

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Zhelika Nurul Putri¹, Agus Seswandi², Bambang Supeno^{3*}

^{1,2,3} Management Study Program, Universitas Lancang Kuning

E-mail: ¹⁾ zhelikanrpt@gmail.com, ²⁾ agusseswandi@unilak.ac.id, ^{3*)} f2bams@gmail.com

Abstract

Organizational culture plays a very important role in shaping the identity and excellence of an organization, both in the public and private sectors. An organizational culture that supports openness, collaboration, and risk-taking can accelerate the innovation process and enable organizations to be more adaptive to change and create new products and services that meet the needs of society; a strong culture that is aligned with organizational strategy can improve employee performance. This study aims to examine the mediating role of innovation-based public services: organizational culture and employee performance of the Siak Regency Regional Secretariat. This study uses a quantitative method by distributing questionnaires via Google Forms to 100 people. Data is processed using SmartPLS 3.2.9 software. The data analysis method uses structural equation modeling-partial least square (SEM-PLS). The results of the study indicate that organizational culture has a positive and significant effect on innovation-based public services, and innovation-based public services has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Innovation-based public services is able to mediate the influence between organizational culture and employee performance. In conclusion, the influence between organizational culture, innovation-based public services, and employee performance is still growing. By understanding the mechanisms underlying this relationship, the Siak Regency Regional Secretariat can design more effective service programs to improve employee innovation and performance.

Keywords: *Innovation-Based Public Services, Organizational Culture, Employee Performance*

INTRODUCTION

Organizational culture plays a very important role in shaping the identity and excellence of an organization, both in the public and private sectors. As explained by (Bozkus, 2024; Cameron et al., 2006a) organizational culture not only differentiates an organization from others but also influences the views of external parties, such as customers, suppliers, and investors. A strong and positive identity of this organizational culture can increase employee engagement, making them more motivated, loyal, and productive in carrying out their duties (Deal & Kennedy, 2000; Primadona et al., 2024). An organizational culture that supports openness, collaboration, and risk-taking can accelerate the innovation process and enable organizations to be more adaptive to change, as well as create new products and services that meet the needs of society (Aboramadan et al., 2020; Mafrudoh, 2023; Martins & Terblanche, 2003). Research also shows that a strong culture that is aligned with organizational strategy can significantly improve performance. This shows that a positive culture is not just a symbolic aspect but an important element that has a direct impact on improving employee performance and organizational effectiveness..

Optimal employee performance is one of the key factors in determining the success of an organization, both in the public and private sectors. Employee performance in the government sector is often influenced by external factors such as organizational culture and supporting facilities, including increasingly developing information technology (Darwis et al., 2023; Ghumiem et al., 2023). This also happens in the Siak Regency Regional Secretariat; an organizational culture that

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

supports collaboration, innovation, and accountability has been proven to increase employee morale and commitment. Innovation, both in the form of system digitalization and new work procedures, is an important driver that helps accelerate administrative processes and improve the quality of public services. On the other hand, the Siak Regency Regional Secretariat has not carried out tiered performance measurements, and program evaluations have not been implemented. This study focuses on how innovation functions as a mediator in the relationship between organizational culture and employee performance by integrating new perspectives in the government sector. Previous research results show that better performance measurement and evaluation, together with employee empowerment, can create significant changes in organizational effectiveness and performance (Imam & Gunistiyo, 2024b; S. Robbins et al., 2013).

LITERATURE REVIEW

Attribution Theory

Attribution theory is a theory used to explain how a person interprets the causes of their own or other people's behavior. This theory was developed by Fritz Heider, who divided attribution into two types: internal (dispositional) attribution and external (environmental) attribution (Malle, 2022; Weiner, 2010). Internal attribution refers to factors within the individual, such as traits, character, and motivation, that influence a person's behavior. In contrast, external attribution explains an individual's behavior that is influenced by environmental forces, such as the pressure of a particular situation or circumstance (Pesireron, 2016). In this case, individuals often make judgments about the actions of others based on what are considered internal or external factors, known as dispositional attributions and situational attributions. These attributions can affect how a person interacts with their environment, including in the workplace, where environmental conditions and organizational culture can affect employee performance and behavior (Pesireron, 2016).

Resource Based View Theory

Resource-Based View (RBV) theory is an approach in strategic management that emphasizes the importance of an organization's internal resources as the key to achieving sustainable competitive advantage. This theory was first introduced by Wernerfelt in 1984 and states that unique and difficult-to-imitate resources can be a source of competitive advantage, one of which is organizational culture. A strong and internalized organizational culture, such as innovation, teamwork, and distinctive values, can improve performance and become a differentiating factor that is difficult for competitors to imitate. With a supportive culture, organizations can accelerate technology adoption and create acceleration in the innovation process. RBV focuses on how organizations acquire and maintain valuable resources, which have unique characteristics, are difficult to imitate, and are not easily substituted. In terms of strategic management, RBV stresses the need for long-term competitive advantage by making use of scarce and valuable internal resources like skilled labor, capabilities, and other intangible assets (Kor & Mahoney, 2004; Mahoney & Pandian, 1992)

Organizational culture

Organizational culture unites each person by fostering a shared perspective that leads to consistency in behavior and activities. Organizational culture, comprising values, habits, and beliefs, underpins interactions via formal procedures and established behavioral standards. Values denote elements deemed significant and worthy of advocacy, whereas norms serve as directives that all employees inside the organization are required to adhere to. Trust, conversely, is regarded as

inherently valid without contention. (S. P. Robbins et al., 2019) define organizational culture as a system of shared objectives that differentiates one firm from another. (Gibson, 2011) elucidates that organizational culture encompasses the values, beliefs, and conventions inherent in each member of the organization. Organizational culture significantly impacts the organization's effectiveness, since it can enhance or diminish performance based on the values, beliefs, and norms implemented. Consequently, corporate culture influences employees' daily conduct and the extent to which organizational objectives can be realized.

