

The Effect of Creativity, Leadership and Organizational Culture on Organizational Innovation the Education and Training Center of the Ministry of Communication and Informatics

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Abstract:- This study aims to examine and analyze the effect of creativity, leadership and organizational culture on the organizational innovation of the Education and Training Center of the Ministry of Communication and Informatics of the Republic of Indonesia. The research method uses a quantitative approach, which became the population and directly used as samples in this study were 60 (sixty) State Civil Apparatus (ASN) of the Education and Training Center of the Ministry of Communication and Informatics. Data collection techniques using interviews and questionnaire instruments. The questionnaire survey instrument was submitted to all State Civil Apparatus of the Education and Training Center of the Ministry of Communication and Informatics. The method of analysis uses descriptive statistical analysis, testing classic assumptions, testing the validity and reliability of data and testing hypotheses with multiple linear regression analysis techniques that are processed using the SPSS 25 for Windows program. Based on the results of testing the coefficient of determination produces an adjusted R Square value of 0.512 or 51.2%, this shows the influence of organizational creativity, leadership and organizational variables on organizational

innovation, while the remaining 48.8% is influenced by other factors not examined in this study, such as motivation, employee performance, compensation. The results of this study indicate that both partially and simultaneously creativity, leadership and organizational culture influence the organizational innovation of the Education and Training Center of the Ministry of Communication and Informatics.

Keywords:- Creativity, leadership, organizational culture, organizational innovation, Education and Training Center of the Ministry of Communication and Informatics.

I. INTRODUCTION

Innovation is an effort to maintain the existence of an organization in an environment. Innovation in an organization becomes an important thing to bring the organization to a better level so that it can help in achieving the goals and objectives of the organization. With the innovation in an organization, it is endeavored to be able to face the dynamism and complexity of change from the environment, especially to face intense competition and to bring up sources for competitive advantage.

No.	Year	Innovation	Information
1	2015	Education and Training Information System (SIDIK)	Not continued because of unclear purpose of making (<i>mission statement</i>)
2	2016	E-learning	It did not continue because the planning was not good so it led to a budget revision
3	2017	-	There is no further program of SIDIK and e-learning

Table 1:- Innovation the Originating of the Education and Training Center of the Ministry of Communication and Informatics

There is no organizational innovation produced by the Ministry of Communication and Informatics Center. this can be seen that innovation is not developing at the Ministry of Communication and Informatics Center, which means there are problems in fostering innovation within the organization. The author has conducted interviews as a

form of pre-survey to 10 (ten) employees to find out what variables affect the level of innovation in the Ministry of Communication and Informatics Center at this time.

