

THE INFLUENCE OF LEARNING-ORIENTED ORGANIZATIONAL CULTURE ON INNOVATION AND FIRM PERFORMANCE IN THE CREATIVE INDUSTRY

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ABSTRACT

The creative industry is an important sector in the Indonesian economy. This industry has great potential to increase economic growth, job creation and national competitiveness. However, to achieve this potential, companies in the creative industries need to continue to innovate and improve their performance. One of the factors that can encourage innovation and company performance is a learning-oriented organizational culture. This research aims to analyze the influence of learning-oriented organizational culture on innovation in creative industry companies. This research uses quantitative research methods. Data was collected through surveys using questionnaires and literature studies. The data that has been collected is then analyzed using a regression test using the SPSS program. The research results show that a learning-oriented organizational culture has a positive influence on innovation and company performance in the creative industries. This culture creates an environment that encourages employees to continuously learn and develop, facilitates the exchange of ideas, and adopts new approaches to their work. In addition, a learning-oriented culture also improves overall company performance by improving operational efficiency, increasing employee satisfaction, and producing better and more innovative products or services.

KEYWORDS

Organizational Culture, Learning, Innovation, Company Performance



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INTRODUCTION

The creative industry is an economic sector that relies on individual skills, talents, and creativity, which have the potential to enhance well-being (Syarif & Tilopa, 2021). According to the Indonesian Ministry of Trade in 2009, the creative industry refers to an economic sector that leverages individual skills, creativity, and talents to create jobs and improve welfare. This industry focuses on empowering the creative potential and creations of individuals (Putri et al., 2024).

The creative industry is considered one of the potential sectors to support national economic growth. Coordinating Minister Airlangga expressed confidence that Southeast Asia has a large market potential, supported by a large population and strong economic and political stability. According to data from the Central Bureau of Statistics (BPS) in 2018, the creative economy subsector made a significant contribution to Indonesia's economy by contributing 7.44% to the Gross Domestic Product (GDP), absorbing 14.28% of the workforce, and contributing 13.77% to exports. Additionally, data shows that there are about 8.2 million creative businesses in Indonesia, with the culinary, fashion, and crafts sectors dominating, and these three subsectors also making significant contributions to the GDP of the Creative Economy (Kemenko, 2021).

However, to achieve this potential, companies in the creative industry need to continuously innovate and improve their performance. One of the factors that can drive innovation and company performance is an organizational culture oriented toward learning. Innovation is the application of new ideas to start or improve a product, process, or service (Ardiansyah, 2020). Meanwhile, company performance is a comprehensive depiction of the company's condition over a certain period, reflecting the results or achievements influenced by the company's operational activities in utilizing available resources (Hilaliyah et al., 2021).

Previous research by Al Qusaeri et al. (2023) revealed that XYZ Startup has developed an entrepreneurial culture that includes risk-taking, creativity, and open communication. The visionary leadership of the founders plays a crucial role in shaping this culture, motivating employees to think creatively and take measured risks. Employee surveys show a positive perception of this organizational culture, with employees feeling encouraged to propose new ideas and having the freedom to experiment. Indicators of company innovation, such as successful product launches, patent applications, and investment in research and development, have also seen significant increases, reflecting the positive impact of a culture that supports innovation. Another study by Santoso et al. (2021) found that there is an influence of organizational culture on organizational performance.

Practically, companies in the creative industry can use these findings to enhance their learning and innovation strategies, ultimately improving their performance. Theoretically, this research enriches the literature on organizational management, particularly in the context of the creative industry, and provides a model that can be used in future research to understand the dynamics between learning culture, innovation, and company performance. This study aims to analyze the influence of a learning-oriented organizational culture on innovation in creative industry companies.

Theoretical Review

Organizational Culture

Organizational culture is a long-established set of practices applied in daily work activities, functioning as a driver to improve the quality of work for employees and managers (Agustin, 2020). The formation of organizational culture requires a long period; the longer the formation process, the higher the quality of the organizational culture developed (Santosa et al., 2022). According to Sulaksono Hari, the indicators of organizational culture include the following aspects (Hertina et al., 2021):

1. **Innovative with Risk Consideration**
 - Creating new ideas for the success of the company.
 - Willingness to take risks in developing new ideas.
2. **Result-Oriented**
 - Setting targets the company aims to achieve.
 - Evaluating the work that has been done.
3. **Employee-Oriented**
 - Meeting the needs to perform and complete tasks.
 - Supporting employee achievement.
4. **Task Detail-Oriented**
 - Meticulous in task execution.