This is what (Hovivah et al., 2022; Sutoro, 2020) say about organizational culture indicators: 1) minimizing risk with courage and innovation at work (attention to detail); 2) paying close attention to every problem while working (people orientation); 3) focusing on the results to be achieved (outcome orientation); 4) working with enthusiasm (aggression); 5) keeping and preserving job stability (stability); and 6) focusing on all employee/worker interests (team orientation)..

Innovation-Based Public Service

Innovation can be defined as the introduction or application of new ideas, processes, products, or services that can provide major radical changes or improve the quality of results effectively and efficiently. Green, Howells, & Miles (Nurdin, 2016) describe innovation as a new practice introduced by adopting patterns from other organizations, while Thomas (Nurdin, 2016) calls it the launch of something new to cause significant change. Albury and Mulgan (Nurdin, 2016) add that innovation is successful if it can produce effective quality improvements. In a broader context, Halversen (Sangkala, 2013) views innovation as a change in behavior that creates new value for organizations or customers, while Pugh (Moussa et al., 2018) sees it as the introduction of new features in organizations that are a source of social and economic development. Innovation is also seen as an element that changes old conditions to create real progress, both in the public sector and the non-profit sector (Lawson & Samson, 2001; Moussa et al., 2018; Setiawan et al., 2024).

Over the past two decades, innovation, especially in the public sector, has attracted the attention of scholars (Cinar et al., 2024; De Vries et al., 2016). This innovation has developed into a political and administrative priority in many Western countries and has spread to underdeveloped countries (Widianti, 2022). Governments around the world have explored new methods to provide public services that meet citizens' requirements and expectations (Widianti, 2022). For public organizations, innovation serves as a mechanism to improve service quality, maintain competitiveness, and operate effectively and efficiently in a dynamic market context (Buchheim et al., 2020). In addition, innovation is an important mechanism to build trust, maintain legitimacy, and survive in a rapidly evolving environment (Widianti, 2022).

Public service-based innovation indicators according to (Westerman et al., 2014) include: 1) customer experience; 2) operational processes; 3) new business models; 4) data utilization; 5) connectivity; 6) innovation in products and services; 7) employee engagement; and 8) flexibility and scalability.

Employee performance

Employee performance is the result of work carried out by an employee, both in terms of quality and quantity, in accordance with the responsibilities given (Mangkunegara, 2019; Yuslimi & Supeno, 2020). (S. P. Robbins et al., 2019) also stated that performance is the result achieved by employees based on certain criteria that apply in the job. In general, employee performance includes the achievement of results in carrying out tasks, and its improvement has a positive impact on the organization, such as improving the smoothness of service. Performance is influenced by various factors, including the internal and external environment of the organization, as well as individual employee factors. According to (Amstrong, 2010), performance management aims to improve the performance of the organization, team, and individual. Performance measurement is important to determine whether the set standards have been achieved. (Wibowo, 2016) stressed that performance depends on what is done and how, which is key to organizational goals.

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

Employee performance indicators according to (Dessler, 2020) include: 1) work quality; 2) work quantity; 3) consistency; 4) work targets; 5) time period; and 6) effectiveness.

Hypothesis Development

Organizational Culture Toward Innovation-Based Public Services

Organizational culture, which consists of shared values, norms, and assumptions, plays a vital role in driving innovation in an organization (Valentin & Călin, 2024; Zhang et al., 2023). A culture that supports creativity, flexibility, and collaboration tends to create an environment conducive to the emergence of new ideas and innovative solutions (Nugroho, 2024). Research shows that a culture that promotes openness, trust, and continuous learning can enhance innovation (Assoratgoon & Kantabutra, 2023; Cameron et al., 2006b). Organizations with cultures that support risk-taking and open discussion are more likely to have higher levels of innovation (Barney & Hesterly, 2019). (Schein, 2010) also emphasized that leaders who create a culture that is adaptive and open to change can encourage employees to innovate. Therefore, an organizational culture that supports learning and collaboration is an important foundation for generating innovation that has a positive impact on organizational performance (Ahmed, 1998; Denison & Mishra, 1995)

H1 : Organizational Culture has a Positive Influence on Innovation-Based Public Services

Innovation-Based Public Services Toward Employee Performance

Employee performance refers to the achievement of work performance produced by individuals in carrying out their duties according to the role given in the organization (Sujarwo & Wahjono, 2017). Public service-based innovation has a significant role in improving employee performance by creating efficiency and effectiveness in work (Berliana & Arsanti, 2018). Research (Leong & Rasli, 2014) shows that employee innovative work behavior has a positive effect on their performance. The same thing was also found in a study by (Dama & Ogi, 2018) which stated that innovation can improve employee performance. In addition, organizational innovation also has a positive relationship with overall organizational performance (Kebede et al., 2024). Several previous studies (Abbas et al., 2022; Demircioglu, 2021; Imam & Gunistiyo, 2024a; Mansur et al., 2022; Tuakra, 2022) also support the finding that innovation has a positive effect on employee performance.

H2 : Innovation-Based Public Services has a Positive Influence on Employee Performance.

Organizational Culture Toward Employee Performance

Organizational culture is a set of values, norms, beliefs, and ways of thinking held by members of an organization, which distinguishes the organization from others (Imam & Gunistiyo, 2024a). This culture plays an important role in influencing behavior, interactions between employees, and how employees complete their tasks. Employee performance, which is measured by the quality, quantity, efficiency, and effectiveness of work results, is often influenced by the culture of the organization. Research by (Ergün, 2018; Rachmad et al., 2023) shows that organizational culture is a significant predictor of employee performance. In addition, (Pratiwi, 2023) emphasized that organizational culture is a determining factor in performance quality, and developing a healthy culture is essential to improving employee performance, especially in facing future educational challenges. Previous studies (Edward & Frinaldi, 2024; Ekowati et al., 2024; Fauzan et al., 2023; Jamaluddin et al., 2017; Nasir et al., 2021; Peny, 2023; Syarifin & Atmaja, 2023; Tuakra, 2022) also stated that organizational culture has a positive influence on employee performance..

H3 : Organizational Culture has a Positive Influence on Employee Performance.