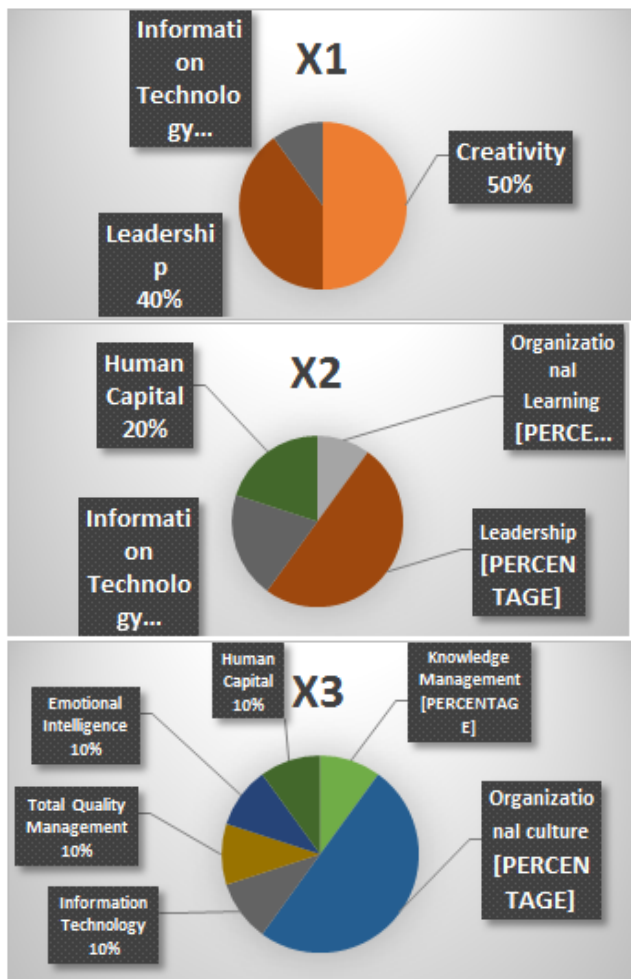


Fig 1:- Pre-Survey Results

Based on the results of the survey obtained data showing that there are 3 main factors that are considered to greatly affect the level of organizational innovation, namely creativity, leadership and organizational culture. Therefore, researchers need to conduct research with the theme "The Effect Creativity, Leadership and Organizational Culture on Organizational Innovation The Education and Training Center of the Ministry of Communication and Informatics".

II. THEORETICAL REVIEW

A. Innovation

Innovation is born from the creative personal human being an idea, practical idea, or object by presenting the concept of novelty even though it is influenced by other human products in the form of adoption as the basis of thought (Kuncoro, 2017: 1)

According to Kuncoro (2017: 1) innovation is a process of balance between human thoughts and tastes that is based on human values, spiritual intelligence, intellectual intelligence, emotional intelligence and personal mastery and mental models to produce an idea, ideas and imagination to realize their existence creativity as the basis for innovation. Innovation has 4 (four) characteristics, namely having a uniqueness / specificity, having elements or characteristics of novelty / originality, the innovation

program must be planned with a mature process and the innovations carried out must have a purpose (Kuncoro, 2017 : 13).

The notion of innovation will eventually become broad, but basically innovation is a process that does not only create new ideas or thoughts. But the idea must be implemented through an adoption process. And adoption is the decision to use innovation as a whole as the best way of action (Rogers, 1983 in Higa et al, 1997).

Based on the above theory, innovation is a process of making new ideas that are obtained from imagination through the process of adoption, then new features are added and must have a purpose.

B. Creativity

According to Zimmerer (1996: 51) in Kuncoro (2017: 32) creativity is defined as the ability to develop new ideas and to find new ways of solving problems and facing opportunities.

According to the Big Indonesian Dictionary, creativity is the ability to create, creativity. creativity can be interpreted as a person's ability to create or create new things, can be in the form of real work or ideas, in a new work or an update of an existing one.

Creativity is the ability to produce innovative and useful ideas (Robbins & Judge, 2015: 120). Creativity influences a decision maker by thoroughly paying attention to problems, including problems that are not visible or can not be seen by others.

The dimension of creativity according to Hadiyati (2011) in this research is to have curiosity, optimism, flexibility, find solutions to problems and like to imagine.

Based on the above theory, creativity is the ability to obtain a way of creating new work with innovative ideas.

C. Leadership

According to Robbins & Judge (2015: 249), leadership is the ability to influence a group towards achieving a vision or goal that has been set.

Then according to Sri Rahmi (2014: 16) at the substantive level, leadership is a process of influencing others to work voluntarily in achieving mutually agreed goals.

Siagian (2015: 26) defines leadership as the ability and skills of someone who occupies a position as leader of a work unit to influence subordinates.

From some of the definitions above it can be concluded that the notion of leadership is the ability to direct and influence the attitudes and behavior of individuals in order to achieve the goals set.

D. Organizational Culture

Robbins & Judge (2015: 355) writes that organizational culture is a system of meaning sharing carried out by members that distinguishes organizations from other organizations.

According to Sri Rahmi (2014: 98) organizational culture has a very fundamental role in the construction of values and norms that exist in the organization.

Robbins in Sri Rahmi (2014: 130) groups organizational culture into 4 (four) criteria, namely network culture, mercenary culture, fragmented culture and command culture. The determination of the type of culture is carried out by drawing a relationship between the level of sociability and solidarity.

The dimension of sociability is characterized by the level of friendship especially found among members of the organization. The dimension of solidarity is characterized by the degree to which people in the organization share a common understanding of the tasks and goals for what they work in an organization.

E. Previous Research

There is previous research on creativity, leadership and organizational culture on organizational innovation. Eddy Madiono Sutanto, (2018) said that organizational learning abilities and organizational creativity have significantly influenced organizational innovation. Md. Aftab uddin, Luo Fan, Anupam Kumar Des, (2017) states that transformational leadership, organizational learning, and knowledge management significantly predict corporate innovation and they, in essence, foster organizational performance through organizational innovation. YiLin, Jin Wu, (2018) states that the leadership style can be coherent with the unit and encourage employees involved in work with sustainable innovative capabilities to achieve organizational innovation. And Sirous Korahi Moghadam, Shabnam Zandi, Ali Sabz Ali Pour, (2016) stated that organizational culture has a positive influence on organizational innovation.

