

Organizational Culture and Motivation: Its Effect on Teachers Creativity

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Abstract: *The purpose of this study was to study information about the influence of organizational culture and motivation towards the organization on the creativity of private elementary school teachers in Pamulang Sub-district. This research used survey method with path analysis method. The process of collecting data at Private Elementary School in Pamulang Sub-district, in this case, the teacher is done by using questioner as research instrument, in research selected as unit of analysis with sample counted 195 person that determined by random sampling technique. Result of research: First, there is effect of organizational culture to Creativity; Secondly, there is an effect of motivation on creativity; Third, there is an effect of organizational culture on motivation.*

Keywords: organizational culture, motivation, and creativity

1. Introduction

The quality of education in Indonesia is still a concern of the government. This is evident from the many obstacles that affect the improvement of the quality of education in Indonesia. Based on the assessment of the Education Development Index for all or education for all (EFA) in Indonesia decreases. If last year Indonesia was ranked 65th, this year is far behind in the rank-69. According to the Global Monitoring Report 2011: The Hidden Crisis Armed Conflict and Education issued by the United Nations Educational, Scientific and Cultural Organization (UNESCO), launched in New York on Monday (1/3/2011), the education or education development index development index (EDI) based on 2008 data is 0.934. This value places Indonesia in the 69th position of 127 countries in the world. EDI is said to be high if it reaches 0.95 - 1, medium category is above 0.80, while low category is below 0.80. Total EDI Nilai was obtained from four categories of assessment, namely: Primary education participation rate, Literacy rate at age 15 and above, Participation rate by gender equality, Resilience of students up to grade V elementary school (SD). Indonesia's high EDI assessment in 2008 occurred mainly in the category of students' grade V SD. This assessment stated that there are still many students who do not graduate from elementary school, this is very worrying education in Indonesia. Entering the 21st century, the wave of globalization is felt strong and open. The technological advancements and changes that have taken place give us a new awareness that Indonesia is no longer independent. Indonesia is in the midst of a new world, an open world so that people are free to compare the lives of other countries. Changes in education quality improvement is needed throughout the city in Indonesia, especially in the newly inaugurated city of South Tangerang in 2008. South Tangerang City has the motto of Smart, Modern, Religious. With this motto, the Education Office of South Tangerang City strives to realize the achievement of the vision and mission of South Tangerang City. South Tangerang City has 7 sub-districts namely Pondok Aren, Pamulang, Ciputat, Serpong, North Serpong, East Ciputat, Setu. Although the Government in South Tangerang City has only stepped on 9 Years, but the commitment of Education and Culture Office of South Tangerang City is very high to realize Smart, Modern and Religious Education. The commitment is realized because the cooperation between the Education and

Culture Department of South Tangerang City with educational institutions is going well and supporting each other.



Figure 1.2: Percentage of Fixed Master Foundation in Pamulang Sub-district

Figures 1.1 and 1.2 above show the number of private primary school teachers in Kecamatan Pamulang who have worked and experienced more than 5 years only 52% of the total number of teachers. In South Tangerang City there are various educational problems listed in the Renstra of Education and Culture of Tangerang in 2014-2018, among which quality education services are not optimal and the competence level of educators and educational staff has not been optimal and the quality and competence of graduates has not been optimal.

Merdeka. com, South Tangerang City Government has a strong commitment in improving education to be more qualified. The policy is concerned with providing full support for education. Not only the allocation of funds disbursed from the state budget to reach 20 percent more, but also support in the form of teacher organization support, provide training and education to teachers, as well as comparative studies. Welcomed Mathoda statement, related to the quality and quality of teachers, i.e. teachers should be a good role model for their students. And in this case, the development of potential teachers, through various positive activities, as well as teachers participate in teacher seminar activities, that is expected from these activities are able to produce professional teachers for the improvement and quality of educators.

Based on the description, it is assumed that organizational culture and motivation are the factors that influence creativity. This becomes an interesting scientific study

material, so it needs to prove it by conducting research entitled Influence of Organizational Culture and motivation to Creativity of Private Elementary School Teachers in Pamulang Sub-district.