Organizational Culture Toward Employee Performance through Innovation-Based Public Services

Organizational culture that supports public service-based innovation has a significant influence on employee performance. A strong organizational culture, which prioritizes the values of creativity, flexibility, collaboration, and openness, creates an environment conducive to innovation (Imam & Gunistiyo, 2024a; Nugroho, 2024). Research shows that a culture that supports continuous learning, risk-taking, and open discussion can increase the level of innovation in an organization (Barney & Hesterly, 2019; Cameron et al., 2006a). Innovation that develops from this culture, especially those focused on public service, can produce efficiency and effectiveness in work, which ultimately improves employee performance (Berliana & Arsanti, 2018). In addition, research shows that innovation plays an important role in improving employee performance, with innovative work behavior having a positive effect on employee productivity and work quality (Dama & Ogi, 2018; Leong & Rasli, 2014). In line with these findings, an organizational culture that supports learning and collaboration has been shown to contribute to improved employee performance, especially in the public service sector (Denison et al., 2002; Senge, 2006). So, a culture of innovation based on public service can be a strong base for making an organization work better, which supports the research of (Ergün, 2018; Pratiwi, 2023; Rachmad et al., 2023). Thus, hypothesis 4 is as follows:

H4 : Innovation-Based Public Services mediates Organizational Culture Toward Employee Performance.

Conceptual Framework

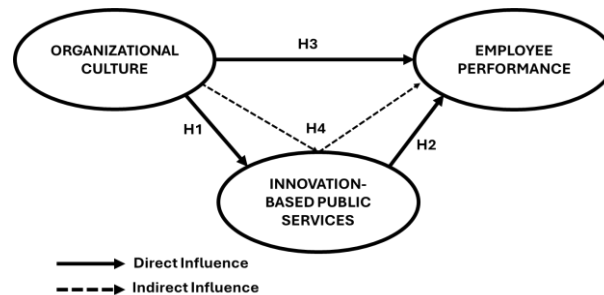


Figure1. Conceptual Framework

Source: Data obtained (2025)

METHOD

This research employs a quantitative methodology to examine the correlation among several factors, intending to empirically test the theoretical framework (Ghozali, 2019). Verification strategies systematically evaluate the relationship between variables and validate the hypothesis (Sugiyono, 2022). A cross-sectional survey was conducted to gather data on assertive communication, reward-based motivation, and staff performance within the Regional Secretariat of Siak Regency. The data was systematically collected and examined. The number of samples is determined based on the recommended guidelines (Hair et al., 2014), the minimum sample size for analysis is 5 to 10 times the number of indicators in the model ($5 \times 20 = 100$). Data processing using Partial Least Squares (PLS) software for analysis and utilized Structural Equation Modeling (SEM). Structural Equation Modeling (SEM), a form of multivariate analysis frequently employed in the social sciences, allows for the simultaneous examination of several research variables (Sholihin &

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

Ratmono, 2013). Researchers may utilize older multivariate techniques such as multiple regression, discriminant analysis, factor analysis, and principal component analysis (Ghozali & Latan, 2020), as alternatives to SEM. This affords them greater autonomy to integrate theory and evidence (Ghozali, 2015) states that structural models (inner models) are employed to test causation or hypotheses in predictive model assessments.

This research evaluates the measurement model by evaluating the scale of each variable (Vinzi et al., 2010). Validity is assessed via the metrics of reliability, convergent validity, and discriminant validity (Hair et al., 2022), Discriminant validity tests, convergent validity, and reliability are measurement methods in PLS-SEM that assess the validity of the scale, particularly for reflective components. Discriminant validity is an evaluative measure based on the criteria established by (Fornell & Larcker, 1981) Discriminant validity tests, convergent validity, and reliability are measurement methods in PLS-SEM that assess the validity of the scale, particularly for reflective components. Discriminant validity is an evaluative measure based on the criteria established by (Chin et al., 2010).). Internal consistency reliability is ultimately assessed using the Cronbach's alpha coefficient and composite reliability. Each construct's value must exceed 0.70.

Acceptance or rejection of the hypothesis according to (Ghozali, 2015) s as follows:

1. If the calculated t value is greater than the t table (1.96) and the P value is smaller than alpha (0.05), then H0 is rejected and Ha is accepted, meaning that the exogenous variable studied has an influence on the endogenous variable.
2. If the calculated t value is less than the t table value of 1.96 and the P value is higher than alpha (0.05), then H0 is accepted and Ha is rejected. This means that the exogenous variable studied has not an influence on the endogenous variable.

RESULTS

Test Outer Model (Validity)

Data validity testing in the study showed that the loading factor values of all indicators were valid, because they were above 0.7. In the Organizational Culture variable, the loading factor values ranged from 0.819 (OC5) to 0.934 (OC1). In the Innovation-Based Public Services variable, the lowest loading factor value was 0.828 (IN6), and the highest was 0.957 (IN5). Meanwhile, in the Employee Performance variable, the lowest loading factor value was 0.923 (EP6), and the highest was 0.988 (EP4). The results of the discriminant validity test can be seen more clearly in Figure 2.

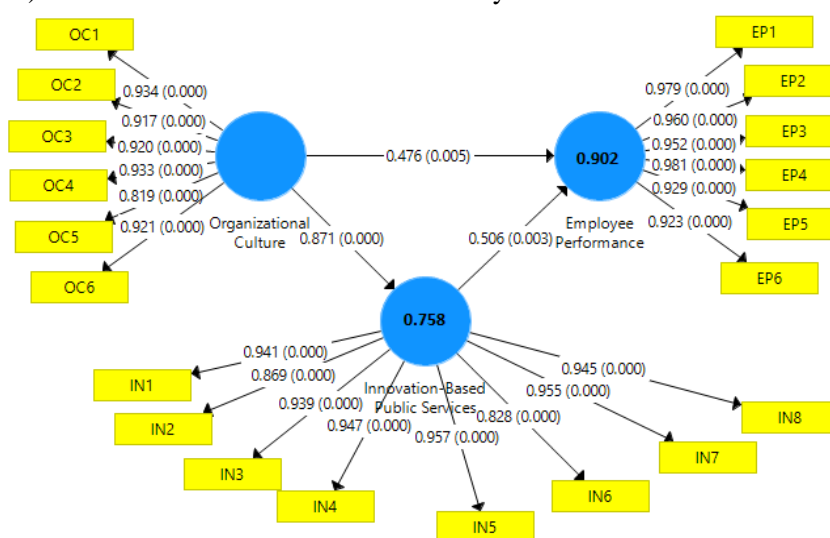


Figure 2. Structural Model

Source: Dataobtained (2025)

The validity of cross-loadings in Smart PLS (partial least square) is measured to assess the extent to which measurement indicators correlate with relevant constructs. In PLS analysis, a measurement is said to be valid if the indicator loading value on the parallel construct is higher than the loading value on other constructs (cross loadings) (Hair et al., 2022). From table 1 it can be seen that all cross-loading values are higher than the loading values on other constructs.