Learning

Learning is the assistance provided by educators to facilitate the acquisition of knowledge and skills, mastery of habits, and the formation of attitudes and beliefs in learners (Khasanah et al., 2022). In the learning process, there are two influencing factors: internal and external. Internal factors come from within the learners themselves, while external factors include elements outside the learners that can affect the learning process. The learning process requires supporting stimuli to make the learning process more optimal. Since the learning process involves more than one party, the stimuli used are also varied, such as methods and media used in delivering learning materials (Miftah & Syamsurijal, 2024).

Innovation

Innovation is the effort to maintain the organization's existence in its environment. This innovation is expected to respond to environmental complexity, particularly in tight competition, and to create sources of competitive advantage (Sjachriatin, 2023). This can be achieved through:

1. Introduction of new technology.
2. New applications in products and services.
3. Development of new markets.
4. Introduction of new organizational forms.

Innovation aims to reduce costs, increase efficiency, provide good quality at an appropriate price, and increase opportunities for profit and growth (Avriyanti, 2022). According to Kotler and Armstrong, there are three indicators of product innovation: product quality, product variants, and product style and design (Nugraha, 2022). According to West, innovation stems from the creativity of new

ideas and is the application of those ideas in an actual and practical manner. Factors that can drive innovation include (Ramadhani, 2023):

1. Challenges in the organizational environment.
2. Strong pressure on quality, both in processes and final outcomes of services.
3. Greater likelihood of innovation in companies that have introduced and developed effective teamwork.
4. The demand for well-designed procedures to ensure effective collaborative work.
5. Communication and coordination between departments.
6. Managerial support in the form of personnel willingness to develop and implement new ideas.
7. Basic organizational assumptions open to critique.
8. Participation and relationships among organization members.

Company Performance

Company performance is a comprehensive display of the company's condition over a certain period, representing results or achievements influenced by the company's operational activities in utilizing its resources (Saepuloh, 2024). Regular performance evaluation helps management identify strengths and weaknesses and make appropriate decisions to improve performance and achieve long-term goals (Darmawan et al., 2023). Performance measurement results from a systematic assessment based on a set of performance indicators, including input, output, outcome, benefit, and impact indicators. Performance measurement is used as a basis for assessing the success and failure of activities implementation according to established targets and objectives to realize the vision and mission. The performance measurement system is a mechanism that increases the likelihood of success in company strategy (Lestari et al., 2020).

RESEARCH METHOD

This study employs a quantitative research method. Quantitative research is a type of research that utilizes numerical data to generate structured information. The main characteristic of quantitative research is its goal to obtain data that accurately describes the characteristics of objects, events, or situations (Waruwu, 2023). Data were collected through surveys using questionnaires and literature studies. The object of this research is companies operating in the creative industry in Jakarta. The research location is in Jakarta. The population of this research includes all companies in Jakarta operating in the creative industry. The sample was taken using purposive sampling techniques, resulting in 100 samples. Respondents consisted of employees from several creative industry companies in Jakarta, with the criteria of Generation X and Y, or those born between 1965 and 1996. The collected data were then analyzed using regression tests with the help of SPSS software. Based on the description, the hypothesis formulations are as follows:

H1: Learning-oriented organizational culture affects innovation in companies in the creative industry.

H2: Learning-oriented organizational culture affects company performance in the creative industry.

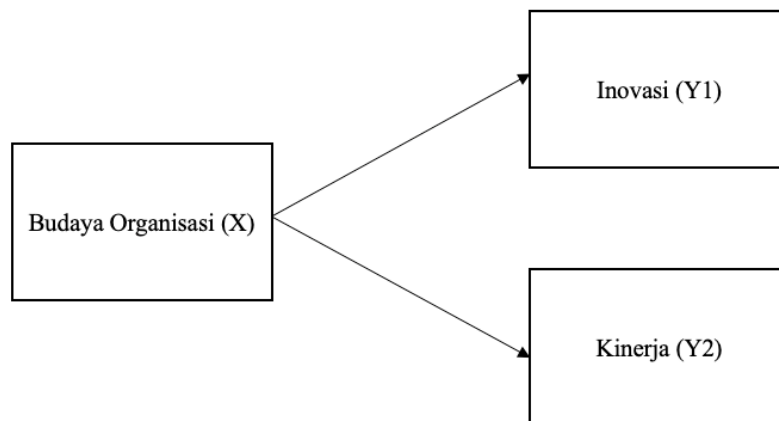


Figure 1. Research Framework

RESULT AND DISCUSSION

Descriptive Analysis

The purpose of descriptive analysis is to provide a clear and concise picture of the data being analyzed. The following are the characteristics of the research sample.

