



TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 22, 2021

**A new decade
for social changes**

www.techniumscience.com

ISSN 2668-7798



9 772668 779000

Influence of Culture Work and Motivation Achievement of the Creativity Employees Manado State University

Valentino Tangkau, Wilson Bogar, Sisca Beatrix Kairupan

^{1 2 3} Public Administration Program of Magister Program of Manado State University

d_valent75@yahoo.com; wilsonbogar@unima.ac.id; siscakairupan@unima.ac.id

Abstract. Research is carried out to know the influence of the culture of work and motivation to excel in partial and simultaneously to the creativity of employees Unima. The research uses a quantitative approach. The population is all Unima employees totaling 369 employees consisting of 88 structural officers and 281 implementers, spread on 14 units. Mechanical sampling was carried out in two stages. Namely, stage first performed with technique purposive sampling, i.e., selected or assigned only employee executive or employee who does not occupy the structural post. Employees structurally no longer included in determining the size of the sample stage of the second. The second stage is carried out by proportional random sampling, where the work unit sees the proportion at Unima. The size of the sample is calculated by the rules of Jalaluddin and obtained 75 employees. The data collection technique is a questionnaire that had been tested the validity and reliability. Analysis of the data is the analysis of regression doubled with the help of SPSS. Results of the study revealed that (1) the culture of work affects positively and significantly the creativity of employees Unima, (2) motivation to excel influences positively and significantly to the creativity of employees Unima, (3) the culture of work and motivation to work in the simultaneous influence positively and significantly to the creativity of employees Unima. Suggested for strengthening the culture of work, so should the value and norms that have been agreed together that have set attitudes and behaviors in work and interact in the work environment carried out consistently and sustainably. To increase the motivation of achievement, it should award and systems career to the promotion positions implemented in a transparent and consideration of performance.

Keywords cultural work, motivation of achievement, creativity employee

A. Introduction

Employee as Apparatus Civil State (ASN) become a source of power and assets are essential and determine the success of an organization in achieving the vision, mission, and objectives set previously. Sophisticated and complete as any source of power other, such as available equipment and the funds in an organization. Without supported by the capability and capacity of Source Power Man (SDM) that employees are qualified. Then the source of power that will not contribute in maximal and optimal within reach achievement organizations that own and even otherwise the organization will encounter difficulty and even failure in facing the challenges of change in the increasingly fast and complex environment. Ulrich [1] says that the key to the success of a change is the source of the power of man. Namely, as an initiator and agent of change constantly continues, forming process and a culture that jointly improves the organization's ability to change. Based on the resource-based view (RBV), the source of power owned by the organization is essential in obtaining and maintaining excellent competitiveness.

The approach is looking at the organization as a set of assets and capabilities. The assets and capabilities of the organization will determine the efficiency and effectiveness of any work that is done organization (Kuncoro, 2006). Research conducted by Grant (1994) concluded that the source of power owned by the organization can be a factor of excellence and can improve the organization's performance. The employee will be a factor or source of excellence in the organization. He has a good capability because he would be a factor or source of obstacles for the organization to achieve its objectives without it. The capability of employees can be seen from their ability to carry out the task and the work. That was given to them. Innovation and ideas are produced as creativity in executing tasks and work [2]. Guildford (1950) expresses creativity as individuals' capacity to bring up the idea through thinking diverges rather than thinking convergent [3]. Many factors or variables influence creativity. Such is the culture of work [4]. While Paramita divides the culture of work into (1) attitude towards work, the joy will be working compared with the activities of others, such as recreation, or simply obtain satisfaction from the bustle of the work themselves, or feel forced to do something just for going on his life, and (2) Behavior at the time of work, such as diligent, dedicated, responsible, careful, conscientious, meticulous, willingness strong to learn the duties and obligations, like helping fellow employees [5].