F. Conceptual Framework

Based on the study of theory and previous research on the effect of creativity, leadership and organizational culture on organizational innovation, the researcher develops a thinking model as shown below:

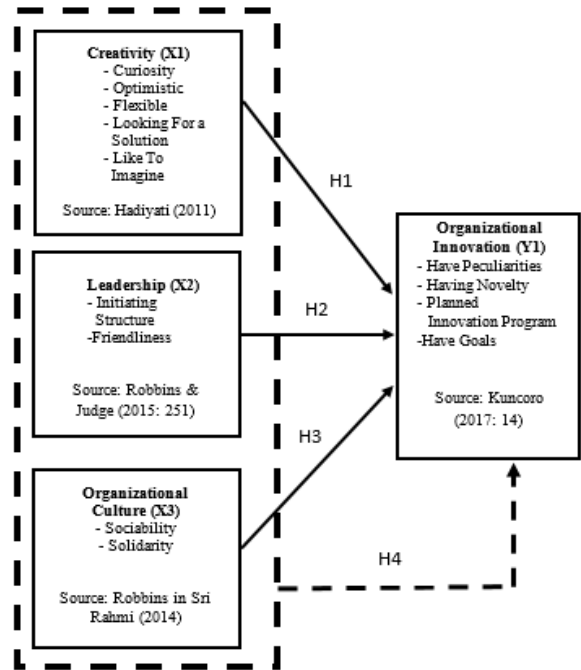


Fig 2:- Conceptual Framework

G. Hypothesis

Based on deductive reasoning, the relationship between the theoretical framework, the framework of thought and the phenomena that the author wants to adopt in this study is formulated through the following hypothesis:

- Creativity is thought to have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center;
- Leadership is thought to have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center;
- Organizational Culture is thought to have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center;
- Creativity, leadership and organizational culture simultaneously have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center.

III. METHODOLOGY

The type of research the author does is quantitative research with primary data in the form of surveys. This study was designed to gain understanding, then explain and analyze the correlation between the independent variables and the dependent variable. This research emphasizes descriptive research that aims to provide a complete picture of a phenomenon that occurs in the Education and Training Center of the Ministry of Communication and Informatics.

A. Population and Sample

The study population was 60 employees of the Ministry of Communication and Informatics Center, consisting of 60 people consisting of 40 Civil Servants (PNS) and 20 Non-Civil Servants (PPNPN) Government Employees. While the sample in this study is non-probability sampling with saturated samples, this was chosen because the total population in this study is relatively small, namely below 100 so that this study uses an entire population of 60 people to be sampled.

B. Data Collection Methods

The data source in this study is primary data that refers to information obtained through questionnaire answers. Secondary data refers to information collected from relevant work unit data.

C. Data Analysis Methods

Data analysis methods used in this study include descriptive statistics, research instrument tests, classic assumption tests, multiple regression analysis and hypothesis testing. The data in this study were processed with the Statistical Package for Social science (SPSS) version 25.

IV. RESULTS AND DISCUSSION

A. Analysis of Statistical Descriptions

From the results of descriptive statistical analysis in this study it was found that the sample perception of creativity was quite high with a mean value of 4.03, as was the sample perception of leadership (3.34) and organizational culture (3.38), but low on organizational innovation (2.88).

B. Test Results of Validity and Reliability

	Validity Count	Final Validity	Valid / Invalid
Creativity 1	0.773	0.3	Valid
Creativity 2	0.859	0.3	Valid
Creativity 3	0723	0.3	Valid
Creativity 4	0.759	0.3	Valid
Creativity 5	0850	0.3	Valid
Creativity 6	0.731	0.3	Valid
Creativity 7	0.721	0.3	Valid
Creativity 8	0816	0.3	Valid

Table 2:- Creativity Validity Test Results

	Validity Count	Final Validity	Valid / Invalid
Leadership 1	0.620	0.3	Valid
Leadership 2	0836	0.3	Valid
Leadership 3	0.7 86	0.3	Valid
Leadership 4	0811	0.3	Valid
Leadership 5	0826	0.3	Valid

