



Evaluation of the Impact of Implementing Organizational Culture on Employee Innovative Behavior

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ABSTRACT

Purpose – This research explores the impact of organizational culture on innovative behavior at PT XYZ, a multinational motorcycle manufacturing company. The goal is to understand how the company's organizational culture contributes to fostering innovative behavior among its employees, ultimately helping PT XYZ maintain its competitiveness in the business environment.

Methodology/approach – Using qualitative methods, data were collected through interviews with employees and supported by secondary sources.

Findings – The findings reveal that PT XYZ's organizational culture positively influences innovative behavior through initiatives like "Innovation Day" and collaboration with change agents. Factors like knowledge, leadership, appreciation, opportunity, and Key Performance Indicators also contribute to employee innovation. The study highlights challenges related to idea generation, generational differences, and operational issues.

Novelty/value – The research suggests further investigation into these challenges and their connection to employee innovation, as well as the relationship between innovative behavior and work unit performance. Overall, this study emphasizes the importance of organizational culture in promoting innovation and maintaining competitiveness in the business environment.

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INTRODUCTION

Business competition occurs when organizations or individuals compete to achieve the desired business goals, such as consumers, market share, and so on (Marbun, 2003). Thus, this competition is an attempt to pay attention to each other's advantages that are carried out either personally or in the organization. It is recorded in the annual report of the Commission for the Supervision of Business Competition for the 2021 period that the business competition climate in Indonesia has increased. This is shown in the assessment of the Business Competition Index in each economic sector in all provinces in Indonesia, where in 2021 the highest index score for the last four years is 4.81 on a scale of 1 to 7, which means that national business competition is included in the category of high business competition.

The wholesale and retail trade, car and motorcycle repair sectors, which include the automotive manufacturing industry, are ranked the second highest in business competition in Indonesia after the

accommodation and food and beverage provider sector. The fluctuations in IPU values in Indonesia since 2018 can be seen in Figure 1 below.



Figure 1. Graph of the Development of Indonesia's Business Competition Index 2018-2022
Annual Report of KPPU in 2021

The complexity of today's business competition is inseparable from the era of Volatility, Uncertainty, Complexity and Ambiguity. VUCA is a new chapter for the business world where organizational or corporate leaders will be faced with a dynamic and unpredictable environment. Even in the industrial era 4.0, competition in the business world will be increasingly fierce for every company and of course there will be demands to adapt to it. Along with the dynamics of business development, a company will be met with new challenges in running its business in order to maintain its existence in the market.

Amidst the onslaught of rapid changes in the business climate and high business competition, PT XYZ as one of the business actors in the automotive sector in Indonesia feels the same way. PT XYZ is a multinational company engaged in manufacturing, assembling and distributing XYZ brand motorcycles. As a pioneer of motorcycle manufacturers, of course it is not easy for PT XYZ to maintain its existence in this two-wheeled automotive business. Seeing these challenging conditions, it is necessary to plan the right strategy to obtain good performance in carrying out its business activities. Innovation is a form of strategy from the company to improve business performance. The innovation strategy is intended not only to increase revenue through production and sales related to people's interest and purchasing power, but also from the internal side of the company in order to obtain cost efficiency within the company.

Continuous improvement and the creation of innovative ideas are very important to keep pace with the times. Although often pinned as the leader of the motorcycle market in Indonesia, PT XYZ also often encounters various kinds of challenges such as how to fulfill the dreams of customers to get the best products, adapt to technological developments that move so fast, move swiftly under the influence of government regulations affecting the manufacturing industry, and so on. An effective innovation strategy is needed in a company because it can help the company clarify priorities, foster alignment, create efficiency, and help the company's business achieve long-term success.

The important step to innovate starts from an individual. It takes individual behavior that dares to introduce new ideas about processes, products, or even procedures to the organization to gain profit. Innovative behavior is the beginning of the possibility of an innovation breakthrough in a company being created. In contrast to creative ideas, innovative behavior includes a clearer component of applying ideas and is expected to produce innovative outputs. Innovative behavior needs to be possessed by every employee and this is not an easy thing to do. Not only that, it is important to remember that innovation needs support from management levels within a company. Thus, in order to create innovation within the company, support from top management is needed combined with collaboration in the form of encouragement from all employees.