Another factor that can affect creativity is motivation, especially achievement motivation. The term or concept of achievement motivation. Clelland asserts that humans have three needs that the underlying motive someone. Namely: needs of achievement or needs of achievement (n-ach), the needs of the ruling or the needs of power (n-pow), and the needs of affiliated or needs of affiliation (n-aff) [5]. Concerning the necessity of achievement (n-ach) or motivation of achievement that the individual or employee who has the motive or needs for achievement will strive to excel as a reflection of the boost will be responsible for solving the problem that about the desire to do as well as possible because of sheer respect This is indeed considered good, not just getting prizes or recognition and achievements.

For this reason, individuals or employees who have a strong achievement motivation will show a creative attitude in carrying out their duties. Universitas Negeri Manado (UNIMA) as the organization public or Higher Education Institutions that organize tasks that the Tri Dharma knows of Higher Education is education and teaching, research, and service to the community in addition to already have the source power is not human, such as equipment, buildings, and funds are also having Sources power Man (HR) classified into two types, namely as the power of education and labor educators (lecturers). Especially for all sources of power of man, this will be a factor dominant excellence Unima to achieve success and the success of realizing the vision, mission, and objectives that have been set out, if they have the capability and capacity to run their duties which among others is manifested in the form of creativity or creative. If not so, then the source of the power of Man (SDM), which provided not going to give a contribution that is optimal for the UNIMA to achieve excellence and success who aspired dream. Based on the results of observations (pre-survey) found that they are employees (labor education) in Unima that carry out daily life tasks, they have not shown the creativity of the expected work. It is visible in the way and the attitude of those in carrying out tasks and work. Such as among others carrying out the work if only ordered by the boss and if completed just waiting for the assignment of more and delay the work that actually can be completed at the moment that and take advantage of a break beyond the specified or specified time indiscipline.

B. Literature Review

1. Employee Creativity

The notion of creativity shows that there are three ability pressures, namely those related to the ability to combine, solve,/answer problems and reflect the operational abilities of creative children. The third pressure capability is (1). The ability to create a combination of new, based on the data, information, or elements that exist. (2) ability based on the data or information available, find many possibilities for answering a problem, emphasizing quality, efficiency, and diversity of answers. (3) capabilities that operationally reflect the smoothness, suppleness, and originality in thinking, as well as the ability to elaborate (develop/enrich/detailing) an idea [6]. Each person or employee has the potential to be creative, as well as assumptions creativity, namely: 1) every person has the ability creative, 2) creativity is expressed in the form of products of the creative, either in the form of objects or in the form of ideas, 3) actualization of creativity is the result of the process of interaction between the factors of psychological with the environment, 4) in the self- person some factors can support or inhibit creativity [7], 5) creativity of a person does not take place in a vacuum, 6) work creatively not born just a coincidence, but rather through a series of processes creative which requires skill, skill and motivation are strong [8]. Based on the description above, it can be said that employees' creativity is the ability of employees to express ideas or ideas, methods, results of the work that is good in carrying out and solve the problem encountered in the implementation of the tasks and work [9].

2. Work Culture

The culture of work in the organization is integral to an organization's culture that is as beliefs, expectations, and values. Norms are embodied in the attitudes and behavior of the work in achieving the results of the optimal work [10]. In other words, work culture is a way of looking at work. Already indeed, every individual or employee has a way of viewing each in giving meaning to work. According to Paramita, the culture of work can be divided into (1) attitude towards work, the joy will be working compared with the activities of others, such as recreation, or obtain satisfaction from the bustle of the work themselves, or feel forced to do something just for going on his life, and (2) Behavior at the time of work, such as diligent, dedicated, responsible, careful, conscientious, meticulous, willingness strong to learn the duties and obligations, like helping a fellow employee. Work culture is closely related to behavior in completing work. The behavior reflects the attitude of the work based on the values and norms that each individual owns [11]. When individuals have entered into an organization, will happen adjustment of values, norms, attitudes, and behavior owned by individuals to the values, norms, attitudes, and behavior desired by the organization to achieve the ideals, goals, or objectives [5]. In particular, in the context of the development apparatus, the state can be said that the development of the culture of the working apparatus of the state is the effort and steps planned by systematically to apply the values and norms of ethical culture of the working apparatus of the state.