Table 1. Characteristics of Research Sample

X Generation			Y Generation		
Male	Female	Total	Male	Female	Total
25	7	32	43	28	71
Total					100

Based on the table above, it was found that the sample used amounted to 100 people of generation X as many as 32 people with 25 men and 7 women. The Y generation is 71 people with 43 men and 28 women.

Validity Test

Validity tests are used to ensure that the instrument or tool used actually measures the intended concept or variable precisely and accurately.

Table 2. Validity Test Results

Correlations		X	Y1	Y2
X	Pearson Correlation	1	.527**	.477**
	Sig. (2-tailed)		<.001	<.001
	N	100	100	100

Y1	Pearson Correlation	.527**	1	.668**
	Sig. (2-tailed)	<.001		<.001
	N	100	100	100
Y2	Pearson Correlation	.477**	.668**	1
	Sig. (2-tailed)	<.001	<.001	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 2, the significance value of all variables is <0.050 so that it can be said that the questionnaire used is valid.

Reliability Test

Reliability tests are tests to measure the extent to which the instruments used can be trusted.

Table 3. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.784	3

The test results showed that Cronbach's Alpha value was 0.784 and greater than 0.600 so it can be said that the questionnaire used is reliable and can be used in future research.

Normality Test

The normality test was carried out to measure whether the data obtained had a normal data distribution or not.

Table 4. Normality Test Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X	.224	100	<.001	.862	100	<.001
Y1	.115	100	.002	.935	100	<.001
Y2	.120	100	.001	.945	100	<.001

a. Lilliefors Significance Correction

The test results showed that the significance values on the variables of organizational culture (X), innovation (Y1), and company performance (Y2) were obtained at 0.001 so that the three data were distributed normally.

Regression Test

Regression tests are carried out to determine the relationship between one variable and another.

Table 5. Regression Test Results

Coefficients ^a		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
Model		B		Beta		
1	(Constant)	2.601	3.031		.858	.393
	X	.803	.131	.527	6.134	<.001

a. Dependent Variable: Y1

The regression test results obtained a significance value of 0.001 so that it is less than 0.005, it can be stated that organizational culture can affect innovation in the creative industry.

Table 6. Regression Test Results

Coefficients ^a		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
Model		B		Beta		
1	(Constant)	5.719	2.944		1.942	.055
	X	.682	.127	.477	5.369	<.001

a. Dependent Variable: Y2

The regression test results obtained a significance value of 0.001 so that it is less than 0.005, it can be stated that organizational culture can affect the company's performance in the creative industry.

Discussion

Based on the research results, it was found that organizational culture has a significant influence on innovation and company performance in the creative industry. Previous research by Qusaeri et al. (2023) on the impact of learning-oriented organizational culture on innovation and company performance in the creative industry showed that a learning culture has a significant positive impact. This study revealed that companies that encourage continuous learning, knowledge sharing, and employee skill development tend to be more innovative. This innovation not only encompasses new products and services but also more efficient processes and working methods. Additionally, a learning culture also enhances overall company performance, both financially and non-financially. Companies in the creative industry with a strong learning culture are more capable of adapting to market changes, increasing customer satisfaction, and maintaining competitiveness. The results of this study emphasize the importance of creating a work environment that supports learning to drive better innovation and performance.

The creative economy is an economic sector focused on creating added value through creativity, innovation, and the exploitation of intellectual property. It encompasses various industries that rely on individual and group creativity, such as art, design, music, film, fashion, advertising, architecture, video games, and digital

media. The creation of added value in the creative economy can be realized through the creative industry (Aryanti et al., 2023). The creative industry combines creativity, culture, art, and technology to produce products and services with economic and aesthetic value. Besides contributing to economic growth, the creative industry also plays an essential role in enriching a society's culture and social identity, as well as promoting innovation and global competitiveness (Heryani et al., 2020).