Table 3:- Test Results of Leadership Validity

	Validity Count	Final Validity	Valid / Invalid
Culture 1	0.638	0.3	Valid
Culture 2	0815	0.3	Valid
Culture 3	0.7 67	0.3	Valid
Culture 4	0750	0.3	Valid

Table 4:- Results of Organizational Cultural Validity Test

	Validity Count	Final Validity	Valid / Invalid
Innovation1	0.526	0.3	Valid
Innovation 2	0.471	0.3	Valid
Innovation 3	0.484	0.3	Valid
Innovation 4	0.540	0.3	Valid
Innovation 5	0.648	0.3	Valid

Table 5:- Test Results of Organizational Innovation Validity

This study determines the value of r table with the formula for degree of freedom (df) = n - 2, where (n) is the number of samples. The df value can be calculated, that is 30-2 = 28 with r table is 0.3 with α of 0.05 (5%). All values calculated for each statement of variables in this study have values above 0.3. This shows that every statement in this questionnaire is valid.

Variable	Alpa	Description
Creativity	0,937	Reliabel
Leadership	0,911	Reliabel
Organizational Culture	0,911	Reliabel
Organizational Innovation	0,879	Reliabel

Table 6:- Reliability Test Results

Based on the table above shows that all variables in this study have a value greater than 0.60. So it can be concluded that all the research variables are reliable and suitable to be used as research instruments.

C. Normality Test

In this research, there is an abnormal variable, so testing is performed using ZScore and a sample that has a ZScore higher than 2.5 is obtained, then the sample is rejected. So that the sample used now amounts to 56.

	X1	X2	X3	Y	
N	56	56	56	56	
Normal	Mean	4.1138	3.3214	3.3750	2.8857
Parameters ^{a,b}	Std. Deviation	58885	88188	78625	54985
Most Extreme	Absolute	.090	.090	.115	.189
Differences	Positive	.077	.084	.115	.132
	Negative	-.090	-.090	-.115	-.189
Test Statistic		.090	.090	.115	.189
Asymp. Sig. (2-tailed)		.200 ^{a,d}	.200 ^{a,d}	.061 ^c	.000 ^e

Table 7:- Normality test results with the One Sample Kolmogorov-Smirnov Test

In this study the Creativity variable is worth 0.200, the Leadership variable is 0.200, the Organizational Culture variable is 0.061, and the Organizational Innovation variable is 0,000, so it can be concluded that the data are normally distributed.

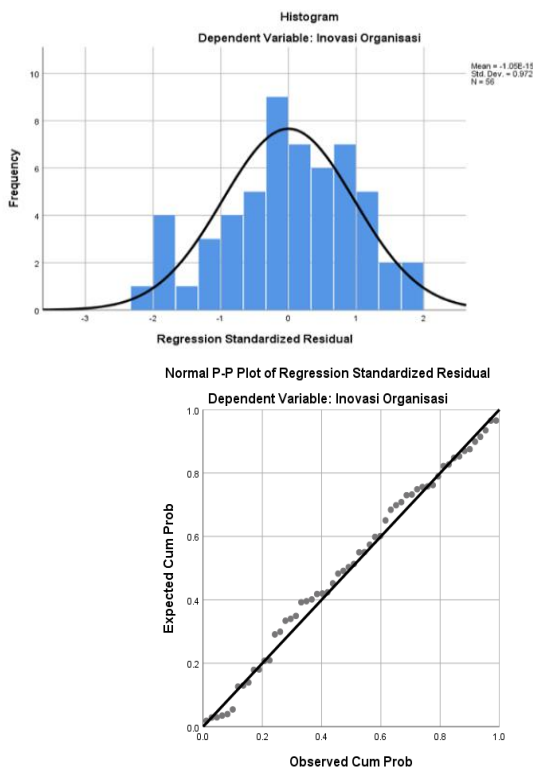


Fig 3:- Histogram Graph and P-P plot of standardized residual regression

Based on the figure above, it can be concluded that the histogram graph gives a normal distribution pattern. In the P-P graph the standardized residual plot of regression also shows points that spread around the diagonal line, and the distribution follows the direction of the diagonal line. The figure above shows that the regression model is feasible because it meets the normality assumption.

D. Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Creativity	,991	1,009
Leadership	,850	1,176
Organizational Culture	,848	1,180

Table 8:- Multicollinearity Test Results

Based on the above table it is evident that each independent variable in this study does not have multicollinearity because the tolerance value of each variable is greater than 0.1 and the VIF value is smaller than 10.