Moreover, they execute it consistently in implementing the organization's organizational administration and service to the community. Cultural work is formed from the values that have been agreed are consistent, and has been socialized in neighborhood organizations. Results of internalized values are expressed in behavioral work daily on every employee. The culture of work that has been internalized can be seen from the ethic of work are displayed. The process of values into the work culture and then emerged as the work ethics can become a power leverage changes in thought patterns for each employee [12].

3. Achievement Motivation

Hilgard (Hidayat, 2008) suggests motivation achievers is the motive social to do something valuable or essential to the excellent and perfect to meet the standards of excellence [13]. Meanwhile, according to Jackson, achievement motivation is an encouragement that is very strong to strive and work hard to achieve success and excellence [7]. The motivation of achievement can be interpreted as a boost in self to do or do an activity or task to achieve the feat with the predicate commendable. With such motivation to excel at the employee as elements that arouse, direct, and encourage someone to perform the action and overcome all the challenges and obstacles to achieve the objectives [8]. Motivation causes an employee to be eager to run the task as ASN in serving the community for unmet needs for achievement. An employee motivated to excel will have the responsibility height to work with enthusiasm and as best as possible to direct all the abilities and skills to achieve achievement/performance-optimized [14].

4. Achievement motivation on employee creativity

An employee who has the motivation to perform high tend to have a level of responsibility personally that high in working on an employment or activity, have a program of work which is based on plans and objectives that are realistic and eager to implement, be optimistic, active and believe in ourself, steady and no doubt- hesitate in making decisions, and the goals direct their actions. While employees who have the motivation to excel, a low tend to have sole responsibility personally. In doing a job or activity, have a work program but not be based on plans and objectives that are realistic, and weak implement, being apathetic and do not believe in ourselves, hesitant in taking a decision. His actions are less focused on purpose [9] [15]. While the employees were creative (creative employees), an employee is an employee who expresses an idea or ideas, methods, and results of the work that is good in carrying out and solving the problem encountered in the implementation of the tasks and work. The higher motivation of achievement, it will be increasingly high creativity of employees to carry out the task entrusted to him [16].

5. Work culture and achievement motivation on employee creativity

By referring to the framework of theoretical items 1 and 2, it can be concluded that employees who have a work culture more robust along with the motivation of achieving the high will generate a lot of ideas or the ideas, methods, results of the work that is both in implementing and not apathetic or easily give up in the face of a problem. However, trying to look for a solution or solve a problem encountered in implementing the tasks and work. The study empirically revealed that the organization's culture and motivation to work together influence performance [10]. Likewise, also study empirical reveal a significant contribution between the motivation of achievement and ethic of work in simultaneous with the performance. Suppose the performance of employees is seen as a result of work, because of its ability to execute ideas and the way of working that did it. In that case, it can be said that the more robust work culture with the motivation of achievement is high. It will be increasingly high creativity of employees [16].

C. Research Method

Type of research this is the kind of research Quantitative, using the method of research explanatory survey. Research explanation (explanatory research) analyses and explains the influence of the variables in the concept study model. Based on the model of the concept of the study, the research is to analyze and explain the influence of variables Culture Work and

Motivation Achievement on the creativity of employees. The engineering major used to collect the data is a communication technique not directly by using the instrument list of questions or a questionnaire. The questionnaire instrument or questionnaire includes three research variables, namely (1) Work Culture variable instrument; (2) Achievement Motivation variable instrument; and (3) employee creativity variable instrument. In addition, supporting techniques are used in observation/observation of social situations when employees carry out their duties. Instruments research was compiled for each variable using a scale of measurement that is scale Likert. Each statement is presented for each item prepared five possibilities for answers that the respondent expected to be selected by the conditions of the felt and perceived by each respondent. All research instruments are compiled are quest statements categorized as question/statement positive and question/statement negative with the scores were different. Before collecting the data, the instrument is tested to try to determine its validity and reliability. It tested the validity of the correlation between the score of items with the total score of the instrument. The statistics are used correlation Product Moment of Pearson. The criteria were used to test the validity of the clause is to compare arithmetic with r table at α (alpha) = 0.05 with degrees of freedom $n - 2 = 30 - 2 = 28$ for = 0.3 17. If r arithmetic more substantial than r table, the item a questionnaire considered valid.

