

Employee Performance Determination With Creativity, Work Experience And Engagement: Empirical Study

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Abstract

Research on employee performance determination with creativity, experience and work involvement: empirical studies, proved that creativity (X_1) has a significant and positive effect on employee performance (Y). Likewise, experience (X_2) and work involvement (X_3), had a significant and positive influence on employee performance (Y) studied at PT. Mitra Andal Sejati, Medan, North Sumatra. The theoretical implication of this research showed that creativity becomes a behavior that turns ideas into innovations that can be applied in work. Employees who have quality work experience will be able to conduct work while also having the responsibilities given by the company. The employee work involvement will also contribute to sustainable business development, enable the development of personal skills and assist the company's business in achieving the realization of the targets to be achieved. Practically, creative employees must be able to innovate in finding new opportunities, doing new things, and taking ideas from things around them. Companies that have experienced employees will certainly get better trust from other companies in conducting their duties. The authority of the company will increase so that it can influence other companies to work together. This also has an effect on high employee work engagement, strengthen the company's relationships with stakeholders which leads to partnerships to create business opportunities.

Keywords: *Employee Performance, Creativity, Experience, Work Involvement*

I. INTRODUCTION

Companies which want to achieve success definitely need employees to be able to provide qualified performance. The quality of human resources can be seen from the contributions made by employees to complete all their duties properly. Optimal performance is one of the goals that can determine the company's success, this is because the company makes employees become a factor that can realize effectiveness in carrying out tasks. In 2022, every company is required to be able to adapt to all the changes that exist, related to the conditions from the Covid-19 pandemic, companies must continue to operate their activities in order to survive in a competitive business environment. One of the companies that must survive in today's competitive business environment is PT. Mitra Andal Sejati. This company is engaged in promotional services and services which is located at Suka Indah Street no. 9 Medan City, North Sumatra. The services provided are Brand Activation activities and management of SPG (sales promotion girl) and MD (merchandiser). The division that become the key determinant at PT. Mitra Andal Sejati includes the SBA-Sahabat

Belanja Anda (Your Shopping Companion) division, which is a division in the field of human resource agency to be trained as a Sales Promotion Girl (SPG).

PT. Mitra Andal Sejati did not use the SPG name but used the SBA name specifically for Unilever products, which are placed in Hypermarkets, Supermarkets and MTI (Modern Trade Independent)/Independent Stores. In this competitive business environment during the Covid-19 period, the performance of employees is very much needed to achieve goals realization. Employee performance is focused on activities that are directly related to the company, in the form of work quality, work quantity and responsibilities as a form of implementation of tasks that must be completed. [1] stated that employee performance is an individual's capacity for efficiency in achieving a goal. According to [2] employee performance can be measured through several things that are focused on productivity, efficiency, effectiveness, quality, and attendance. Researchers used indicators to measure employee performance which include: a) work quality, b) work quantity, c) attendance, d) efficiency, e) effectiveness. Another factor that determine employee performance is creativity. Creativity is an innovation from readiness to do new ideas and ways to do things [3]. The same thing was also stated [4] that creativity is the ability of a person to be able to develop new ideas, find new ways of solving problems and find opportunities that are useful for improving their performance.

According to the researcher, several employees of PT. Mitra Andal Sejati still lack in optimizing its creativity. The thing that limits the creativity of employees was not thinking openly with today's changes, employees still have the same way of thinking and the goal is only to fulfill tasks. The routines that employees do are also monotonous, and they don't want to try anything new. In this Covid 19 era, digital technology has become a determinant in realizing several activities, which are focused on the use of online media. Utilizing the 'live' feature can be a potential place for promotion to be developed, because the interactivity in live videos can build proximity with social media users. The existence of Instagram Stories can also be used by employees. Millennials and Gen Z also still often use Stories content to view information related to brands and product info. [5] stated that creativity consists of three components, including: a) expertise, b) skills for creative thinking, and c) intrinsic task motivation. [6] asserted that creativity can be assessed through several indicators, such as systems perspective, openness, experimentation, and knowledge sharing. The indicators used in this study are a) expertise, b) skills for creative thinking, c) openness, d) experimentation, and e) knowledge sharing. Beside creativity, experience can affect the activities of a company. Some Employees at PT. Mitra Andal Sejati are SBA division and there are some who are less experienced. This can involve other employees to get the job done. Therefore, the background of an employee is a determinant of being able to complete the work by himself without involving other employees.