2. Literature Review

John R. Schermerhorn stated, "creativity is the generation of a novel idea or unique approach that solves a problem or crafts an opportunity". Creativity is a new generation of ideas or a unique approach to solving problems by taking advantage of opportunities. According to Stephen P. Robbins creativity is: "the ability to produce novel and useful ideas". Rational decision making will often improve decisions, making decisions also require creativity, the ability to generate new ideas and useful ideas. This idea is different from what has been done before. According to research from Kinicki / Fugate stated: "creativity is defined here as the process of using intelligence, imagination, and skill to develop a new or novel product, object, process, or thought".

In line with the theory of Von Glinow Mcshane stated: "creativity the development of original ideas that make a socially recognized contribution".

John W. Newstrom argues, "organizational culture is the set of assumptions, beliefs, values, and norms shared by an organization's members".

In addition, the organizational culture is "a set of mutual trust, shared by most (organization) members, about how people should behave in the workplace and what tasks and goals are important. According to Quick Nelson, "Organizational culture is a common assumption of validity and that is taught to new members as the way to perceive, think, and feel in the organization." Organizational culture is a basic assumption pattern that is considered valid and taught to new members to understand how to think and feel within the organization.

While John R. Schermerhorn defines organizational culture as, "organization culture is the predominant evolution system for the organization as whole". The organizational culture is the primary volume system for the entire organization and the organizational culture refers to a shared meaning system owned by members that differentiates the organization from other organizations. A clear and strong organizational culture helps and combines the behavior of organizational members in a manner consistent with the core mission. According to Mc Shane, organizational culture is the shared values and assumptions of an organization. Values are a stable evaluative belief that guides our preferences for results or actions in various situations. The deeper assumption of the element that some experts believe is the essence of corporate culture.

According to Schermerhorn, Hut and Osborn, motivation refers to the individual forces that account for the direction, level and persistence of a person's effort expended at work. Motivation refers to the power of an individual explaining the direction, extent and persistence of a person's effort issued at the workplace. John R. Schermerhorn also stated:

"motivation describes forces within the individual that account for the level, direction, and persistence of effort expended at work". Motivation describes the power within an individual that takes into account the level, direction and persistence of the effort that arises in the workplace. According to Kinicki / Fugate, "motivation is representing those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed". Motivation is a psychological process that leads to passion, direction and perseverance of voluntary actions aimed at the goal. According to Quick Nelson, "motivation is the process of arousing and sustaining goal-directed behavior". Motivation is the process of generating and maintaining the behavior directed at the goal. While Calquitt / LePine / Wesson argues, "motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal". Motivation process that takes into account the intensity, direction, and persistence of a person towards the achievement of goals.

3. Research Methodology

The research method used in this research is survey method, using quantitative approach. This research was conducted at Private Elementary School in Pamulang Sub-district and this study has 380 population, and 195 people as sample. The sampling technique used is random sampling technique, and data analysis using path analysis. This study used path analysis to determine the effect between the variables tested in accordance with the causal model that formed. Exogenous variables organizational culture (X1) and motivation (X2) are variables that are considered to affect the creativity of endogenous variables (X3). Priority for the research undertaken, the test instrument is performed first to understand the validity and reliability of the instrument. The results will be used for research and data collection instruments. Data analysis used include: 1) description of data, 2) prerequisite test of normality analysis, 3) path analysis including: model analysis, hypothesis testing and determination of level of influence.

Instrument of data collection for each variable. The research instrument that will be used by private elementary school teachers in Pamulang Sub-district in the form of questionnaires before being used to collect research data, first test the validity and calculation of reliability. Validity test is done to know how far the accuracy and accuracy of measuring instrument in performing the measurement function, while calculation of reliability to understand how far measuring instrument can give relative result no different when measured back to same. symptoms at different times. Questionnaire of private elementary school teachers in Pamulang Sub-district.