Conversely, if the r count is smaller or equal to the r table, the item questionnaire declared not valid, and the next item that is not valid is in abort or not used. According to Arikunto (1992), an instrument can be reliable if it has a reliability coefficient or alpha 0.60. Validity and reliability tests were carried out with the help of the SPSS program. Mechanical analysis of the data that is used is the technique of analysis of statistical inferential. Analysis of statistical inferential using analysis regression multiple to test the hypothesis that has been formulated with $\alpha = 0.05$. Before the test, the hypothesis, do the testing requirements of the analysis that the test for normality, multicollinearity, and heteroscedasticity. To test the influence between the variables in the model theory or constellation of the study (Figure 2. 1), the coefficient directions regression (β_i). Regression analysis was carried out with the help of a computer through the SPSS.26 program.

D. Results and Discussion

1. Effect of Culture Working Against Creativity Employees

The results of data analysis obtained regression coefficients as in table 4.4

Table 4.4. Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,910	4,411		5,874	,000
	Work Culture	,384	,081	,517	4,724	,000
	Achievement Motivation	,152	0.075	,223	2.037	0.045

a. Dependent Variable: Productivity

Based on Table 4.4 obtained equation regression is $Y = 25.910 + 0,384 X_1 + 0,152 X_2 + \epsilon$. Obtained coefficient $b_1 = 0,384$ and marked positive, meaning that variable e 1 Culture Work towards Creativity Employees is at 38,40% ($0,384 \times 100\%$) and getting stronger Culture Work, the more high- Creativity Officer. Besides that, earned value sig. = 0.000, and this value is smaller than = 0.05, so it is said that the influence of the Work Culture variable on Employee

Creativity is real or significant. This analysis indicates that the first hypothesis (1) is; Work Culture has a significant effect on Unima Employees' Creativity.

The study showed that the influence of Culture Work on Creativity Employees indicates the direction of positive and significant. Influence of Positive Culture Work towards Creativity Employee means that the more robust Culture Work will provide contributions increasingly increase Creativity Officer. While influence significantly Cultural Work of the Creativity Employee means that Culture Working employee becomes fak tor/variable cannot be ignored to increase employees' creativity. Employees whose creative are those who can express an idea or ideas, methods, and results of the work that is good in carrying out and solving the problem encountered in implementing the tasks and work. It can be ascertained that the employees like this have views and attitudes towards the meaning or value of the work (cultural work). It is difficult to expect the creativity of employees when he looked at the work as a burden and punishment. How to view this will result in the attitude towards work and behavior when working (cultural work). According to Paramita [17], work culture can be divided into (1) attitudes towards work. The joy will be working compared with the activities of others, such as recreation, or simply obtain satisfaction from the bustle of the work themselves, or feel forced to do something just for going on life and (2) Behavior at the time of work, such as diligent, dedicated, responsible, careful, conscientious, meticulous, willingness strong to learn the duties and obligations, like helping a fellow employee.

Because the work culture must be grown and developed in an organization because it provides benefits, both for the employee's own and the environment of the work organization where the employees are located, benefits culture of work for employees, among others, allows playing a role, achievement, actualization of self, recognition, appreciation, pride in work, a sense of participating has and responsibility, broadening horizons, and increasing the ability to lead and solve problems or creativity. According to the West (2000) that one of the ways to develop creativity is developing some quality privates who have been identified repeatedly as the characteristics of consistently creative people, include: (1) interest in the activities of the worth of intellectual and artistic; (2) interest to understand the problem that is complex to find a solution; (3) have a concern for the process and the achievement of the best work results; (4) showed persistence in achieving the objectives; (5) have thought that an independent; (6) show tolerance towards the situation/problem that is ambiguous; (7) need autonomy/freedom; (8) have self-confidence; (8) have the readiness to take risks [18]. Sloane (2007) identifies eleven ways that a leader can build a culture of creativity at the workplace, including getting used to questions. Praise the innovators; focus on the things that are going well; create an enjoyable atmosphere; accept failure; feel scared on success; compose puzzles; using appropriate language; assuming the product/service businesses ancient build confidence and empower the employees. The way to build a culture of creativity is as follows [19].