Table 1. Cross Loadings

Indicator	Employee Performance	Innovation-Based Public Services		Explanation
		Organizational Culture	Explanation	
EP1	0.9791	0.8856	0.9080	Valid
EP2	0.9597	0.8338	0.8740	Valid
EP3	0.9520	0.8245	0.8703	Valid
EP4	0.9808	0.8949	0.8978	Valid
EP5	0.9293	0.8994	0.8364	Valid
EP6	0.9276	0.9275	0.8595	Valid
IN1	0.8553	0.9414	0.8271	Valid
IN2	0.8220	0.8691	0.7463	Valid
IN3	0.8409	0.9391	0.8522	Valid
IN4	0.8986	0.9473	0.8294	Valid
IN5	0.8929	0.9570	0.8257	Valid
IN6	0.7167	0.8284	0.7416	Valid
IN7	0.8884	0.9554	0.8163	Valid
IN8	0.8763	0.9447	0.7897	Valid
OC1	0.8200	0.7719	0.9337	Valid
OC2	0.9101	0.8237	0.9174	Valid
OC3	0.8022	0.7455	0.9202	Valid
OC4	0.9162	0.8295	0.9332	Valid
OC5	0.6584	0.6987	0.8192	Valid
OC6	0.8562	0.8583	0.9208	Valid

Source: Primary Data Processed (2025)

Next, the Average Variance Extracted (AVE) value in Table 2 can be used to figure out the convergent validity, which checks how consistent the indicators used to represent a construct are with each other. The numbers show that the AVE value for Innovation-Based Public Services (0.854), Organizational Culture (0.825), and Employee Performance (0.910) is greater than 0.50, which means that the models are very valid (Chin et al., 2010).

Test Outer Model (Reliability)

The rule of thumb used for composite reliability values is greater than 0.7 (Ghozali & Latan, 2020; Hair et al., 2022). Innovation-Based Public Services (0.979), Organizational Culture (0.966), and Employee Performance (0.984) all have reliability values higher than 0.7, which means that all of them are reliable.

Table 2. AVE Value Result and Composit Reliability

Explanation	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.980	0.981	0.984	0.910
Innovation-Based Public Services	0.975	0.977	0.979	0.854
Organizational Culture	0.957	0.962	0.966	0.825

Source: Primary Data Processed (2025)

R-Square Test

R-squared shows the magnitude of the influence of exogenous variables on endogenous variables and assesses the strength of the research model. According to (Chin et al., 2010; Podsakoff et al., 2012), R-squared is grouped into 3 categories, namely the R-squared value of 0.67 (strong),

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

0.33 (moderate), and 0.19 (weak). From the calculations shown in table 3, the structural R-Square value 1 is 0.758 (strong), and the structural R-Square value 2 is 0.902 (strong).

Table 3. R-Square Result

Explanation	R Square	Adjusted R Square
Employee Performance	0.902	0.900
Innovation-Based Public Services	0.758	0.755

Source: Primary Data Processed (2025)

Hipotesis Testing

The findings of the direct influence path coefficient test in Table 4 indicate a positive influence between variables based on the original sample value. The path coefficient data serves to answer the research hypothesis. They found that organizational culture has a big effect on public services that are based on innovation. This is shown by a p-value of $0.000 < 0.05$ and a t-statistic of $17.692 > 1.96$, which supports the first hypothesis (H1) and gives an effect of 0.871, or 87.1%. A p-value of $0.006 < 0.05$ and a t-statistic of $2.759 > 1.96$ show that organizational culture has a big effect on employee performance. This means that the second hypothesis (H2) is true, and the effect is 0.476, or 47.6%. Also, innovation-based public services have an effect on employee performance, as shown by a p-value of $0.003 < 0.05$ and a t-statistic of $2.966 > 1.96$. This supports the third hypothesis (H3) and gives it a 50.6% effect.

Table 4. Hypothesis Testing Result - Direct

Explanation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	P Values
Innovation-Based Public Services -> Employee Performance	0.506	0.504	0.171	2.966	0.003	Positive Influence
Organizational Culture -> Employee Performance	0.476	0.478	0.172	2.759	0.006	Positive Influence
Organizational Culture -> Innovation-Based Public Services	0.871	0.870	0.049	17.692	0.000	Positive Influence

Source: Primary Data Processed (2025)

Furthermore, the indirect effect is seen in table 5, indicating a positive influence between variables on the original sample value. The p-value of 0.004 is less than 0.05 and the t-statistics of 2.880 is greater than 1.96. This shows that the path coefficient calculation of the effect of organizational culture on employee performance through innovation-based public services is quite large. It has an effect of 0.441, or 44.1%, which supports the fourth hypothesis (H4). Therefore, the total effect represents the sum of the coefficient value of organizational culture on employee performance, the coefficient value of employee performance on innovation-based public service, and the coefficient value of innovation-based public service on employee performance. The total effect is calculated as follows: $0.476 + (0.871 \times 0.506) = 0.476 + 0.441 = 0.917$.