The instrument is then developed by the researcher and has been tested for its validity and reliability. Measurement of instrument validity using product moment correlation formula. Measurement of instrument reliability using Cronbach alpha formula. The experimental results show that from 40 teacher questions about Creativity, there are 30 valid items with creativity calculation calculation of 0.90, organizational culture variable consists of 40 question items and there are 30 valid items with calculation

of organizational culture instrument reliability of 0.93 From motivation variable there are 40 items of question and there are 31 items valid with calculation of reliability of job satisfaction instrument equal to 0,92.

4. Results and Discussion

From the test results, the overall hypothesis between variables X1, X2, and X3 can be summarized through the table below:

Table 4.13: Summary of Hypothesis Testing Result Proposed

Direct effect	Statistical Test		Conclusion
	Path Coefficient	T _{count}	
X ₁ to X ₃	0,445	7,501**	Positive Direct effect
X ₂ to X ₃	0,354	5,972**	Positive Direct effect
X ₁ to X ₂	0,468	7,020**	Positive Direct effect

**is very significant.

From all analysis of path coefficient, then described path analysis model as below:

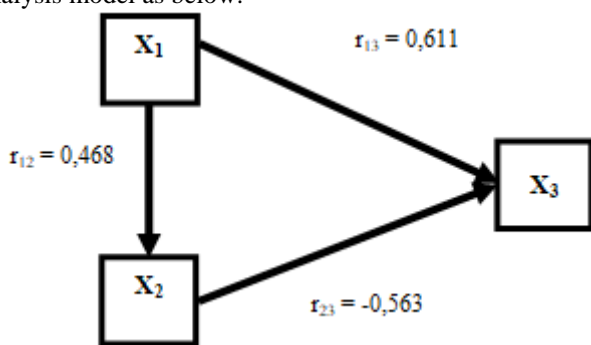


Figure 4.7: Hypothesis End Lines Analysis Model

Based on the first hypothesis testing, the researchers concluded, there is a direct positive influence of organizational culture on creativity. From the calculation results obtained correlation coefficient $r_{13} = 0.611$ and path coefficient of $p_{31} = 0.445$. This explains that organizational culture has a direct effect on creativity.

This result is commensurated in Polish Journal of Management Studies entitled "The Impact Organizational Culture on Creativity and Innovation" stated that:

Creativity does not necessarily mean innovation. There is creativity without innovation, but there is no innovation without creativity; creativity precedes innovation. Creativity means to bring new ideas; innovation means converting these ideas into a successful business. Regarding organizational (corporate/ enterprise) culture, it is one of the most important factors affecting both creativity and innovation in organizations. As a result, it can be concluded that all hypotheses are accepted. The results from hypotheses testing show that employees' identification with the values of the organization positively influences the willingness to come up with new ideas, whereas the value of correlation coefficient r indicates moderate strength of relationship. Employees' willingness to come up with new ideas is also affected by the level of implementation of employees' new ideas in the form of innovation (while the

relationship between variables is relatively weak). Finally, there is strong positive relationship between employees' willingness to produce new ideas and atmosphere of psychological safety. It has also been found that open team communication about new ideas positively affect team creativity and good interpersonal relationships in the workplace positively affect creative performance of individuals.

The explanation above explains, that has been hypothesized every variable in organizational culture have an effect on significant to creativity and also for each organization. In the study proved that there is a significant correlation. Furthermore, the results of research in the International Journal of Humanities and Social Science entitled "Impact of Creativity to Organizational Competitiveness" stated that: The impact of creativity acquired through learning and demonstrated through innovative strategies has been reported. Range of organizational practices depends on creative ability to achieve competitive advantage which is facilitated through knowledge acquisition. Knowledge creation through learning depicts organization's systematic and strategic tools for creativity and knowledge sharing. Competitiveness has shown to be characterized by proficiency in dealing with various knowledge assets of the organization. However, acquired knowledge should be transformed into creativity to improve outcome, services processes throughout the organization. In addition, the theoretical model of organization competitiveness has been used to illustrate pathways to enhance competitive advantages. The model is suitable for both scientific research and for performance measurement of organizations. Present findings depicted that knowledge and creativity drives competencies and skill development in providing solution to specific task.

