that if resilience increases by one unit, it will increase employee performance by 0.299 assuming other variables are constant.

- UJI T

T test is used to test how far the influence of the independent variables used in this study individually in explaining the variables partially or to test the hypothesis stated, at a significance level of 0.05 with a df (n-k) of 1.673. If the significance value is less than 0.05 and the tcount > t table then Ha is accepted and H0 is rejected, where as if the significance value is greater than 0.05 or tcount < t table then H0 is accepted and Ha is rejected, and this result shows to us that the creativity variable has a value of tcount > ttable (5.218 > 1.673) with a significance value of the creativity variable greater than alpha (0.000 < 0.05) so it can be concluded that the first hypothesis was accepted. This means that the creativity variable has a positive and significant influence on employee performance.

Furthermore, the innovation variable has a value of tcount > ttable (3.333 > 1.673) with a significance value of the innovation variable greater than alpha (0.002 < 0.05), so it can be concluded the second hypothesis is accepted, this means that the innovation of the employees has a positive and significant effect on employee performance.

The third hypothesis as shown by the result of t-test shows that resilience variable has a value of 2.325 its greater than 1.673 with a significance value of innovation variable greater than alpha (0.024 < 0.05) so it can be concluded that the third hypothesis also accepted, this means that the resilience variable has a positive and significant effect on employee performance.

- UJI F

The F test is used to determine whether the independent variable simultaneously affects the dependent variable. Based on that the results of F test is 58.775 so its greater than F-tabel 3.17, with a significance probability value of 0.000, this means getting a value smaller than 0.05, so it can be concluded that creativity, innovation, and resilience simultaneously affect employee performance.

- Coefficient of Determination Test

The coefficient of determination is used to measure how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between zero and one (0 R^2 1). A small value (R^2) means that the ability of the independent variables in explaining the dependent variable is very limited. The Result is shows the test results of coefficient Multiple Correlation is 0.871, which means that there is a strong relationship between the independent variable and the dependent variable. The results also show that the value of Adjusted R Square is 0.746 or 74.6%, which means that 74.6% of the dependent variable of employee performance can be explained by the independent variables of creativity, innovation, and resilience. While the remaining 0.254 or 25.4% is explained by other factors that are not included in this research model.

Discussion

- The Effect of Creativity on Employee Performance

Based on the results of this study, the creativity variable has a positive and partially significant effect on employee performance. It can be seen from the significance

value on the T-test is $0.000 < 0.05$. Especially this research is also supported by the results of research from [15] with the title "The Effect of Work Creativity on Employee Performance at PT. Mahakam Berlian Samjaya." Here it is found that the creativity variable has a positive and significant effect on the performance of employees of PT. Mahakam Berlian Samjaya. This study also supports the results of Jihan Dama's research, Imelda [16], and also the results of his research [4] which states that employees who have high creativity can also get high performance.

- The Effect of Innovation on Employee Performance

Results Based on this research, the innovation variable has a positive and partially significant effect on employee performance. Innovation can be defined as the ability of employees to apply creativity into something that can be implemented and provide added value to the resources they have. Innovation will bring up new things, such as new ideas, new products, or new methods for managing an organization or company. In this study, high employee innovation will have a significant effect on employee performance. For this reason, it is very important to have employees who have high innovation to improve their performance, because it can be said that the results of this study support the results of the research of [19] which shows that creativity and innovation have a positive and significant effect partially and simultaneously on performance. employee. Likewise, the results of his research [20] which states that innovative behavior has a positive and significant effect on employee performance.

- The Effect of Resilience on Employee Performance

The results of data analysis in this study show that Resilience has a positive and significant effect on employee performance. According to [21] stated that resilience as the ability to face challenges, resilience will appear when someone faces a difficult experience and knows how to deal with or adapt to it. Furthermore, Resilience is the flexibility, resilience, ability or human capacity of a person, group, or community that allows it to deal with, prevent. Minimize, and even eliminate the adverse effects of unpleasant conditions, or change miserable living conditions into a natural thing to overcome, in this research can be conclude that the employees who have high resilience can increased their performance, so this research support the research of [23], and also the research of [21] which that the resilience of employees has a significant effect on their performance, and this also support the result of the research of [28], which states that innovation has a positive influence on managerial performance. This shows that to improve performance can be done by motivating employees to have innovative behavior.