First, the leader of innovation is a leader who has a curiosity that is not limited, so do not ever stop asking. They also strive to instill things were equal to the entire staff. The leaders at every leadership level should encourage each of his staff asked, including responding to the questions that arise. Second, give praise to subordinates/employees who have tried new things even though they have not been successful. Compliments were given at the time not yet managed to be meaningful for the individual rather than a compliment at the time of success. It can encourage subordinates/employees to continue to innovate. It was thirdly, focusing attention on the things that are already running well. Things are done to see and develop excellence owned and more carefully because of the wide range of opportunities. Fourth, create an atmosphere that is pleasant to work in. The fun atmosphere is critical to fostering creativity.

Because creativity relates closely to the things that delight, like humor, games, and activities, yang stimulate ideas that are spontaneous and dilute the atmosphere.

Fifth, accept failure. In general, how to best test the idea is to try out the idea that. Many examples of companies that initially experienced some failures find something new as a source of success. The type of failure that should receive the praise is a failure based on sincere effort to create something new/different. Sixth, instill the mind and attitude to be cautious about success. Things that need to be made leader because success tends to make a person or organization complacent and satisfied. Even hinder the emergence of the new idea, stimulating the angle of view of various problems with puzzles. Every problem in the business is a puzzle that one of the ways that can be used to stimulate ideas of the creative is doing puzzle thinking lateral/puzzle situations. It is a method to develop the ability to ask, listen, cooperate with the team, and imagine within the organization—eighth, using appropriate language. Words are essential things because they will form the attitudes and behavior of those who hear them. Words that can be perceived as pressures, orders, and as if implying threats should be avoided. For example, “We have to win the tender, do whatever it takes to win it. Instead, it is recommended to use words that are open (inclusive), encourage a positive and creative approach, for example, “Let us work together and realize the goals that have been set. Ninth, assume the ancient business products/services. The aims that motivated find something new are continuous. Tenth, build trust and empower all staff/subordinates. The method is to invite employee discussions about the goals to be achieved in work. Provide freedom, decisive action/how best to achieve it; show support for his actions even though he has not asked for approval. The study results support research by Riansyah and Sya’roni, which reveals that In the partial factor of the environment, leadership, culture of the organization, the structure of the organization, and companies’ ability most dominant influences on creativity. Likewise, Sultika and Hartijasti (2017) also research that workplace innovation orientation is influenced by self-leadership, employee creativity, and creativity climate, including work culture [20].

2. Influence Motivation achievement Against Creativity Employees

Table 4.4, obtained coefficient $b_2 = 0,152$ and marked positive, meaning that variable Motivation Achievement against Creativity Officer is at 15,20% ($0.152 \times 100\%$) and getting more vital Culture Work, the more high- Creativity Officer. Besides that, earned value sig. = 0,045, and the value is much smaller $\alpha = 0.05$, so it is said that the influence of variables Culture Work towards Creativity Officer is real or significant. This analysis indicates that the second hypothesis (2) is; Work Culture has a significant effect on Unima Employees’ Creativity. The study showed that the effect of motivation to achieve the creativity of employees indicates positive and significant. The influence of motivation to achieve employees’ creativity positively means that a more robust work culture will increase employees’ creativity further. While the influence of motivation on employees’ creativity is significantly meaningful, the motivation achievers become variable could not be ignored to increase employees’ creativity. The research results explicitly affirmed that the leadership that made the efforts or attempted to improve employees’ creativity would not succeed if it does not create a climate that encourages employees to increase motivation achievement in itself. Because the motivation of achievement on employees as elements that arouse, direct, and encourage someone employee to take action and overcome all challenges and obstacles to achieve goals. According to Hodgetts (1998), that the characteristics of particular people who need achievement height are:

- a. Glad to assume responsibility in working to implement the work becomes the people’s size (personal responsibility).