Organizational culture is one of the factors that influence performance to achieve organizational goals. Therefore, it is an important requirement to have a positive culture and be able to drive company performance, so that it is able to compete with competitors in the business world (Wibowo, 2010 in Muis et al., 2018). So in this case, the extent to which the organizational culture within the PT XYZ company is able to provide a stimulus for innovative behavior is of course very much needed. Innovative

behavior is expected to be able to generate improvements and innovations in every line within the company in order to create ideas for improvements as small as they are in any form in order to support business activities and maintain PT XYZ's business in an atmosphere of dynamic business competition.

In previous research, Wardhani and Gulo (2017) in Taradita and Wibawa (2019) stated that innovative behavior is a form of behavior aimed at achieving the initiation and introduction of new ideas, processes, procedures and products that are beneficial to the organization. Although it is unavoidable that there will still be possible problems that may be faced by companies, when the solutions developed previously cannot solve the existing problems. Thus the organization needs to have a different perspective to solve the problem. The ability to create these solutions depends on the creative thinking and innovation of members of the organization, therefore innovation is a form of creativity produced by an organization and used for the benefit of the organization itself to direct it in a better direction (Yildiz et al., 2017).

Facing the increasingly competitive conditions in the automotive business sector, companies are required to have a competitive advantage, where through innovation it is possible for the company's business to achieve extraordinary results (Wheelen et al., 2018). When companies face increasingly fierce competition between business actors, coupled with the need for companies to remain resilient amidst the onslaught of uncertain global conditions that often occur. According to Bharadwaj et al. (1993) in Satwika and Dewi (2018) that competitive advantage is the result of implementations that utilize the resources owned by the company. The success of an organization is closely related to the resources that determine its existence and role in contributing effectively and efficiently to achieving its goals (Manoela, 2013). Employee innovative behavior can have a significant impact on company performance, competitive advantage itself can be achieved by increasing human resources in an organization including the innovative behavior of the employees themselves (Taradita and Wibawa, 2019).

The study of organizational culture as an aspect of organizational behavior has a scientific meaning, because it can contribute to the overall construction of organizational behavior as an applied science, for example by mapping organizational culture in a research model, so that the variables studied and analyzed can obtain a clearer picture or can better describe phenomena that exist in reality. So based on the sequence described above, it is necessary to conduct research to evaluate the effect of implementing organizational culture on the innovative behavior of employees at PT XYZ.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a pattern of core assumptions that are found, created, or developed by a certain group that is intended to help the organization overcome problems caused by external adaptation and internal consistency that have worked quite well and need to be taught and applied to new members as a correct way of understanding and thinking (Novziransyah, 2017 in Taradita and Wibawa, 2019). Organizational culture in a company is a set of values, guiding beliefs about something, understanding and ways of thinking that are brought together by members of the organization and accepted by new members completely (Mathis & Jackson, 2017).

According to Robbins (2002), the formation of organizational culture begins with the philosophy of the founders of the organization which explains how the actual vision of the organization is derived from the criteria used in hiring its employees and is supported by the actions of top management and socialization. In this case the movement or support made by top management will have a major impact on the formation of organizational culture, including through what is said and done.

According to research by Subagyo and Pudjirahardjo (2014) there are several different dimensions of organizational culture according to several other experts, such as based on the opinion of Kotter (1997) that aspects of organizational culture include respect for process, courage to take risks, concern for shareholders, concern for employees, concern for customers, and giving careful attention. In addition, organizational culture can also have an influence on employee motivation, morale, productivity, efficiency, quality of work, innovation as well as creativity (Campbell & Stonehouse, 1999 in Sun, 2008).

Organizational culture actually has two goals, which creates feelings among personnel and commitment to the organization and creates a competitive advantage that allows members in the organization to understand well what behavior is acceptable (Martins, 2000). Broadly speaking,

organizational culture has the potential to improve organizational performance, individual satisfaction, problem solving and so on (Hellriegel et al., 2001 in Sun, 2008).

Irwan's research (2022), states that the organizational culture applied in a company can improve the company's performance. Where the habit of innovation, courage in taking risks, accuracy, integrity and views in work, teamwork and enthusiasm need to become a culture in a company. Not until here, he also stated that individual performance in an organization contributes to organizational performance, which means that the behavior of organizational members both individually and in groups gives strength to organizational performance. At the end of his conclusion, Irwan also said that innovation greatly influences organizational performance.