The performance of an employee can be realized if the employee has good experiences. Experience contributes to work that highlights the abilities possessed by a person because it is an important thing and also as a value in the company. According to [7] work experience is the ability possessed by the body which is then followed by the spiritual possessed in an employee. The work experience indicators proposed by [8] consist of: a) Feelings of pleasure at work, b) Inspiration from the implementation of work, c) Solving work problems, and e) The role of experience in overcoming task problems. Regarding work involvement is also an important thing. Employees must be fully involved, from starting to the finishing of a work. The goal, of course, is the success that can be the output of the work. According to [9] job involvement is a condition that occurs in employees and is focused on physical, emotional and cognitive aspects that are directly related to work and become a complete responsibility. [10] defined job engagement as a positive viewpoint resulting from employee dedication and passion in the workplace. Job involvement can also be described as a positive reaction of employees while doing work. [11] stated that work involvement can be measured through several indicators such as: a) the response that employees have to work, b) employees involve themselves in work, c) have a sense of responsibility for their work, d) are able to complete their work.

II. METODE

The populations of this research were the employees of PT. Mitra Andal Sejati who are in the SBA (Your Shopping Companion) division as many as 42 people. The sampling technique in this study used saturated sampling (quota), which used the entire population to be used as a sample. Data collection in this study used primary and secondary data sources. Data acquisition was done by studying documentation and distributing questionnaires. The inferential analysis of this study used the SmartPLS program. The validity of the indicators was analyzed using the outer loading factor, Average Variance Extracted (AVE) and the discriminant validity was tested using the Fornell-Larcker approach which is known as convergent validity. The research construct reliability test was measured using Composite Reliability (CR) and Cronbach's Alpha (CA). Research that is a measurement model has a loading factor value of 0.7 and said to be ideal if the indicators on the research variables can measure the constructs they form. In the empirical research model, the loading factor value 0.5 is acceptable, but the loading factor value 0.4 must be excluded from the model.

Evaluation of the structural model can be explained based on the R^2 value to analyze the percentage variance of the endogenous latent construct, the Q^2 test to test the suitability of the model (goodness of fit) by testing the model through the bootstrapping process (sampling distribution of the research sample estimator). The research results test can be analyzed based on the effect on the model that was evaluated from the relationship between exogenous variables and endogenous variables. The effect of research variables was seen based on the path coefficient value

of the original sample (parameter coefficient value), T-statistics and p-value (significant level). The magnitude of the t-statistic value for rejecting and accepting the research results was ± 1.96 with a significant level of 5%, if the t-statistic value was in the range of -1.96 and 1.96 values, the research results were rejected (not significant). The total effect on the research model is evaluated based on the number of parameter coefficient values of direct and indirect effects. The results of the coefficient of determination test, and the model suitability test can also be a determinant of the value acquisition.

III. RESULTS AND DISCUSSIONS

Measurement Model Analysis Results (Outer Model)

Measurement analysis model for convergent validity in determining employee performance based on creativity, experience and work involvement can be seen in Figure 1:

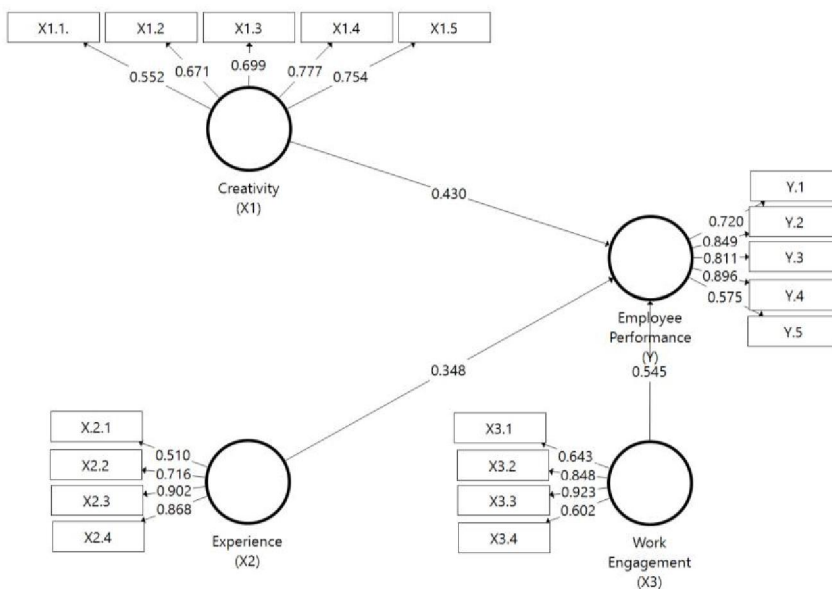


Fig 1. Research Variable Measurement Model

Source: Research Results, 2022

Figure 1 showed the measurement results model analysis for the indicators of each construct. The value of the loading factor (outer loadings) of the indicator > 0.5 , which means that the convergent validity conditions are met. Test results with outer loadings or convergent validity in this study can also be contained in Table 1:

Table 1. Convergent Validity Results

Variable	Item	Outer Value Loading	Loading Factor Criteria Value	Value Category
Creativity	X _{1.1}	0.552	0.5	Valid

(X ₁)	X _{1.2}	0.671	0.5	Valid
	X _{1.3}	0.699	0.5	Valid
	X _{1.4}	0.777	0.5	Valid
	X _{1.5}	0.754	0.5	Valid
Experience (X ₂)	X _{2.1}	0.510	0.5	Valid
	X _{2.2}	0.716	0.5	Valid
	X _{2.3}	0.902	0.5	Valid
	X _{2.4}	0.868	0.5	Valid
Work Engagement (X ₃)	X _{3.1}	0.643	0.5	Valid
	X _{3.2}	0.848	0.5	Valid
	X _{3.3}	0.923	0.5	Valid
	X _{3.4}	0.602	0.5	Valid
Employee performance (Y)	Y.1	0.720	0.5	Valid
	Y.2	0.849	0.5	Valid
	Y.3	0.811	0.5	Valid
	Y.4	0.896	0.5	Valid
	Y.5	0.575	0.5	Valid

*Note: *Criteria for Loading Factor Value > 0.5*

Source: Research Results, 2022

Table 1 showed that the results of the analysis of the measurement model for the indicators of each construct have met the criteria for convergent validity because the loading factor value criterion was > 0.5. Furthermore, the validity test was conducted by evaluating the Average Variance Extracted (AVE) value for each construct. The results of the AVE value test can be loaded in Table 5.2:

Table 2. Validity Results Based on (AVE)

Variable	AVE	Loading Factor Criteria Value	Value Category
Creativity (X ₁)	0.500	0.5	Valid
Experience (X ₂)	0.585	0.5	Valid
Work Engagement (X ₃)	0.587	0.5	Valid
Employee performance (Y)	0.606	0.5	Valid

*Note: *Criteria for Loading Factor Value > 0.5*

Source: Research Results, 2022

Testing the model on the Average Variance Extracted (AVE) value is good if the loading factor value 0.5. Based on Table 2, it can be proven that the AVE value in this study had a good discriminant validity value. Construct reliability was measured using Composite Reliability (CR) and Cronbach's Alpha (CA). Interpretation of CR was the same as CA with a limit value of 0.7 was acceptable, and a value of 0.8 was very good. The results of the reliability test based on the CA and CR values are listed in Table 3:

Table 3. Reliability Results Based on CA and CR

Variable	CA	CR	Loading Factor Criteria Value	Value Category
Creativity (X ₁)	0,743	0.822	0.7	Reliable
Experience (X ₂)	0.774	0.844	0.7	Reliable
Work Engagement (X ₃)	0,750	0.846	0.7	Reliable
Employee performance (Y)	0.830	0.883	0.7	Reliable

Note: *Criteria for Loading Factor Value > 0.7

Source: Research Results, 2022

Based on Table 3, the CA values of all constructs had a value of 0.7, which was 0.743; 0.774; 0.750; and 0.830. On the CR value of the variables Creativity (X₁), Experience (X₂), Work Involvement (X₃), and Employee Performance (Y) respectively were 0.822; 0.844; 0.846; and 0.883 with a value of 0.7 or already had a good reliability value.

Results of Structural Model Analysis (Inner Model)

Structural model analysis in this study was evaluated through the results of t-statistics of direct, indirect and total effects between variables through path parameter coefficients. Evaluation of the structural model was also explained based on the value of R² to analyze the percentage variance of the endogenous latent construct, Q² test to test the suitability of the model (goodness of fit) and test the structural model from the bootstrapping process. The evaluation results of the structural model on creativity (X₁), experience (X₂), work involvement (X₃), and employee performance (Y) can be contained in Figure 2:

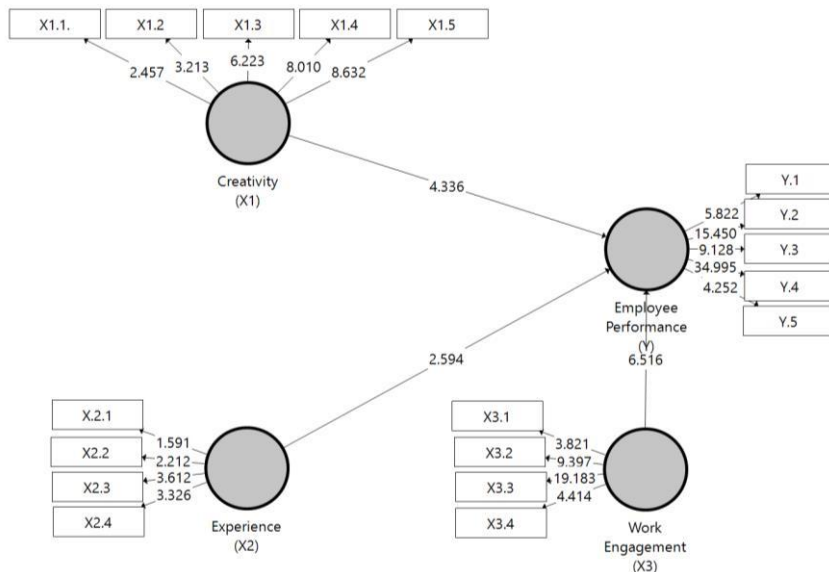


Fig 2. Structural Model of Research Variables

Source: Research Results, 2022

The path coefficient results using the bootstrapping process consist of O= Original Sample, M= Sample Mean, STDEV= Standard Deviation, |O/STDEV|= T-Statistic, and P-values= Probability Values, using the SmartPLS program as seen in Table 4:

Table 4. The Direct Results Effect of Variables Based on the Path Coefficient Value

	O	M	STDEV	O/STDEV	P Values	Value Category
Creativity (X ₁) → Employee Performance (Y)	0.430	0.417	0.099	4.336	0.000	Significant
Experience(X ₂) → Employee Performance (Y)	0.348	0.298	0.134	2.594	0.010	Significant
Work Engagement (X ₃) → Employee Performance (Y)	0.545	0.528	0.084	6.516	0.000	Significant