The creative industry requires superior innovation and company performance to remain competitive and relevant in a dynamic market (Judijanto et al., 2024). Innovation is the primary foundation that drives the creation of new, unique, and high-value products, services, and experiences, capable of attracting and retaining customers. Innovation allows companies to continue growing and adapting to changing trends and consumer needs (Shalma et al., 2024).

Innovation plays a crucial role in driving company growth and success. By creating unique products and services, innovation provides a competitive edge that helps companies attract and retain customers. Moreover, innovation enables companies to adapt more quickly to market changes and consumer needs, making them more responsive to the latest trends and shifts in the business environment (Qusaeri et al., 2023). Innovation also enhances operational efficiency by introducing new processes and technologies that reduce production costs and increase productivity. By creating added value for customers, such as improved product quality and new services, innovation boosts customer satisfaction and loyalty. Furthermore, innovation opens new growth and expansion opportunities, whether through developing new products, entering new markets, or exploring different business models. Companies known for their innovation tend to have a better reputation and a positive image in the eyes of consumers, business partners, and investors, increasing the company's attractiveness and value (Soeratin et al., 2024).

Company performance is a crucial benchmark reflecting the organization's efficiency, productivity, and success in achieving its financial and non-financial goals. Good performance allows the company to maintain operational sustainability, attract investor interest with its stability and profitability, and enhance its competitiveness in the market (Jeremy & Viriany, 2021). High performance also positively impacts employees by creating a stable work environment and improving their well-being. Additionally, good performance enables the company to develop new product and service innovations, which in turn can strengthen its market position and brand reputation (Daulay et al., 2020). Good company performance also ensures that these innovations can be implemented effectively and efficiently, including optimal resource management, appropriate marketing strategies, and satisfactory customer service. The combination of strong innovation and performance allows companies in the creative industry to achieve competitive advantage, sustainable growth, and maximum profitability (Ramli & Syamsuddin, 2022).

Innovation and company performance are very important in the creative industry because they are closely related and are key to success in a competitive and dynamic market. Innovation drives the creation of new and high-value unique products and services, enabling companies to differentiate themselves from competitors and meet the ever-changing needs and preferences of consumers (Sain, 2020). Meanwhile, company performance reflects the effectiveness and efficiency of

implementing these innovations, including resource management, marketing strategies, and customer satisfaction. By prioritizing innovation, companies in the creative industry can continuously adapt to the latest trends and remain relevant, while good performance ensures that these innovations can be successfully executed, resulting in sustainable growth and optimal profitability (Sibuea & Sriyanto, 2023).

One of the influences of innovation and company performance in the creative industry is organizational culture. Organizational culture refers to the shared values, norms, and beliefs that form the basis of behavior and interaction within an organization. This includes how people in the organization communicate, collaborate, and make decisions. Organizational culture plays an important role in shaping the company's identity, determining how employees interact with each other and with leaders, and influencing their level of motivation and performance. A strong and positive culture can increase employee loyalty, improve efficiency, and create a work environment that supports innovation and overall organizational growth (Fernanda & Frinaldi, 2023).

An organizational culture that supports innovation can create an environment where new ideas are encouraged, risks are valued, and creativity is respected. This can encourage employees to think outside the box, collaborate better, and design innovative solutions to the challenges faced by the company. A culture that promotes innovation can also influence company performance by improving productivity, accelerating the development process of new products or services, and enhancing competitiveness in the market. Therefore, an organizational culture that supports innovation can be a critical factor in the success of creative industry companies (Azzaakiyah et al., 2023).

A learning-oriented organizational culture significantly influences innovation and company performance in the creative industry. In such a culture, companies encourage employees to continue learning, develop new skills, and share knowledge. This creates an environment that supports creativity and experimentation, which in turn facilitates the emergence of innovative ideas. These innovations are not limited to new products and services but also include more efficient processes and working methods. As a result, companies in the creative industry that implement a learning culture tend to show better performance, both financially and non-financially, as they can quickly adapt to market changes and consumer needs.

CONCLUSION

A learning-oriented organizational culture has a positive influence on innovation and company performance in the creative industries. This culture creates an environment that encourages employees to continue learning and developing, facilitate the exchange of ideas, and adopt new approaches to their work. With a learning culture, employees are more likely to come up with innovative ideas and creative solutions to the challenges faced by the company. In addition, a learning-oriented culture also improves the overall performance of the company by improving operational efficiency, increasing employee satisfaction, and resulting in better and more innovative products or services.

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