Based on the figure above it can be seen that the points spread randomly, do not form a specific clear pattern, and are spread both above and below the 0 (zero) axis on the Y axis in the scatter diagram (scatterplot diagram). This shows there is no heteroscedasticity in the regression model, so the regression model is feasible to use.

E. Heterokedasticity Test

Based on Figure 4 of the Scatterplot diagram below, it appears that the data does not form a particular pattern (scattered irregularly). This means that the research model is free from the problem of heterokedasticity.

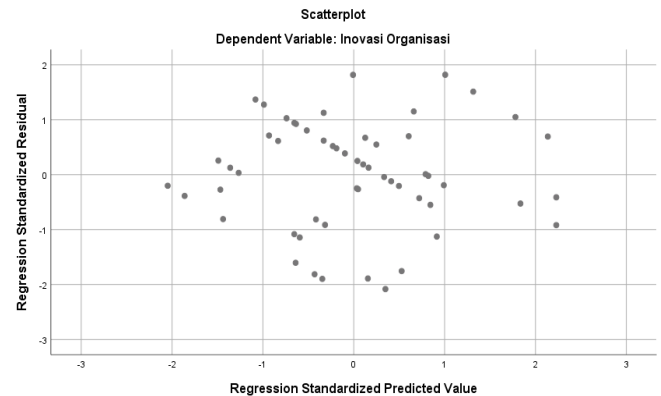


Fig 4:- Heteroscedasticity Test Result

F. Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.040	.438		.092	.927
Creativity	.292	.091	.313	3.218	.002
Leadership	.197	.065	.317	3.015	.004
Organizational Culture	.292	.074	.418	3.976	.000

Table 9:- Results of Multiple Linear Regression Tests

Based on table 9 above, the multiple linear regression equations produced in this study are:

$$Y = 0.040 + 0.292 X1 + 0.197 X2 + 0.292 X3 + e$$

With an explanation that is easily understood as follows:

- The constant value obtained is equal to 0.040. This means that if Creativity (X1), Leadership (X2) and Organizational Culture (X3) have zero value, then Organizational Innovation (Y) will be worth 0.040. These constants are variables whose data values are fixed and cannot be changed. If the Creativity, Leadership and Organizational Culture at the Center for Education and Training of the Ministry of Communication and Informatics are not included in the research model or fixed value (Constant), then Organizational Innovation counts at 0.040.

- Creativity regression coefficient (X1) value of 0.292. This means that each increase in value of Creativity by one unit will cause an increase in Organizational Innovation by 0.292. Positive coefficient means that there is a positive relationship between Creativity and Organizational Innovation.
- Leadership regression coefficient value (X2) of 0.197. This means that each increase in leadership value by one unit will cause an increase in Organizational Innovation by 0.197. Positive coefficient means that there is a positive relationship between leadership and organizational innovation.
- The regression coefficient of Organizational Culture (X3) is 0.292. This means that each increase in the value of Organizational Culture by one unit will cause an increase in Organizational Innovation by 0.292. Positive coefficient means that there is a positive relations
- hip between Organizational Culture and Organizational Innovation

G. Determination Coefficient Test (R2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 ^a	.512	.484	.39490

Table 10:- Determination Coefficient Results (R2)

R2 (square) of 0.512 in table 10 shows that 51.2% of the Organizational Innovation (Y) variable can be explained by changes in the variables of Creativity (X1), Leadership (X2) and Organizational Culture (X3). While the remaining 48.8% is explained by other factors outside the research model

H. Partial Test (t Test)

This test is intended to predict the extent of the contribution of changes that occur in each of the variables on the magnitude of the dependent variable. Hypothesis:

- H0: the independent variable partially does not significantly influence the dependent variable
- H1: the independent variable partially has a significant effect on the dependent variable

The basis for decision making is as follows:

- H0 is accepted, if the value of t count < t table or H0 is accepted (H1 is rejected), if the value of sig. > 0.05.
- H1 is accepted, if t count > t table or H1 is accepted (H0 is rejected), if sig. < 0.05.