- The Effect of Creativity, Innovation, and Resilience on Employee Performance

Based on the results of the F test, it is known that creativity, innovation, and resilience simultaneously affect employee performance. This indicated that the fourth hypothesis stated in this study is accepted, which means that creativity, innovation, and resilience have a positive and significant effect on employee performance. In the results of the hypothesis test, the relationship between creativity, innovation, and resilience on employee performance is positive.

Conclusion

Based on the problem formulation and research results, it can be concluded that the creativity of employees can improve performance because employee creativity has a significant effect on their performance. positive and significant effect on employee performance, and the results of simultaneous hypothesis testing indicate that creativity, innovation, and resilience have a positive and significant effect on employee performance.

The results of this study have the implication that creativity must be further enhanced by increasing the curiosity and confidence of employees so that it can be profitable for the company, besides that innovation also needs to be improved so that employee innovation and will further improve their performance, as well as for employee resilience, If the company wants to achieve success, it can be done by increasing employee resilience so that they perform higher.

References

- [1] S. A. Mujanah, S, "Transformational Leadership, Kondisi Kerja Dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan," *Bus. Financ. J.*, vol. 5, no. 2, pp. 155–164, 2020.
- [2] Moeheriono, *Pengukuran Kinerja Berbasis Kompetensi*. Raja Grafindo Persada, 2012.
- [3] Ngalimun, "Strategi dan Model Pembelajaran," Aswaja Pressindo, 2012.
- [4] Mujanah, S, "Critical thinking and creativity of MSMEs in improving business performance during the covid-19 pandemic," *Uncertain Supply Chain Manag.*, vol. 10, no. 1, pp. 19–28, 2022.
- [5] C. Karya, D. F., Rasyid, R. A., & Candraningrat, "The Effect Of Work Interfere Family And Family Interfere Work On Commitments Through Satisfaction And Motivation," *Exspektra J. Bisnis dan Manaj.*, vol. 5, no. 1, 2020.
- [6] C. Candraningrat, "Pengambilan Keputusan sebagai Wirausaha Muda dan Faktor Eksternal yang Mempengaruhinya di Institut Bisnis dan Informatika Stikom Surabaya," *Bus. Financ. J.*, vol. 2, no. 1, pp. 1–14, 2017.
- [7] Erstiawan, M. S., Candraningrat, Januar Wibowo, "Efektivitas Strategi Pemasaran Dan Manajemen Keuangan Pada UMKM Roti," *DIKEMAS*, vol. 5, no. 1, 2021, [Online]. Available: <https://doi.org/10.32486/jd.v5i1.574>.
- [8] S. Karimah, N. N., & Mujanah, "The Influence Of Organizational Culture, Competence And Self- Awareness On Performance Of Employees In Dinas Kebudayaan Dan Pariwisata Provinsi Jawa Timur," *J. Appl. Manag. Bus.*, vol. 2, no. 2, pp. 67–77, 2021.
- [9] Daryanto, *Metode Pembelajaran Inovatif*. Yogyakarta: Pustaka Belajar, 2012.
- [10] Erstiawan, M.S. "Good Corporate Governance Penyelenggara Pendidikan dalam Perspektif Agency Teory," *Maj. Ekon.*, vol. 26, no. 1, pp. 40–51, 2021.
- [11] Desmita, *Psikologi Perkembangan Peserta Didik*. Bandung: Remaja Rosdakarya, 2017.
- [12] F. Robbins, P., & Devitt, "Collaboration, creativity and entrepreneurship in tourism: a case study of how design thinking created a cultural cluster in Dublin.," *Int. J. Entrep. Innov. Manag.*, vol. 21, no. 3, pp. 185–211, 2017.