The impact of creativity gained through learning and demonstrated through innovative strategies has been reported. Organizational practices depend on the creative ability to achieve competitive advantage facilitated through knowledge acquisition. Creation of knowledge through learning illustrates organizational and strategic organizational tools for creativity and knowledge sharing. Competitiveness has proven to be characterized by the ability to deal with a variety of organizational knowledge assets. However, the knowledge gained should be transformed into creativity to improve results, service processes throughout the organization. In addition, theoretical models of organizational competitiveness have been used to illustrate the pathway to enhance competitive advantage. This model is suitable for scientific research and for organizational performance measurement. The current findings illustrate that knowledge and creativity encourage competence and skill development in providing solutions for specific tasks.

Moreover, Stephen P Robbins and Mary Coulter stated: "a creative organization develops unique ways of working or the creative process of need to turn into useful products or work methods, which is defined as innovation". creative organizations develop unique ways of working or creative processes need to be transformed into useful products or working methods, defined as innovation.

The results of this study are also commensurate with some experts namely, Stephen P. Robbins argues : Three stage model of creativity in organizations. The core of the model is creative behavior, which has both causes (predictors of creative behavior) an effects (outcomes of creative behavior). In this section, we discuss the three stages of creativity, starting with the center, creative behavior.

The above research stated Three models of creativity models within organizations. The essence of the model is the creative behavior, which has both causes (predictors of creative behavior) an effect (the result of creative behavior). In this section, we discuss three stages of creativity, beginning with the center, creative behavior.

Organizational culture serves as a control mechanism to shape behavior. The norms that guide behavior are part of the culture. If the corporate culture norms should be characterized by inter-team communication, and team integration. Organizational culture is the value of norms that apply in an organization, especially in this study within the scope of organizational culture in schools. Organizational culture greatly affects a person's behavior. The culture applied in the private elementary school in Pamulang sub-district is still relatively weak, as evidenced by the low level of creativity in schools. Culture is very influential on the behavior of teachers, in this case more teachers in teaching, and innovate to create a creative and fun learning process.

Thus, it can be concluded when the organizational culture strengthens the creativity will increase, based on the description has been clear that organizational culture has a direct positive effect on creativity. Based on testing the second hypothesis can be concluded there is a direct positive influence of motivation on creativity. And calculation result obtained correlation coefficient value $r_{23} = 0,569$ and coefficient value of path is $p_{23} = 0,354$. This means that motivation has a direct effect on creativity.

The results of this study were also proved by research in the Creativity Research Journal, that:

Three decades of research have failed to produce general agreement concerning the effects of reward on creativity. We believe that the problem stems not from any great complexity of research findings, but primarily from the clash between romantic and behaviorist worldviews concerning basic human nature. Isolation of these research camps has produced narrow perspectives and failures to correct persisting methodological flaws. Research correcting these flaws suggests that rewards for novel performance increase intrinsic motivation and creativity, whereas rewards for conventional performance decrease intrinsic motivation and creativity. Creative motivational orientation, enhanced by rewards, strong.

The study stated that the effect of rewards for enhancing creativity is not too great, it is a new performance award that increases intrinsic motivation and creativity, while rewards for conventional performance degrade intrinsic motivation and creativity. Orientation of creative motivation, enhanced by a strong appreciation.

The above research is commensurate to the theory of experts namely, Stephen P. Robbins. Timoty A. Judge stated: Most of us have creative potential we can learn to apply but as important as creative potential is, by itself it is not enough. We need to be in an environment where creative potential can be realized. What environmental factors effect whether creative potential translates into creative behavior?

First and perhaps most important is motivation. If you aren't motivated to be creative, it is unlikely you will be.

Most of us have creative potential that we can learn but creative potential is based on self-sufficiency is not enough. We need to be in an environment where creative potential can come true. What is the environmental factors influence whether creative potential translated into creative behavior? The first and most important is the motivation. If you are not motivated to be creative, there is no way you will be a creative person.