In another previous study conducted by Irviranty (2015) it was stated that the clan type of organizational culture is the dominant and conducive organizational culture in providing a positive influence on patient safety at the Budi Kemuliaan RSIA. This clan culture is a work culture that prioritizes group interests and a sense of kinship within the company. Even though it is considered to have a positive influence, on the other hand it is said that this organizational culture can provide obstacles because it fosters the potential for a large announcement of enforcement of disciplinary standards as a result of strong interpersonal relationships within the company.

Saad & Abbas (2018), stated in their research on organizational culture in the public sector in Saudi Arabia, that organizational culture is based on mutual trust, teamwork, a system of implementing values and respect. The results of the study show that there is a positive relationship between organizational culture and job performance. From the results which highlight the impact of culture on performance, suggestions are given to policy makers to focus on strengthening organizational culture, which is then followed by making plans to reward and motivate to achieve goals. Not only that, according to Saad and Abbas, the most important step is enabling teamwork, strengthening work ethics and better organizational practices.

n research conducted by Prayudhayanti (2014), with the object of research at SMK Negeri I Bawen, it was found that innovative behavior was significantly and positively influenced by organizational culture, job satisfaction and organizational commitment. So that in managerial implications, it is important to improve organizational culture and job satisfaction in increasing organizational commitment and innovative behavior. Building relationships among employees is also necessary to increase the sense of belonging to the organization and the development of new information and knowledge. A strong organizational culture is seen as a powerful tool for providing information to groups within the organization regarding desired behavior.

A strong culture is associated with high organizational performance. Thus a strong organizational culture must be emphasized and conveyed to even new members, and carried out as soon as possible (Lubis & Hanum, 2020). Organizational culture is seen from seven indicators which include courage in taking risks, attention to detail, result orientation, people orientation, team orientation, aggressiveness and stability (Rahmat et al, 2021). Organizational culture is an opportunity to build human resources by changing attitudes and behaviors that are expected to eventually be able to adapt to current and future challenges. (Manik & Megawati, 2019 in Aditya & Ardana, 2019). In line with other opinions, according to Celaya et al (2021) organizational culture is one of the key factors that enables the development of innovation within an organization. Successful organizations have the capacity to absorb innovation into organizational culture and organizational management processes (Syrett & Lammiman, 1997; Tushman & O'Reilly, 1997 in Dobni, 2008).

Innovation

Innovation is a process where ideas are born, the development of an update, and the introduction of a new product, process or service are introduced to the community (Thornhill, 2006 in Suhaeni, 2018). Innovation is the ability to apply creative ideas to existing problems and opportunities to enhance and enrich one's life. Innovation is also the introduction of a commercially successful new technology or a new combination of existing technologies, which can dramatically change the value or price offered to customers (De Meyer & Grag, 2005). According to Hult et al. (2004) in Wahyudi (2019) Superior innovation can help management achieve better performance. As a result, business continuity and

sustainability can continue to run in line with company goals because it supports the ability to innovate. Furthermore, innovation is an important driving factor for value creation, economic prosperity, and employment growth, where existing initiatives can be implemented at various levels, from the company to the national level, either leading to new businesses or increasing competitiveness (Aditi, 2018).

In practice, an innovation must be able to produce benefits and bring improvements, not just in the form of new knowledge or methods that cannot be applied in practice. According to Everett (2003) innovation can provide several benefits including providing a place for an individual to express and channel creativity, increasing sales and profits which are of great value for the survival of the company, increasing the variety and quality of new products through innovation making the market more competitive, and improving the quality of life by overcoming many problems and needs that previously did not exist or could not be met.

Basically innovation can occur at three levels, namely individuals, groups and organizations. With this it can be seen that an important step in carrying out innovation starts with an individual, where innovation at the individual level is called innovative behavior. In contrast to creative ideas, innovative behavior includes a clearer component of applying ideas and is expected to produce innovative outputs (De Jong & Den Hartog, 2008).

According to Shalley et al. (2004) in Hadi et al. (2020) that competitive advantage in a company can arise if there is innovative work behavior and a willingness from managers to support it. Put forward by De Jong and Kemp (2003) that innovative behavior is an individual action in which the introduction process is carried out to the implementation of these ideas that lead to company profits. Soebardi (2012) said that innovative behavior can drive organizational performance and competence in an effort to achieve the set goals. Not only that, in today's dynamic business atmosphere, innovative behavior of each individual employee is needed to support the creation of innovations that can help advance and develop a company to be better and stronger in competing with competitors.