Table 5. Hypothesis Testing Result - Indirect

Explanation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	P Values
Organizational Culture -> Innovation-Based Public Services -> Employee Performance	0.441	0.438	0.153	2.880	0.004	Positive Influence

Source: Primary Data Processed (2025)

Discussion

The Influence of Organizational Culture on Innovation-Based Public Services

Organizational culture at the Siak Regency Regional Secretariat plays an important role in driving innovation by creating an environment that supports collaboration, creativity, and change. A positive culture, such as openness, appreciation for new ideas, and leadership support, provides space for employees to develop fresh ideas without fear of failure. Cross-unit collaboration strengthens synergy, which in turn accelerates the creation of innovative solutions, both in the digitalization of public services and budget management. An adaptive culture allows organizations to respond quickly to change, increase employee ownership of innovation, and encourage work efficiency and effectiveness. Research by (Asbari et al., 2019; Denison et al., 2004; Denison & Mishra, 1995) confirms that an organizational culture that supports openness and flexibility can improve innovative behavior and organizational performance. There is strong evidence that organizational culture leads to innovation-based public service in a study done at the Siak Regency Regional Secretariat. This is shown by the high and significant path coefficient value. This finding is in line with the results of research by (Zachroni et al., 2021), which shows that a flexible and adaptive organizational culture facilitates increased innovation in an organization. Thus, a strong organizational culture that supports innovation-based public services can accelerate change and ensure improvements in the quality of public services and governance..

The Influence of Organizational Culture on Employee Performance

Innovation-based public service at the Siak Regency Regional Secretariat is fundamental in improving organizational performance by introducing new ideas, methods, or technologies that can improve efficiency, effectiveness, and quality of work results. Digitalization of administration allows for reduced document processing time, increased data accuracy, and accelerated service to the public, which has a direct impact on improving the quality of public services. Innovation-based public service also plays a role in resource management and data-based decision-making, enabling more effective budget allocation and more optimal target achievement. The results of a study that looked at the relationship between innovation-based public service and employee performance at the Siak Regency Regional Secretariat showed that innovation can make workers more productive and help organizations deal with problems more quickly. These results are consistent with previous studies by (Abbas et al., 2022; Feri et al., 2020; Tuakra, 2022), which showed a positive impact of innovation on employee performance. However, these results go against those of Imam and Gunistiyo's research from 2024, which showed that innovation hurt performance. This could be because it wasn't implemented properly or because people in the organization didn't want to change. Innovation that is implemented appropriately and supported by an adaptive organizational culture can have a significant impact on improving organizational performance and public services.

The Influence of Innovation-Based Public Services on Employee Performance

A strong organizational culture in the Siak Regency Regional Secretariat has been proven to have a positive effect on employee performance, creating a conducive, collaborative, and results-oriented work environment. A culture of openness in the organization facilitates more effective communication, allowing problems to be resolved quickly and decisions to be made appropriately. Collaboration between departments also encourages synergy that increases efficiency in carrying out

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

tasks, while rewards for performance provide additional motivation for employees to provide their best contribution. In addition, a culture that is adaptive to change, such as the application of technology in public services, improves the organization's response to challenges, encouraging innovation that is relevant to the needs of the community. Consistent organizational values also play a role in encouraging employee discipline and commitment, which have a direct impact on achieving work targets and organizational goals. The research conducted shows that organizational culture has a significant positive effect on employee performance, which is reflected in the high and significant path coefficient value. This finding supports research by (Edward & Frinaldi, 2024; Syarifin & Atmaja, 2023) which shows that a positive organizational culture creates a productive work environment and supports employee performance. This finding, on the other hand, goes against what (Hasanah & Aima, 2018) found. They found that organizational culture hurt performance because it wasn't flexible enough to adapt to changes in the outside world.

Innovation-Based Public Services Mediate The Effect of Organizational Culture on Employee Performance

After looking at the data for this study, it was discovered that public service-based innovation is a key factor in the link between organizational culture and employee performance at the Siak Regency Regional Secretariat. Public-service-based innovation strengthens the impact of organizational culture on employee performance by introducing new ways to improve work efficiency and effectiveness and the quality of public services. A positive organizational culture, such as openness, collaboration, appreciation for creativity, and adaptation to change, can create an environment that supports the emergence of innovation. Innovation, in turn, realizes these cultural values and makes a direct contribution to improving employee performance, implementing administrative digitalization, and accelerating work processes. These results show that a work environment that encourages new ideas based on public service will improve both employee and company performance. This will help the Siak Regency Regional Secretariat reach its strategic goals more quickly, effectively, and in a way that meets the needs of the community. These results are in line with research by (Bohlander & Snell, 2013; George & Zahra, 2002; Jaskyte & Dressler, 2005), which also found that an organizational culture that encourages innovation can improve employee performance through the implementation of new ideas. However, (Imam & Gunistiyo, 2024a) research shows that the mediating role of innovation can be weakened in organizations experiencing structural constraints. This finding provides a new contribution to local government, emphasizing the role of public service-based innovation as a catalyst that connects organizational culture and employee performance.

CONCLUSION

Based on the results of this study, it can be concluded that a positive organizational culture in the Siak Regency Regional Secretariat has a significant influence in encouraging public service-based innovation and improving employee performance. A culture that supports openness, collaboration, appreciation for creativity, and adaptation to change creates a conducive environment for innovation to emerge. Public service-based innovation, such as the digitalization of administration and data-based budget management, accelerates work processes and improves the quality of service to the community, which leads to increased efficiency and effectiveness in

employee performance. This public service-based innovation also acts as a mediator that strengthens the relationship between organizational culture and performance by introducing new ways that are relevant and responsive to challenges. This finding is in line with previous studies showing that an organizational culture that supports innovation can improve employee performance, but there are differences with several other studies that note obstacles in implementing creativity. The results of this study provide an important contribution to the Siak Regency Regional Secretariat by emphasizing the importance of public service-based innovation as a link between organizational culture and improving employee performance.