According to research John W. Newstrom stated, "motivation is the result of set internal and external forces that cause an employee to choose an appropriate course of action and engage in certain behaviors."

Equal to Kinicki / Williams theory stated: "motivation is defined as the psychological processes that arouse and direct people's goal-directed behavior. The model of how it works is that people have certain needs that motivate them to perform specific behaviors for wich they receive rewards, both extrinsic and intrinsic, that feed back and satisfy the original need. Te tree major perspectives on motivations are need based, process, and reinforcement".

It is equivalent to the theory of experts namely, Van Glinow McShane proposed that "a motivation theory based on the ideas that work effort is directed toward behaviors that people believe will lead to desired outcomes".

The motivation of one's upgraded efforts in contributing to diligence is expended in the workplace. Therefore, motivation is needed in private elementary school teachers in Pamulang Sub-district.

Thus, when work motivation is high and materialized then creativity will increase, based on the description has been explained that motivation has a positive direct Based on the third hypothesis testing, it is concluded that there is a positive direct effect of organizational culture on motivation. From the calculation obtained correlation coefficient $r_{12} = 0,468$ and coefficient value of path equal to $p_{21} = 0,468$. This means that organizational culture has a direct effect on motivation.

In the Journal of Public Administration and Policy Research entitled "The Effects of Employees' Motivation on Organizational Performance" stated that: Our findings also revealed that there is obvious difference between properly motivated workers and those who are not. This means that workers who are motivated have a sense of belonging, recognition and achievement. If employees are encouraged by motivation, they can strive to make sure that they identify with the organization. Since they are highly motivated, they

will perform their functions with all sense of responsibility, humility and efficiency.

The results of the journal explain that motivation can affect employee motivation. In addition, there is a marked difference between highly motivated workers and those who do not. That is, motivated workers have a sense of belonging, recognition and achievement. If employees are driven by motivation, they can strive to ensure that they identify with the organization. Because they are so motivated, they will carry out their functions with every sense of responsibility, humility and efficiency.

According to the journal Review of Applied Socio-Economic Reserch entitled "Employee motivation and organizational performance", stated that: "employee can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated. The leader and the employees help one another to attain high levels of morality and motivation".

Employees can also be motivated through proper leadership, because leadership is about getting things the right way. To achieve this goal, leaders must gain employee confidence and get them to follow it. However, to get them to trust and complete their tasks properly for the organization, employees should be motivated. Leaders and employees help each other to achieve high levels of morality and motivation

The equivalent of expert opinion, among others, Moorhead and Griffin stated: "Motivation is a set of forces that bind people to behave in a certain way Motivation can bind or form employees in carrying out organizational culture as a norm prevailing in schools, other than that organizational culture affects the motivation of teachers in carrying out their duties at school.

Richard M Steers, Gregory A Bigley and Lyman W. Porter argued: "motivation is the set of forces that causes people to engage in one behavior rather than some alternative behavior". Motivation is a set force that causes people to engage in one behavior rather than some alternative behavior.

Organizational culture affects motivation such as in terms of encouraging teachers to innovate as well as in the case of teachers issuing ideas or ideas. Therefore, the strengthening of organizational culture and motivation is needed by private elementary school teachers in Pamulang Sub-district.

Thus, when the organizational culture strengthens then obtained a high motivation, based on the description has been clear, organizational culture directly positive effect on motivation.

5. Conclusion

Based on the calculation and testing of research hypotheses, it can be concluded as follows:

- 1) Organizational culture has a direct positive effect on Creativity. This means that the strengthening of organizational culture leads to an increase in the creativity of private elementary school teachers in Pamulang Sub-district.
- 2) Motivation has a positive direct effect on Creativity. This means that increased motivation resulted in an increase in the Creativity of Private Primary Teachers in Pamulang Sub-district.
- 3) Organizational culture has a direct positive effect on motivation. This means that the organizational culture has resulted in an increase in the motivation of private elementary school teachers in Pamulang sub-district.

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