Nonetheless, organizations must realize that innovative behavior is influenced by many constituencies. Not only influenced from the internal side that is within the individual, but the corporate climate that supports individual activities can encourage someone to want to innovate. Another interesting thing, conveyed in research conducted by Siregar et al (2020), according to him, innovative behavior is important because it has a direct positive effect on managerial competence.

There are three indicators of innovative behavior, namely idea generation, idea promotion, and idea implementation (Scott and Bruce, 1994 in Amir, 2015). According to Amabile et al. (1996) Idea generation is a process by which new ideas in any field can be created. Idea generation is a phase where employees are able to identify problems that occur within the company to then create useful ideas or solutions. Individual or team involvement in generating breakthrough ideas to improve existing products, processes or services and create new things that provide added value (Prayudhayanti, 2014). According to Parashakti et al (2016) the beginning of an innovation is usually often determined by an opportunity and a puzzle that needs to be solved, in which it is necessary to explore opportunities to find ways to get improvements with various alternatives. Not only that, innovation can arise from a deliberate by observing the environment such as trends that arise to the movements of competitors (Amir, 2015).

Sharing existing ideas and the process of gathering support so that these ideas have the power to be realized within the company is called idea promotion. According to Janssen (2004) in Vandavasi et al. (2019) promoting existing ideas is also an attempt to convince parties who have the potential to become supporters or sponsors of the idea. The last indicator is idea implementation. The Implementation Phase involves individual efforts to make their ideas adopted in a system which can then be implemented within an organization.

Organizational culture and transformational leadership influence innovation (Parashakti et al, 2016). Companies can improve the organizational culture that is in it with a characteristic that is upheld and becomes a role model for the organization. In line with research conducted by Purwanto and colleagues, a similar issue was also raised by Aditya and Ardana (2016) where innovative behavior is an individual pattern in creating, promoting and implementing new ideas, products, processes and procedures influenced by several things, two of which are organizational culture and leadership. However,

according to him, there is one additional aspect that has a positive influence, namely self-efficacy. Self-efficacy reflects how an individual believes in the ability to perform certain tasks in the innovation process (Luthans et al., 2007 in Aditya & Ardana, 2016). Positive self-efficacy is needed to overcome uncertainty to failure that may be experienced in the innovation process. According to Aditya and Ardana (2016) the better the organizational culture perceived by employees, the higher the innovative behavior that will emerge.

Based on research conducted by Asbari et al. (2019) said that actually a company needs a path that is in accordance with its business or business identity so that it can continue to run at the pace of growing business competition. In the industrial era 4.0, competition is increasingly felt which demands higher innovation and creativity. The process of developing innovative behavior aims to improve the performance of individuals as well as companies or organizations. From the results of his research it was stated that innovative behavior is influenced by organizational culture influencing innovative behavior in an organization, meaning that the more positive the organizational culture, the better the innovative behavior will be. Suprapti et al. (2020) has also conducted research with concurring results, in which according to him innovative behavior is significantly influenced by organizational culture and also transformational leadership styles within the organization.

The results of research conducted by Vandavasi et al. (2020) shows that encouraging employees to innovate in a company is influenced by the knowledge sharing process, where the higher the knowledge sharing received, the higher the employee's innovative behavior. Not only that, shared leadership has a beneficial impact on team innovation and can lead to better quality and lead to more quality idea generation, promotion of new ideas. Budiningsih et al. (2021) explains another thing in his research that innovative behavior is influenced by creativity and also technological literacy. Technological literacy includes how a person keeps abreast of technological developments, implements them to understand the limitations of the technology itself, and has an open will to learn the latest technologies. But according to him there are things that can limit the occurrence of innovative behavior, this is risk-taking behavior.

METHOD

This research was conducted with a qualitative approach. Qualitative research is data collection in a natural setting with the intention of interpreting the phenomena that occur, in which case researchers come directly to the field and observe and are involved intensively to find out in detail about what is being observed (Anggito & Setiawan, 2018). There are three main points in qualitative research, including basic views (axioms) regarding realistic nature, the interactive and inseparable relationship between the researcher and the subject being studied, the possibility of drawing general concepts, to the role of values in research. The second main point is the characteristics of the qualitative research itself, and the third is the process followed in qualitative research (Hardani et al., 2020). In this research, an exploration of understanding and conducting in-depth mapping of the influence of organizational culture on the innovative behavior of employees in the company that is the object of research is carried out.