- b. Glad to circumvent jobs are at risk but do not want a too high risk- risk and too low. More choose the risk that a moderate can succeed because it depends on the ability (moderate risk-taking).
- c. I glad the information is feedback on the results of its work because it can improve the results of his/her appearance, if less successful (feedback on the result).
- d. Award in money is not so important, but recognition will be what he was looking for (accomplishment).
- e. Happy to work alone to finish, rarely leaving a job that has not been completed. This person is very realistic, does not want to set goals that are impossible to achieve (task preoccupation).

Results of the study are to support the theory of Ward (2013), which explains that employees who have the motivation of achievement of high tend to have a level of responsibility personally that high in working on an employment or activity. have a program of work which is based on plans and objectives are realistic and eager to implement, being optimistic, active and believe in ourself, steady and did not hesitate in taking decisions, and do it directed by the purpose. While employees who have the motivation to excel, a low tend to have sole responsibility personally. In doing a job or activity, have a work program but not be based on plans and objectives that are realistic, and weak implement, being apathetic and do not believe in ourselves, hesitant in taking a decision. His actions are less focused on the goal. Suppose the performance of employees is seen as a result of work because of its ability to execute ideas and work that did it or the result of creativity. In that case, the research results also support Widodo (2011) that the organization's culture and motivation effectively work together on performance. Likewise, also research reveals a significant contribution between the motivation of achievement and ethic of work in simultaneous with the performance.

3. Influence of Culture Work and Motivation Achievement is simultaneous to the Creativity Employees

Results of analysis of variance (ANOVA) to test the significance of simultaneous culture work and motivation achievement against creativity employees obtained as in Table 4.5.

Table 4.5 ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	601,910	2	300,955	30,176	,000 ^b
	Residual	718,090	72	9,973		
	Total	1320,000	74			
a. Dependent Variable: Productivity						
b. Predictors: (Constant), Achievement Motivation, Work Culture						

The results of the analysis to examine the amount of correlation (R) simultaneously and the coefficient of determination (R²) Cultural Work and Motivation Achievement of the Creativity Employees as in table 4. 6

Employees as in table 4. 6

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,675 ^a	,456	,441	3,158	,456	30,176	2	72	,000

a. Predictors: (Constant), Achievement Motivation, Work Culture

Based on Table 4.5 (ANOVA) obtained the value of sig. 0000 is small $\alpha = 0.05$, meaning that it jointly (simultaneously) Culture Work and Motivation Achievement can predict Creativity Officer is real or significant. While it was on table 4.6, $R = 0.675$ indicates that the magnitude of the relationship variables Culture Work and Motivation Achievement is simultaneous to the Creativity Officer is 67.50 % and R square (R^2) = 0, 456. meaning that donations or contributions variables Culture Work and Motivation Achievement is simultaneous to the Creativity Officer is 45, 6 0%. In contrast, the remainder (54, 4 0%) is determined by other variables. The analysis results show that the hypothesis of study three (3), namely Culture Work and Motivation Achievement, is simultaneously influenced significantly on Creativity Employees Unima, accepted. Based on Table 4.5 (ANOVA) obtained the value of sig. 0000 is small $\alpha = 0.05$, meaning that it jointly (simultaneously) Culture Work and Motivation Achievement can predict Creativity Officer is real or significant. While table 4.6 is obtained $R = 0.675$ indicates that the magnitude of the relationship variables culture work and motivation achievement is simultaneous to the creativity officer is 67.50% and R square (R^2) = 0, 456. meaning that donations or contributions variables Culture Work and Motivation Achievement is simultaneous to the Creativity Officer is 45, 6 0%. In contrast, the remainder (54, 4 0 %) is determined by other variables.