REFERENCES

- Abbas, S. A., Alamsyah, A., Herman, B., Auliyah, I., & Saleh, W. (2022). Dampak Inovasi Teknologi Dalam Mendorong Kinerja Pegawai Pada Kantor Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Soppeng Indonesia. *Jurnal Maneksi*, 11(2), 332–341. <https://doi.org/10.31959/jm.v11i2.1177>
- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. <https://doi.org/10.1108/JMD-06-2019-0253>
- Ahmed, P. K. (1998). Culture and Climate for Innovation. *European Journal of Innovation Management*, 1(1), 30–43. <https://doi.org/10.1108/14601069810199131>
- Amstrong, M. (2010). *Manajemen Sumber Daya Manusia*. PT. Elexmedia Komputindo.
- Asbani, M., Santoso, P. B., & Purwanto, A. (2019). Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Prilaku Kerja Inovatif Pada Industri 4.0. *JIMUPB: Jurnal Ilmiah Manajemen*, 8(1), 7–15. <https://doi.org/10.33884/jimupb.v8i1.1562>
- Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, 10(Mei), 1–18. <https://doi.org/10.1016/j.jclepro.2023.136666>
- Barney, J. B., & Hesterly, W. S. (2019). *Strategic Management and Competitive Advantage: Concepts, Global Edition*. Pearson Education.
- Berliana, V., & Arsanti, T. A. (2018). Analisis Pengaruh Self-efficacy, Kapabilitas, dan Perilaku Kerja Inovatif terhadap Kinerja. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 7(2), 149–161. <https://doi.org/10.30588/jmp.v7i2.364>
- Bohlander, G., & Snell, S. (2013). *Managing Human Resources* (16th ed.). Cengage Learning International.
- Bozkus, K. (2024). *Organizational culture change and technology: Navigating the digital transformation*. IntechOpen. <https://doi.org/10.5772/intechopen.112903>
- Cameron, K. S., Quinn, R. E., DeGraff, J., & Thakor, A. V. (2006a). *Competing values leadership: Creating value in organizations*. Edward Elgar Publishing. <https://doi.org/10.4337/9781847201560>
- Cameron, K. S., Quinn, R. E., DeGraff, J., & Thakor, A. V. (2006b). *New horizons in management. Competing values leadership: Creating value in organizations*. Edward Elgar Publishing Limited. <https://doi.org/10.4337/9781847201560>
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. . (2010). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation

- study and an electronic-mail emotion/adoption study. *Information Systems Research*, 14(2), 189–217.
- Cinar, E., Simms, C., Trott, P., & Demircioglu, M. A. (2024). Public sector innovation in context: A comparative study of innovation types. *Public Management Review*, 26(1), 265–292. <https://doi.org/10.1080/14719037.2022.2080860>
- Dama, J., & Ogi, I. W. J. (2018). Pengaruh Inovasi dan Kreativitas Terhadap Kinerja Karyawan Pada PT. Bank Mandiri (Persero) Tbk. Manado. *Jurnal EMBA*, 6(1), 41–50. <https://doi.org/10.35794/emba.v6i1.18759>
- Darwis, M., Utami, N. N., & Saleh, S. (2023). The effect of information technology on employee performance at the Makassar City communication and information service. *Pinisi Journal of Education and Management*, 2(1), 61. <https://doi.org/10.26858/pjoem.v2i1.46410>
- De Vries, H., Bekkers, V., & Tummers, L. (2016). Innovation in the public sector: A systematic review and future research agenda. *Public Administration*, 94(1), 146–166. <https://doi.org/10.1111/padm.12209>
- Deal, T. E., & Kennedy, A. A. (2000). *Corporate cultures: The rites and rituals of corporate life*. Addison-Wesley Publishing Company.
- Demircioglu, M. A. (2021). The effects of innovation climate on employee job satisfaction and affective commitment: Findings from public organizations. *Review of Public Personnel Administration*, 43(1), 130–158. <https://doi.org/10.1177/0734371X211043559>
- Denison, D. R., Haaland, S., & Goelzer, P. (2004). Corporate Culture And Organizational Effectiveness: Is There A Similar Pattern Around The World? *Organizational Dynamics*, 33(1), 98–109. <https://doi.org/10.1016/j.orgdyn.2003.11.008>
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Dessler, G. (2020). *Fundamentals of Human Resource Management*. Pearson Education Limited.
- Edward, A. V., & Frinaldi, A. (2024). Pengaruh Budaya Organisasi terhadap Penciptaan Perilaku Inovatif dalam Meningkatkan Kinerja Organisasi Publik. *Polyscopia*, 1(3), 62–68. <https://doi.org/10.57251/polyscopia.v1i3.1336>
- Ekowati, S., Herfina, & Karmila, N. (2024). Pengaruh Budaya Organisasi, Kepemimpinan Visioner, Dan Motivasi Berprestasi Terhadap Produktivitas Kerja Guru (Study Empiris Dan Analisis Sitorem Terhadap Guru ASN Sekolah Dasar). *ELSE (Elementary School Education Journal)*, 8(3), 41–52. <https://doi.org/10.30651/else.v8i3.23529> PENGARUH
- Ergün, E. (2018). The Mediating Role of Empowerment on the Relationship Between Organizational Culture and Innovation Performance. *Journal of Entrepreneurship and Innovation Management*, 7(1), 53–74. <https://doi.org/10.13140/RG.2.2.25636.78720>
- Fauzan, A., Tupti, Z., Pasaribu, F., & Tanjung, H. (2023). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Pegawai dimediasi oleh Komitmen Organisasi. *JESYA: Jurnal Ekonomi & Ekonomi Syariah*, 6(1), 517–534. <https://doi.org/36778/jesya.v6i1.978>
- Feri, S., Rahmad, A., & Supeno, B. (2020). Pengaruh motivasi , gaya kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening studi pada PT. Champion Kurnia Djaja Technologies. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 4(1), 134–151.