In this research, an intrinsic case study is carried out where the case study is to understand well a particular case, in this case regarding organizational culture and innovative behavior at PT XYZ. Intrinsic case studies are used if the researcher will understand and do a good job of deepening a particular case. So that this type was chosen with consideration of the specificity of the case to be studied, not for general phenomena, or building theory (Stake, 2009) in Andriyanto, 2022).

The primary data in this study is information obtained directly regarding the organizational culture and innovative behavior of employees in the procurement and purchasing department at PT XYZ, namely policy makers, policy supervisors, policy implementers and those in charge of operations related to organizational culture and innovation. In addition to primary data, this research also uses secondary data as a data source. Secondary data is in the form of secondary data that has been documented, published and so on relating to the company that is the object of research.

Data collection will be carried out by in-depth interviews and accompanied by a literature study. This is done in order to obtain information and reveal a description of how the organizational culture exists in the company and its influence or impact on the innovative behavior of employees. Apart from in-depth interviews, data collection was also collected through a literature study. Literature study was carried out to obtain secondary data, which was implemented by collecting secondary data related to organizational culture and innovation. As for this literature study, it can help researchers to determine

the subject of research based on empirical studies and theories originating from books, scientific journals, articles, or other supporting documents (Cahyani, 2020). As for conducting interviews in this study, researchers will prepare a list of questions in order to capture as detailed information as possible on the conditions to be studied. The types of questions prepared for the interview process can be in the form of questions related to experience or behavior, questions related to a value or opinion, questions related to feelings, questions about knowledge, and questions related to the background or demographics of the research subjects.

In the analysis process of this research, the input results were coded in the interviews and the text was categorized into categories for content analysis based on predetermined categories. The interviews were recorded and transcribed with the aim of categorizing the information into a coding scheme. This coding forms the basis for interpreting the data. Then the qualitative data analysis was carried out using the conversational analysis method. According to Nunan (1993) conversational analysis emphasizes the ability of a speaker to be able to produce understandable speech and the ability to interpret the speech of other speakers. The most important aspect in conversational analysis is the conversational relationship which is related and meaningful in a conversation, so that the direction and flow of the conversation are important for each actor to understand in the conversation (Ruisah, 2015). Thus by using conversation analysis in this study, the researcher will conduct sequential and detailed conversation analysis. In the process of data validity, triangulation was carried out, besides that the researcher also conducted a review of the verbatim interviews conducted. This is done to ensure that no important points are overlooked from the interviews that have been conducted.

RESULT AND DISCUSSION

PT XYZ is a manufacturing company in the two-wheeled automotive industry. PT XYZ is also a pioneer of the motorcycle industry in Indonesia. Consumer confidence in PT XYZ and its products has pushed PT XYZ to occupy the position as the market leader for motorcycles in the country by more than 70% and to develop its business wings in the export business of CBU (Completely Build Up) and CKD (Completely Knocked Down), and this is in line with PT XYZ's vision to lead the motorcycle market in Indonesia and be a world-class player. However, digital transformation and changing times pose new challenges for PT XYZ in the two-wheeled automotive industry. To stay ahead, this company needs to be more agile and dynamic in innovating, with management support and innovative behavior from every employee.

Formation of Organizational Culture

A strong culture is seen as a powerful tool for informing groups within an organization about desired behavior. A strong culture is associated with high organizational performance. Thus a strong organizational culture must be emphasized and conveyed to even new members, and carried out as soon as possible. PT XYZ implements an organizational culture based on values or One Heart Values. This culture is derived from the principles of the parent company PT XYZ. These values reflect the spirit of togetherness, support and achieving dreams. Mr. TTI, Head of Section in the Procurement and Purchasing section at PT XYZ, explained that the organizational culture at PT XYZ is based on One Heart Values which are derived from the principles and values of its parent company. Mr. ASB, who also serves as Section Head at PT XYZ, confirmed that the organizational culture has been translated according to the conditions and field of work at PT XYZ. In addition, Mr. MM, the head of the department responsible for operational system development in the P&PC division, stated that one of the values in PT XYZ's organizational culture is innovation, which still refers to the values of the parent company, namely PT ABC. In the parent company's annual reports for 2021 and 2022, there is information regarding the implementation of the Triple-P Roadmap strategy, which includes 8 operational principles known as CLAPPING. These principles are applied in carrying out the Triple-P Roadmap strategy in Group companies, including PT XYZ. Overall, PT XYZ implements an organizational culture that is based on the values of One Heart Values, which are derived from the principles of the parent company. This organizational culture is carried out by referring to the operational values and principles set by PT ABC as the holding company.