This study explains that the stronger the work culture is accompanied by, the higher the achievement motivation. The more creative employees will be in carrying out the tasks they will carry out. Explained also that they are 54, 4 0 % creativity of employees will be determined by factors/variables that others besides the culture of work and motivation of achievement. As George and Zhou (2001) and Jaiswal and Dhar (2015) described, the organization's atmosphere and a positive creativity climate can successfully deliver the employees' creativity. Based on this opinion, it can be seen that one of the factors that will affect creativity is the work environment, especially the social environment. According to Nitisemito (Nuraini, 2013) environment at work are all things that exist around the employee. It may affect the running tasks entrusted to him, such as the air conditioner (AC) and adequate lighting. Rogers stated that the existence of [21] characterizes environmental conditions that can develop creativity:

1. Psychological safety Security psychological can be formed through three mutually related processes: 1) Accept people as their with all the advantages and limitations. 2) Strive for an atmosphere in which there is no external evaluation (or at least it is not threatening or has a harmful effect). 3) Provide understanding is emphatic; come live the feelings, thoughts, actions of individuals, and see from the perspective and accept it.
2. Psychological freedom. An environment free in the psychological gives the people an opportunity to express symbolic thoughts or feelings freely. Kuwanto, in general, outlines three factors that affect creativity, namely 1) factor of intelligence, namely f actor's ability to think that covers intelligence and enrichment materials of thinking. Intelligence is a manual quality ability to think. In contrast, the embellishment of materials thought

distinguished the expansion and deepening of d natural fields and fields of others around it [22]. 2) Personality factor. Munandar (1985) explains that the extent to which a person shows his creativity not only dependent on aspects of intellectual alone but is also determined by factors of personality such as imagination have initiative, have interest in the outside, the load in thinking. A sense of want to know that strong, want to get the experiences of a new, full of vigor, energetic, believe in ourself, dare to take risks and dare to argue and belief. 3). Environmental factors, namely in the form of atmosphere and facilities that provide a sense of security. Creativity can develop when the environment provides support and freedom that supports the development of creativity.

Conclusion

Work culture has a positive and significant effect on the creativity of Unima employees. The more substantial the work culture, the higher the creativity of employees in carrying out their work. With such hypothesis research first received. Achievement motivation has a positive and significant effect on the creativity of Unima employees. That the higher the achievement motivation, the higher the creativity of employees in carrying out their work. Thus, the second research hypothesis is accepted. Cultural work and motivation are of achievement influence positive and significant manner simultaneous to the creativity of employees Unima. The magnitude of the contribution culture of work and motivation of achievement is simultaneous to employees' creativity is 45.60%, while the rest (54, 4 0%) contributed or determined by variables outside the research model. With such hypothesis research, third- they were accepted.

References

- [1] Ulrich, D., "A New Mandate for human resources. *Harvard Business Review*," pp.124-134, 1998.
- [2] Grant. E. S., "Exploring the Distinctive Nature of Work Commitment: Their Relationship with Personal Characteristic, Job Performance, and Propensity to Leave," *Journal of Personnal Selling & Sales Management*.Vol XIV, 1994.
- [3] Guilford, J.P., "*Creativity*. American Psychologist," Vol. 5, 1950.
- [4] Robbins, Stephen P. and Timothy, A.Judge. "*Organizational behavior (twelfth edition)*," New Jersey: Pearson, Prentice Hall, 2002.
- [5] Ndraha, Taliziduhu. "*Budaya Organisasi*," Jakarta: Rineka Cipta, 2003.
- [6] Duan, W., Tang, X., Li, Y., Cheng, X., & Zhang, H., "*Perceived Organizational Support and Employee Creativity: The Mediation Role of Calling*," *Creativity Research Journal*, vol. 32, no 4, pp. 1–9, 2020.
- [7] Jiang, W., & Gu, Q., "Leader creativity expectations motivate employee creativity: a moderated mediation examination. *The International Journal of Human Resource Management*, vol. 28, no. 5, pp. 724–749, 2015.
- [8] Hill, N. S., Zhang, H., Zhang, X., & Ziwei, Y., "The Impact of Surface and Deep Acting on Employee Creativity," *Creativity Research Journal*, vol. 32, no. 3, pp. 1–12, 2020.
- [9] Ximenes, M., Supartha, W. G., Manuati Dewi, I. G. A., & Sintaasih, D. K., "*Entrepreneurial leadership moderating high performance work system and employee creativity on employee performance*," *Cogent Business & Management*, vol. 6, no. 1, 2019.
- [10] Børve, H. E., "Men in kindergartens: work culture and gender," *Early Child Development and Care*, vol. 187, no. 7, pp. 1083–1094, 2016.
- [11] Elliott, B., "Work, culture, and play in the neoliberal condition," *Information, Communication & Society*, vol. 2, no. 9, pp. 1279–1292, 2018.