- <https://doi.org/10.31842/jurnalinobis.v4i1.172>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- George, G., & Zahra, S. A. (2002). Culture and Its Consequences for Entrepreneurship. *Entrepreneurship Theory and Practice*, 26(4), 5–8. <https://doi.org/https://doi.org/10.1177/104225870202600401>
- Ghozali, I. (2015). *Aplikasi analisis multivariate dengan Program IBM SPSS 23*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2019). *Aplikasi analisis multivariat*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2020). *Partial least square konsep, teknik dan aplikasi menggunakan program SmartPLS 3.0*. (2nd ed.). Semarang: Badan penerbit- Undip.
- Ghumie, S. H., Alawi, N. A. M., Al-Refaei, A. A.-A., & Masaud, K. A. R. (2023). Corporate culture and its effects on organizational performance: Multi-group analysis evidence from developing countries. *European Journal of Business and Management Research*, 8(2), 142–148. <https://doi.org/10.24018/ejbmr.2023.8.2.1890>
- Gibson, J. L. D. (2011). *Organisasi dan manajemen*. Erlangga.
- Hair, J. ., Sarstedt, M., Hopkins, L. ., & Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) an emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on partial least squares structural equation modeling (PLS-SEM)*. AGE Publications, Inc. California. USA.10.
- Hasanah, R. U., & Aima, M. H. (2018). Pengaruh Perubahan Organisasi, Budaya Organisasi dan Motivasi terhadap Kinerja Pegawai Badan Manajemen Pusat Pengkajian dan Pengembangan Islam Jakarta. *Indikator: Jurnal Ilmiah Manajemen & Bisnis*, 2(1), 71–89. 10.22441/indikator.v2i1.2320
- Hovivah, W., Kusnadi, E., & Pramesthi, R. A. (2022). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening Pada PTPS Gombongsari di Banyuwangi. *Jurnal Mahasiswa Entrepreneurship (JME)*, 1(10), 2089. <https://doi.org/10.36841/jme.v1i10.2258>
- Imam, I., & Gunistiyo. (2024a). Pengaruh Kompetensi Pegawai, Budaya Organisasi, dan Inovasi Layanan Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening Ibnu. *PERMANA: Jurnal Perpajakan, Manajemen, Dan Akuntansi*, 16(2), 223–254. <https://doi.org/10.24905/permana.v16i2.433>
- Imam, I., & Gunistiyo. (2024b). Pengaruh kompetensi terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervening. *PERMANA: Jurnal Perpajakan, Manajemen, Dan Akuntansi*, 16(2), 223–254. <https://doi.org/10.24905/permana.v16i2.433>
- Jamaluddin, Salam, R., Yunus, H., & Akib, H. (2017). Pengaruh Budaya Organisasi terhadap Kinerja Pegawai pada Dinas Pendidikan Provinsi Sulawesi Selatan. *Jurnal Administrare: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*, 4(1), 25–34. <https://doi.org/10.26858/ja.v4i1.3443>
- Jaskyte, K., & Dressler, W. W. (2005). Organizational Culture and Innovation in Nonprofit Human Service Organizations. *Administration in Social Work*, 29(2), 23–41. https://doi.org/10.1300/J147v29n02_03

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

- Kebede, A. G., Terefe, S. D., & Ijigu, A. W. (2024). Linking entrepreneurial leadership to quality performance of micro and small-scale enterprises in service sector: the mediating role of service innovation. *Cogent Social Sciences*, 10(1), 1–19. <https://doi.org/10.1080/23311886.2024.2339526>
- Kor, Y. Y., & Mahoney, J. T. (2004). Edith Penrose's (1959) Contributions to the Resource-based View of Strategic Management. *Journal of Management Studies*, 41(1). <https://doi.org/10.1111/j.1467-6486.2004.00427.x>
- Lawson, B., & Samson, D. (2001). Developing innovation capability in organisations: a dynamic capabilities approach. *International Journal of Innovation Management*, 5(5), 377–400. <https://doi.org/10.1142/S1363919601000427>
- Leong, C. T., & Rasli, A. (2014). The Relationship between Innovative Work Behavior on Work Role Performance: An Empirical Study. *Procedia - Social and Behavioral Sciences*, 129, 592–600. <https://doi.org/10.1016/j.sbspro.2014.03.717>
- Mafrudoh. (2023). Impact of organizational culture on innovation. *Journal of Finance, Economics and Business*, 1(2), 65–82. <https://doi.org/10.59827/jfeb.v1i2.76>
- Mahoney, J. T., & Pandian, J. R. (1992). The resource based view within the conservation of strategic management. *Strategic Management Journal*, 13(5), 363–380. <https://doi.org/10.1002/smj.4250130505>
- Malle, B. F. (2022). Attribution Theories: How People Make Sense of Behavior. In *Theories in Social Psychology*. <https://doi.org/10.1002/9781394266616.ch4>
- Mangkunegara, A. A. A. P. (2019). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mansur, J., Idris, M., & Sylvia. (2022). Pengaruh Iklim Organisasi, Integritas, Dan Inovasi Terhadap Kinerja Pegawai Di Inspektorat Daerah Kabupaten Bantaeng. *Jurnal Magister Manajemen Nobel* ..., 4(6), 1166–1180. <https://e-jurnal.nobel.ac.id/index.php/JMMNI/article/view/4511%0Ahttps://e-jurnal.nobel.ac.id/index.php/JMMNI/article/download/4511/2523>
- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64–74. <https://doi.org/10.1108/14601060310456337>
- Moussa, M., McMurray, A., & Muenjohn, N. (2018). Innovation in public sector organisations. *Cogent Business and Management*, 5(1), 1–12. <https://doi.org/10.1080/23311975.2018.1475047>
- Nasir, M., Taufan, R. R., Fadhil, M., & Syahnur, M. H. (2021). Budaya Organisasi dan Disiplin Kerja serta Pengaruhnya terhadap Kinerja Karyawan. *Akmen: Akuntansi Dan Manajemen*, 18(1), 71–83. <https://doi.org/10.37476/akmen.v18i1.1429>
- Nugroho, R. (2024). Budaya Organisasi yang Mendorong Inovasi Kerja. *Jurnal Cahaya: Mandalika*, 5(2), 882–893. <https://doi.org/10.36312/jcm.v5i2.3200>
- Nurdin, Z. (2016). *Nurdin, Z. (2016). Inovasi kawasan bebas asap rokok di desa Bone-Bone Kecamatan Baraka Kabupaten Enrekang*. Universitas Hasanudin Makasar.
- Peny, T. L. L. (2023). Pengaruh Kepemimpinan Demokratis dan Budaya Organisasi Terhadap Kinerja Pegawai di Kantor Dinas Pariwisata Kabupaten Alor (Studi Kasus Pada Masa Pandemi Covid-19 Tahun 2020-2021). *Jurnal Ilmiah Wahana Pendidikan*, 9(8), 792–805.