- [13] Rahmawati et al, "Innovative and creativity as entrepreneurial ability of organic rice farmers in Bantul, DIY," in AIP Conference Proceedings, 2016, p. 1755. 130002, doi: <https://doi.org/10.1063/1.4958546>.
- [14] E. Hadiyati, "Studi Dimensi Hubungan Pemasaran Dan Loyalitas Pelanggan Jasa Sektor Perbankan," *J. Din. Manaj.*, vol. 2, no. 2, pp. 72–87, 2014.
- [15] A. ; Fitriansyah, "Pengaruh Kreativitas Kerja Terhadap Kinerja Karyawan Pada PT. Mahakam Berlian Samjaya Di Samarinda," Repository Universitas Muhammadiyah Kalimantan Timur, 2020. https://dspace.umkt.ac.id/bitstream/handle/463.2017/2195/AIDIL_FITRIANSYAH_NASKAH_PUBLIKASI.pdf?sequence=2&isAllowed=y .
- [16] I. W., Dama, Jihanti, dan Ogi, "Pengaruh Inovasi dan Kreativitas Terhadap Kinerja Karyawan Pada PT. Bank Mandiri (Persero) Tbk. Manado," *J. EMBA*, vol. 6, no. 1, pp. 41–50, 2018.
- [17] Yuliantini, "Pengaruh Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan (Studi pada Karyawan PT. ISS Indonesia)," *J. Popul. (Sosial dan Humaniora)*, vol. 6, no. 2, pp. 104–120, 2021.
- [18] F. Hafizah, Rudi, Anggo, dan Panjaitan, "Analisis Pengaruh Gaya Kepemimpinan, Inovasi dan Motivasi Terhadap Kinerja Karyawan Pada PT. PLN Persero Area Bangka," *J. Ilm. Progresif Manaj. Bisnis*, vol. 21, no. 2, 2017.
- [19] A. . N. G. S. dan I. G. A. M. I Komang Indrajita, "Pengaruh Kreativitas dan Inovasi terhadap Kinerja Karyawan pada, PT. Tohpati Grafika Utama Denpasar," *J. Widya Amrita, J. Manajemen, Kewirausahaan dan Pariwisata*, vol. 1, no. 1, pp. 1–13, 2021.
- [20] A. R. P. and R. M. Surjo Hadid, "Pengaruh Perilaku Inovatif Dan Keterlibatan Kerja Terhadap Kinerja Karyawan," *J. Baruna Horiz.*, vol. 3, no. 1, p. 186, 2020.
- [21] N. S. AP Putra, Siti Mujanah, "Pengaruh Self Awareness, Etos Kerja, Resiliensi, Terhadap Organization Citizenship Behavior (OBC) dan Kinerja Tenaga Kependidikan di Perguruan Tinggi Swasta Surabaya," *Media Mahard.*, vol. 20, no. 2, pp. 311–321, 2022.
- [22] D. Rasminto, H., Febryantahanuji, F., & Danang, "Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Dengan Lingkungan Kerja Sebagai Variabel Moderasi," *E-Bisnis J. Ilm. Ekon. dan Bisnis*, vol. 13, no. 1, pp. 82–87, 2020.
- [23] S. M. Majid, Arifin H. Abd, Amiartuti Kusmaningtyas, "The Influence Person Organization Fit and Transformational Leadership on Self Awareness Work More, Resilience and Its Impact on Ocb- Organization Lecturers In The College of Sea LevelsIn South Sulawesi," *Am. Int. J. Bus. Manag.*, vol. 4, no. 8, pp. 44–51, 2022.
- [24] A. Mangkunegara, *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya, 2017.
- [25] S. M. Setiono, Benny Agus, Ida Ayu Brahmasari, "Effect of Safety Culture, Safety Leadership, and Safety Climate on Employee Commitments and Employee Performance PT. Pelindo III (Persero) East Java Province," *Sebel. Maret Bus. Rev.*, vol. 3, no. 1, pp. 6–10, 2018.
- [26] Ghozali, *Aplikasi analisis multivariate dengan program IBM SPSS*. Semarang: adan Penelitian Universitas Diponegoro, 2012.

- [27] Sugiyono, *Metode Penelitian Kuantitatif, kualitatif, dan R&D*. Bandung: Alfa Betha, CV, 2017.
- [28] R. Th, A. D. M., Aryaningtyas, A. T., & Octafian, "Kinerja Karyawan Hotel Graha Santika Semarang ditinjau dari Kepuasan Kerja, Kemampuan Kerja, dan Motivasi," *JIP-Jurnal Ilm. Ilmu Pendidik.*, vol. 3, no. 175–179, 4AD.