Hypothesis	Tcount	Ttable	Sig.	Result
Creativity is thought to have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center	3.218	2.007	.002	H1 accepted (Significant Influence)
Leadership is thought to have a positive effect Organizational Innovation of the Ministry of Communication and Informatics Center	3.015	2.007	.004	H2 accepted (Significant Influence)
Organizational Culture is thought to have a positive effect on Organizational Innovation of the Ministry of Communication and Informatics Center	4.976	2.007	.000	H3 accepted (Significant Influence)

Table 11:- Partial Test Results (t Test)

Based on the table 11 that the calculated t value of all hypotheses is greater than the t table value and Sig. of each hypothesis is smaller than 0.05 which means it can be concluded that H1 is accepted and H0 is rejected, meaning that creativity, leadership and organizational culture each partially significant effect on organizational innovation.

I. Simultaneous Test (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.520	3	2.840	18.211	.000 ^b
	Residual	8.109	52	.156		
	Total	16.629	55			

a. Dependent Variable: inovasi organisasi

b. Predictors: (Constant), budaya organisasi, kreativitas, kepemimpinan

Table 12:- Test Results F

Based on the table 12 it can be seen that the significance value is 0.000, smaller than 0.05 and the calculated F value is 18.211, greater than the F value of the Table whose value is 2.78. From these data it can be concluded that Creativity (X1), Leadership (X2) and Organizational Culture (X3) simultaneously effect on Organizational Innovation (Y).

J. Interdimensional Correlation Analysis

Correlation matrix test between dimensions is used to measure the relationship or the relationship of each dimension on the independent variable (Creativity, Leadership and Organizational Culture) on the dimensions of the dependent variable, Organizational Innovation. The results of the correlation matrix between dimensions are summarized from the SPSS 25 output with the Pearson's Correlation two-tailed model in table 13 as follows:

Variable	Dimension		Indicator	Organizational Innovation (Y1)				
				Y1.1	Y1.2	Y1.3	Y1.3	
				Has a peculiarity	Has a novelty	Prog Innovation. well planned	Have goals	
			Innovation The organization where I work has something unique / unique	Innovation The organization I work for has novelty elements	Innovation The organization I work for is included in the organization's work program plan	Innovation The organization I work for has a clear purpose	Innovation The organization I work for has a clear strategy for achieving its goals	
Creativity	X1.1	Curiosity	Try something new	0.115	0.166	0.252	0.056	0.266
			Finding out new useful information	0.121	0.173	0.411	0.112	0.288
	X1.2	Optimistic	I am sure that something new will be beneficial for myself	0.064	0.193	0.373	0.165	0.223
			Confident in my own ability to face something new	0.156	0.133	0.305	0.197	0.406
	X1.3	Flexible	Can adapt to changes that occur	0.076	0.115	0.31	0.151	0.285
			Can receive input from others	0.249	0.059	0.318	0.099	0.236

	X1.4	Looking for a Solution	Can find a solution or a way out of a problem that arises in the work	0.212	0.235	0.133	0.230	0.417
	X1.5	Like to imagine	Have a high imagination to find a new idea to support my work	0.215	0.191	0.179	0.214	0.428
Leadership	X2.1	Initiating structure	The leader in my place of work assigns subordinates to do a certain task	0.246	0.269	0.207	0.198	0.177
			The leader in my place of work asks subordinates to maintain performance	0.32	0.249	0.239	0.309	0.307
	X2.2	Friendliness	The leader in my place of work helps his subordinates in doing the assigned tasks	0.466	0.467	0.404	0.393	0.312
			The leader in my place of work is friendly with anyone including his subordinates	0.348	0.457	0.389	0.336	0.211
			The leadership at my place of work is easy to find	0.351	0.355	0.387	0.306	0.138

Organizational culture	X3.1	Sociability	There is a sense of friendship between the leaders in my place of work and their employees	0.6	0.486	0.377	0.295	0.461
			There is a sense of friendship between fellow employees where I work	0.195	0.371	0.035	0.251	0.314
	X3.2	Solidarity	There is a sense of understanding between the leaders in my place of work and their employees	0.511	0.427	0.299	0.317	0.397
			There is a sense of understanding among fellow employees where I work	0.224	0.431	0.196	0.359	0.146

Table 13:- Interdimensional Correlation Analysis

K. Discussion

Based on the descriptive statistics of the research variables, there is a low perception of the population sample on the variable Organizational Culture compared to the perception of the population sample on the variable Creativity in influencing Organizational Innovation, but if you look at the multiple linear regression equation produced in this study it appears that the Organizational Culture variable is equal to the variable Creativity.