- [12] Carter, N., "A Global Racecourse: Work, Culture and Horse Sports," *Sport in History*, vol. 32, no. 4, pp. 570–573, 2012.
- [13] Zhao, X., Jia, L., & Maes, J. H. R., "Effect of achievement motivation on cognitive control adaptations," *Journal of Cognitive Psychology*, vol. 30, no. 4, pp. 453–465, 2018.
- [14] Smith, R. L., Karaman, M. A., Balkin, R. S., & Talwar, S., "Psychometric properties and factor analyses of the achievement motivation measure," *British Journal of Guidance & Counselling*, vol. 48, no. 3, pp. 1–13, 2019.
- [15] Jiang, W., & Gu, Q., "Leader creativity expectations motivate employee creativity: a moderated mediation examination," *The International Journal of Human Resource Management*, vol. 28, no. 5, pp. 724–749, 2015.
- [16] Duan, W., Tang, X., Li, Y., Cheng, X., & Zhang, H., "Perceived Organizational Support and Employee Creativity: The Mediation Role of Calling," *Creativity Research Journal*, vol 32, no. 4, pp. 1–9, 2020.
- [17] Mangkunegara, "Manajemen sumber daya manusia perusahaan. Bandung: PT Remaja Rosdakarya, 2001.
- [18] Hidayat, A., "Pengantar Ilmu Keperawatan Anak," Jakarta: Rineka Cipta, 2008.
- [19] Astuti, Desma, Widya. Motivasi Berprestasi Guru Profesional Di SMK Negeri 2 Sawalonto. Bahan Manajemen Pendidikan, *Jurnal Administrasi Pendidikan*, vol 1, no. 1, pp. 36-461, 2013.
- [20] Wardana, Dendik, Surya. "Motivasi Berprestasi Dengan Kinerja Guru Yang Sudah Disertifikasi." vol. 01, No. 01, 2013.
- [21] Widodo. "Pengaruh Budaya Organisasi dan Motivasi Kerja terhadap Kinerja Guru," *Jurnal Pendidikan Penabur*. no. 16, 2011.
- [22] West, MA., "Mengembangkan Kreativitas Dalam Organisasi," Edisi Terjemahan. Penerbit : PT. Kanisius Yogyakarta, 2000.
- [23] Sloane, P. "The Innovative Leader : 90 + Kiat Jitu untuk Memicu dan Memacu Kreativitas Tim Anda," Jakarta: PT. Bhuana Ilmu Populer Jakarta, 2007.
- [24] Sultika, Budi dan Hartijasti, Yanki. "Faktor-Faktor yang Memengaruhi Kreativitas Dan Orientasi Inovasi Di Tempat Bekerja. *Jurnal Riset Bisnis dan Manajemen Tirtayasa (JRBMT)*, vol. 1, no. (2), pp. 179-199, 2017.
- [25] Hodgett, R., "Management," San Diego: Brace Publishing, pp. 291, 1998.
- [26] Munandar, Utami. "Pengembangan Kreativitas Anak Berbakat, Jakarta: Rineka Cipta, 1999.
- [27] Ghufron dan Risnawita, "Teori-teori psikologi," Yogyakarta: Ar-Ruzz Media, 2011.