Note: *T-statistics: 1.96, P-value: 0.05

Source: Research Results, 2022

Based on Table 4, it can be determined that the structural equation of the research variables influence is as follows: creativity (X₁) has a significant and positive effect on employee performance (Y) and the structural equation $Y = 0.430 X_1$, the t-statistical value was 4.336 t-table 1.96 and the level of significant 0.05 of 0.000. Employees need to develop ideas in determining the survival of the company. Creative employees can prepare for future assignments, improve knowledge skills by sharing useful information for increasing the success goals achievement. Previous research conducted by [12] also showed that creativity had a significant and positive effect on employee performance with a t-value of 29.211 and a significant level of 0.000. Experience (X₂) directly had a significant and positive effect on employee performance (Y) and the structural equation $Y = 0.348 X_2$, the t statistic value was 2.594 t-table 1.96 and the significant level 0.05 was 0.010. The work experience that employees have is part of the knowledge or skills that have been mastered to do the job. Employees who have work experience will definitely be more skilled in conducting their duties or work and can foster cooperation in the learning or work process.

The results of this study were also in line with research conducted by [13], which proved that experience has a significant and positive effect on employee performance with a tcount value of = 5.273 and a significant value of 0.000. Work involvement (X₃) directly had a significant and positive effect on employee performance (Y) and the structural equation $Y = 0.545 X_3$, the t statistic value was 6.516 t-table 1.96 and the significant level 0.05 was 0.000. The role of work involvement showed the employees enthusiasm that was formed because they were involved in work. Employees must be able to direct their intellect, energy to work, which is in line with the company's strategic priorities, and effectively interact about work and tasks conducted in order to have a positive impact on the company. Previous

research conducted by [14] showed that job involvement has a significant and positive effect on employee performance. The parameter estimation for testing the effect of work involvement on employee performance shows a Critical Ratio value (CR = t-value) of 8.919 and a probability of 0.000. The determination analysis of the coefficient showed the magnitude of the exogenous variables influence on the endogenous variables of this study. Structural model testing is done by looking at the R square value obtained from the algorithm procedure on SmartPLS and is listed in Table 5

Table 5. Coefficient of Determination Value

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.644	0.615

*Note: *T-statistics: 1.96, P-value: 0.05*

Source: Research Results, 2022

Table 5 showed that the value of R² on the employee performance variable (Y) was 0.644, which means that creativity (X₁), experience (X₂) and work involvement (X₃) can explain the effect as an exogenous variable of 64.4%.

IV. CONCLUSION

The results of the study proved that creativity (X₁) had a significant and positive effect on employee performance (Y). Likewise, experience (X₂) and work involvement (X₃), had a significant and positive influence on employee performance (Y) studied at PT. Mitra Andal Sejati, Medan, North Sumatra. The theoretical implication of this research showed that creativity is focused on innovation in work which becomes a value to determine the company's business success. Creativity is a behavior that turns ideas into innovations that can be applied to work. With creativity we can connect various phenomena to be used as solutions to problems. Employees who have quality work experience will be able to conduct their work while also having the responsibilities given by the company. In general, companies will provide trust, authority, and more income if they have qualified work experience. The work involvement of an employee will contribute to sustainable business development, enable the development of personal skills and assist the company's business in achieving the realization of the targets to be achieved.

The practical implications of research focused on creativity showed that creative employees must be able to innovate in finding new opportunities, doing new things, taking ideas from things around them, broad-minded, netting feedback from consumers (because this company was engaged in promotional services and customer service) and build cooperation between teams to be able to solve problems. Practically, PT. Mitra Andal Sejati, Medan, North Sumatra which has experienced employees will gain better trust from other companies in conducting their duties. The authority of the company will increase so that it can influence other companies to work together. Likewise, employees who have high work involvement will certainly make the

company able to strengthen relationships with stakeholders that lead to partnerships, create opportunities for dialogue with business stakeholders and the company can use resources efficiently.

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