Based on the results of the Hypothesis Test (t test) that has been conducted by researchers using SPSS 25.0 analysis tools, the results show that Creativity (X1) partially has a significant effect on Organizational Innovation (Y) on employees of the Education and Training Center of the Ministry of Communication and Informatics.

The strongest correlation between the Creativity (X1) variable and the Organizational Innovation (Y) variable is in the dimension of "Like imagining" on the indicator "Having high imagination to find a new idea in supporting my work" towards the dimension of "Having a goal" on the indicator "Innovation The organization I work for has a clear strategy for achieving its goals ", with a value of

0.428. This value is included in the 'medium' category. The lowest correlation is shown in the relationship between the dimension "Curiosity" on the indicator "Trying something new" to the dimension of "Having a goal" on the indicator "Organizational Innovation where I work has a purpose", the value is 0.056.

Employee's imagination in order to find new ideas in order to support the work of the Ministry of Communication and Informatics Center's employees must develop. Because these ideas are quite influential and have the potential to become a recent innovation that will help in determining organizational strategy in order to produce organizational innovation.

Creativity (X1) partially has a significant effect on Organizational Innovation (Y), supported by research by Eddy Madiono Sutanto, 2018 under the title The influence of organizational learning capability and organizational creativity on organizational innovation of Universities in East Java, Indonesia. In this study it was found that organizational creativity partially has a significant influence on Organizational Innovation.

The results also obtained that Leadership (X2) partially had a significant effect on Organizational Innovation (Y) on the employees of the Center for Education and Training of the Ministry of Communication and Informatics.

The strongest correlation between the Leadership (X2) variable against the Organizational Innovation (Y) variable, is the dimension of "Hospitality" in the "Leaders where I work" assist subordinates in carrying out tasks assigned "to the dimension of" Having newness "in the indicator" Organizational Innovation where I work having elements of novelty "with a value of 0.467. This value is included in the 'Medium' category. The lowest correlation is shown in the relationship between the dimensions of "Hospitality" on the indicator "Leaders where I work are easy to find" to the dimension of "Having a goal" on the indicator "Organizational Innovation where I work has a clear strategy in achieving its goals", whose value is 0.138.

The hospitality of a leader to his subordinates can be exemplified by the behavior of helping his subordinates in carrying out the tasks given. A leader who is friendly to his subordinates will create a sense of comfort in the work environment, and can improve the imagination of employees of the Ministry of Communication and Informatics Center so that it will encourage the emergence of innovations that contain elements of novelty at the Ministry of Communication and Informatics Center.

This is supported by research Md. Aftab Uddin, Luo Fan, Anupam Kumar Das / 2017 with the title A study of the impact of transformational leadership, organizational learning, and knowledge management on Organizational innovation. The results show that transformational leadership significantly predicts corporate innovation and they, in essence, foster organizational performance through organizational innovation.

Many of the other studies have found that Leadership has a significant influence on Organizational Innovation. One of them is Shu-Yi HO research, Hsiu-Jen FU / 2018, with the title The impacts of leadership styles on work Performances and organizational. The results of this study indicate that transformational leadership and transactional leadership have a positive influence on organizational innovation and performance. In particular, transformational leadership has a far greater influence on organizational performance than transactional leadership.

Then it was also found that Organizational Culture (X3) partially had a significant effect on Organizational Innovation (Y) on the employees of the Center for Education and Training of the Ministry of Communication and Informatics.

The strongest correlation between the Organizational Culture variable (X3) and the Organizational Innovation (Y) variable is the dimension of "Sociability" on the indicator "There is a sense of friendship between the leaders in the place where I work with employees" against

the dimension of "Having Special" on the indicator "Organizational Innovation in I work have something unique", with a value of 0.6. This value is included in the "strong" category. The lowest correlation is shown in the relationship between the dimensions of "Solidarity" on the indicator "There is a sense of understanding among fellow employees where I work" towards the dimension of "Having a goal" on the indicator "Organizational Innovation where I work has a clear strategy in achieving its goals", the value of which is 0.146.

As social beings, humans cannot live alone, therefore a sense of friendship between leaders and their employees at the Ministry of Communication and Informatics Center is very much needed in order to support the organization's efforts in creating a unique / unique Center for Communication and Education Center Organizational Innovation.