<https://doi.org/10.5281/zenodo.7929868>

- Pesireron, S. (2016). Pengaruh Keterampilan, Jobb Stress Dan Disiplin Kerja Terhadap Kinerja Auditor Inspektorat (Study Empiris Pada Inspektorat Kabupaten Seram Bagian Timur Dan Kabupaten Maluku Tengah). *Jurnal Maneksi (Management Ekonomi Dan Akuntansi)*, 5(1), 26–31. <https://doi.org/10.31959/jm.v5i1.153>
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Pratiwi, R. (2023). the Role of Organizational Culture in Strategic Planning To Achieve Bank Riau Kepri Syariah Performance. *The Role of Organizational Culture in Strategic Planning to Achieve Bank Riau Kepri Syariah Performance*, 3, 1–10. <https://conference.loupiasconference.org/index.php/icoissee3/article/view/411>
- Primadona, Watung, S. R., Putra, R. S., Purnomo, A. K., Jondar, A., & Ananto, N. (2024). The influence of employee engagement and organizational culture on organizational citizenship behavior with job satisfaction as mediation for employees. *Journal of Infrastructure, Policy and Development*, 9(1), 1–21. <https://doi.org/10.24294/jipd7687>
- Rachmad, Y. E., Abubakar, F., Arief, I., Hartati, S., & Kristanti, D. (2023). The Influence of Organizational Culture, Educational Background and Compensation on Employee Performance at National Sharia Bank. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(2), 327–332. <https://doi.org/10.35870/jemsi.v9i2.1038>
- Robbins, S., Judge, T. A., Millett, B., & Boyle, M. (2013). *Organisational behaviour*. Pearson Higher Education AU.
- Robbins, S. P., Judge, T. A., & Judge, T. (2019). *Organizational Behavior*. Pearson.
- Sangkala. (2013). *Innovative Governance: Konsep dan Aplikasi*. Capiya Publishing.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (2 (ed.)). John Wiley & Sons.
- Setiawan, A., Supeno, B., & Yusuf, M. (2024). Analysis of assertive communication on state civil apparatus performance mediated by reward-based motivation. *PENANOMICS: International Journal of Economics*, 3(3), 1–15. <https://doi.org/10.56107/penanomics.v3i3.206>
- Sholihin, M., & Ratmono, D. (2013). *Analisis SEM-PLS dengan Warp PLS 3.0*. Yogyakarta : Andi Offset.
- Sugiyono. (2022). *Metode penelitian kuantitatif*. Bandung: Alfabeta.
- Sujarwo, A., & Wahjono. (2017). Pengaruh Motivasi Kerja dan Perilaku Inovatif Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Kasus pada LKP ALFABANK Semarang). *Infokam: Informasi Komputer Akuntansi Dan Manajemen*, 13(1), 63–71. <https://doi.org/10.53845/infokam.v13i1.121>
- Sutoro. (2020). Pengaruh Budaya Organisasi terhadap Motivasi Kerja Pegawai BPSDM Provinsi Jambi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 20(1), 104–112. <https://doi.org/10.33087/jiubj.v20i1.863>
- Syarifin, M. H., & Atmaja, H. E. (2023). The Influence of Organizational Commitment, Organizational Culture and Job Satisfaction on Employee Performance: A Literature Study. *Journal of Humanities, Social Sciences and Business (JHSSB)*, 2(3), 458–467. <https://doi.org/10.55047/jhssb.v2i3.631>
- Tuakra, Y. (2022). Pengaruh Budaya Organisasi dan Inovasi Kerja Terhadap Kinerja Pegawai Kantor

THE ROLE MEDIATION INNOVATION-BASED PUBLIC SERVICES: ORGANIZATIONAL CULTURE TOWARD EMPLOYEE PERFORMANCE

Putri, et al

- Dinas Pertanian, Merauke Papua. *Musamus Journal of Public Administration*, 4(2), 1–13. <https://doi.org/10.35724/mjpa.v4i2.4252>
- Valentin, G., & Călin, D. (2024). The role of organizational culture in driving innovation: A study of contemporary business practice. *Acta Universitatis Cibiniensis. Technical Series*, 76(1), 46–54. <https://doi.org/10.2478/aucts-2024-0>
- Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of partial least squares: Concepts, methods and applications* (V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (eds.)). Springer Berlin, Heidelberg. <https://doi.org/10.1007/978-3-540-32827-8>
- Weiner, B. (2010). Attribution Theory. In *The Corsini Encyclopedia of Psychology*. <https://doi.org/10.1002/9780470479216.corpsy0098>
- Westerman, G., Bonnet, D., & McAfee, A. (2014). The Nine Elements of Digital Transformation. *MIT SLOAN MANAGEMENT REVIEW*, 55(3), 1–6. <https://www.proquest.com/scholarly-journals/nine-elements-digital-transformation/docview/2177518678/se-2>
- Wibowo. (2016). *Manajemen Kinerja* (5th ed.). PT. Raja Grafindo Persada.
- Widianti, F. D. (2022). Dampak globalisasi di Negara Indonesia. *JISP (Jurnal Inovasi Sektor Publik)*, 2(1), 73–95. <https://doi.org/10.38156/jisp.v2i1.122>
- Yuslaini, & Supeno, B. (2020). Exploring performance and traceability environment on Dept. of Housing Settlement and Lands. *International Conference on Environment and Technology*, 1–8. <https://doi.org/10.1088/1755-1315/469/1/012075>
- Zachroni, Syaifudin, N., & Nurhasanah. (2021). Pengaruh Iklim Dan Budaya Organisasi Terhadap Inovasi Pegawai Di Lingkungan Biro Hukum Kementerian Keuangan. *Coopetition : Jurnal Ilmiah Manajemen*, 12(2), 233–244. <https://doi.org/10.32670/coopetition.v12i2.240>
- Zhang, W., Zeng, X., Liang, H., Xue, Y., & Cao, X. (2023). Understanding How Organizational Culture Affects Innovation Performance: A Management Context Perspective. *Sustainability (Switzerland)*, 15(8). <https://doi.org/10.3390/su15086644>