Other researchers who also produced the same conclusion were Sirous Korahi Moghadam, Shabnam Zandi, Ali Sabz Ali pour / 2016, with the title of his research, The Impact of Organizational Culture, IT and Knowledge Management on Organizational Innovation A Conducted Study in Pasargad Sannat Shargh Company. The results of his research concluded that organizational culture has a positive influence on organizational innovation. Another researcher who concluded that Organizational Culture has a significant effect on Organizational Innovation (Y) is Bondan Ndaru Prayudhayanti / 2014.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

- Creativity partially has a significant effect on Organizational Innovation in employees of the Education and Training Center of the Ministry of Communication and Informatics. The dimension that has the strongest relationship between creativity and organizational innovation is the dimension of "Like imagining" on the indicator "Having high imagination to find a new idea in supporting my work" towards the dimension of "Having a goal" on the indicator "Organizational Innovation where I work has a strategy that clear in achieving its goals".
- Leadership partially has a significant effect on Organizational Innovation in the of the Education and Training Center of the Ministry of Communication and Informatics. The dimension that has the strongest relationship between leadership and organizational innovation is the dimension of "Hospitality" in the indicator "Leaders where I work help their subordinates in carrying out tasks assigned" to the dimension of "Having newness" in the indicator "Organizational Innovation in which I work has elements of novelty".
- Organizational Culture partially has a significant effect on Organizational Innovation in the Education and Training Center of the Ministry of Communication and Informatics. The dimension that has the strongest relationship between organizational culture and

organizational innovation is the dimension of "Sociability" on the indicator "There is a sense of friendship between the leaders in the place where I work with employees" to the dimension of "Having a specialty" on the indicator "Organizational Innovation where I work has something unique". There is a difference in perception about the effect of Organizational Culture on Organizational Innovation between the population sample with the resulting multiple linear regression equation. Looking at the descriptive statistics of the research variables, there is a low perception of the population sample on the variable Organizational Culture compared to the perception of the population sample on the variable Creativity in influencing Organizational Innovation, but if you look at the multiple linear regression equation produced in this study it appears that the Organizational Culture variable is equal to the variable Creativity.

- Creativity, Leadership and Organizational Culture simultaneously influence Organizational Innovation in the Education and Training Center of the Ministry of Communication and Informatics. Based on the resulting multiple linear regression equation, it can be seen that if the variable Creativity, Leadership and Organizational Culture does not exist, then the value of Organizational Innovation is very low at 0.04.

B. Suggestions

- The Education and Training Center of the Ministry of Communication and Informatics provides more opportunities for its employees to more freely express their creativity so that more innovations are created from individuals so that they can be implemented as organizational innovations. One effort to improve employee creativity is to provide more technical training such as technical training on information technology or it can also be technical training and certification that refers to skills based on what has been determined in the SKKNI (Indonesian National Work Competency Standards).
- The Education and Training Center of the Ministry of Communication and Informatics is more active in providing leadership-themed training to structural officials so that they can become leaders who can protect their subordinates well then create a conducive work situation so that subordinates can more easily express innovations in his mind. The Ministry of Communication and Informatics Center can carry out training such as Transformational Leadership which teaches transformation leadership that can make an employee become a more effective leader. It could also be training with the theme How to Lead a Team that can teach ways for an employee to be able to lead the team more effectively.
- The Education and Training Center of the Ministry of Communication and Informatics is more serious to implement the Value of the Ministry of Communication and Informatics, namely "Let's Serve Proactively, stands for Professional, Accountable, Integrity and Innovation," so that organizational culture can take root well in the souls of each Employees: To further instill

the Ministry Value, the Ministry of Communication and Informatics Center can regularly hold seminars in collaboration with the Inspectorate General of the Ministry of Communication and Informatics, which is attended by employees of the Education and Training Center itself and also employees from other work units.

C. Further research

Because this research is limited to the Echelon 2 level, namely the Education and Training Center of the Ministry of Communication and Informatics, the researcher suggests further research to expand the research location to the Echelon 1 level, namely the Agency for Research and Development of Human Resource or at the level of the Ministry of Communication and Informatics.

The independent variables in this study are limited to the variables of creativity, leadership and organizational culture. Furthermore, other variables can also be used such as motivation, employee performance or work compensation. The dependent variable in this study is limited to organizational innovation, in subsequent studies it may be possible to conduct research on competence as the dependent variable.

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