One Heart Values are the values owned by the company PT XYZ. These values are expected to create a good culture and support the progress of the company. The value of one heart consists of five points, namely focusing on customers, respecting others, fostering cooperation, innovation and integrity. The purpose of establishing the value of one heart is to shape the soul and character of employees, as well as ensure that employees have the same frequency in supporting the company's vision and mission. Through the implementation of the value of one heart, the company hopes to achieve the company's vision and mission and provide added value to all stakeholders. The value of one heart also serves as a guideline for employee attitudes and is expected to influence their behavior. This value reflects the deep connection between employees and the company and creates a mutually supportive work environment. In addition, the value of one heart can also be useful outside the work environment, such as in daily life and society.

One Heart Values at PT XYZ consists of five points that must be upheld by employees in work and daily life, namely focus on customer, respect other, teamwork, innovation, and integrity. The understanding of the value of one heart by the respondents who were interviewed showed the same frequency. Employees are able to explain each of the company's values with a fairly detailed understanding. They consider the value of one heart as a guide in their work and contribute to the company's productivity.

Organizational Culture Implementation Strategy

PT XYZ, as a company with 50:50 share ownership between local and Japanese holding companies, has an organizational culture that is influenced by the guidelines of the two parent companies. The formation of organizational culture is carried out massively, comprehensively and continuously, coloring the formation of organizational culture at PT XYZ. The Human Resources Development (HRD) division at PT XYZ realized this condition and designed two stages to measure organizational culture. The initial stage is to provide an understanding of the company's value to all employees through measuring the awareness index. The next stage is a more in-depth internalization of the value of one heart, and the measurement of the internalization index will be carried out in 2023.

Awareness Stages on Organizational Culture

The process of implementing organizational culture at PT XYZ begins with the understanding or awareness stage. At this stage, the company carries out various socialization efforts and campaigns through media such as social media, brochures and banners. Each new employee is also given an understanding of the company's values and culture from the start. In the awareness stage, PT XYZ uses artifacts such as pocket books, one heart value posters, training materials, and jingles to make it easier for employees to understand the value of one heart. All work and meeting rooms are equipped with an explanation of the value of one heart, and the handbook provides insight into the key behaviors, acceptable behaviors, and unacceptable behaviors of each of these values. The process of bringing in the understanding of the value of one heart is believed to have been carried out well and packaged in a unique and interesting way. So that every employee, consciously or unconsciously, will be exposed to and read an explanation of the value of one heart. All employees, from the board of directors to operational levels, have a guidebook as a reference for XYZ's values, which is called the value of one heart.

PT XYZ has a special strategy in internalizing one heart values in all divisions of the company. They formed a change agent called One Heart Agent, which consists of two levels of positions, namely group 4 and management. Each division appoints a One Heart Agent to support the socialization process and implementation of the one heart value in the scope of daily work. One Heart Agent is provided with training regarding the application and practice of the value of one heart, both at work and in everyday life. The task of this change agent is not only to implement the values of one heart, but also to form a culture that is in accordance with these values. The process of internalizing corporate culture in each division is expected to be more in-depth and in accordance with the conditions in each division. This is based on the awareness index measurement that has been carried out by the HRD department, so that they can adjust their approach to achieve company goals that want the value of one heart attached to employees as a whole.

Internalization Stages on Organizational Culture

Implementing and internalizing the values of one heart at PT XYZ is not an easy thing, especially for a company with a large number of employees. In order to build a positive organizational culture that is inherent in employees, the company has taken the following steps: (1) Formed change agents called One Heart Agents from various levels of positions, to support the process of internalizing the value of one heart in each division of the company; (2) Create a special game application related to the value of one heart that can be downloaded by employees, as part of the socialization process and internalization of organizational culture; (3) Holding competitions such as Culture Week with various themes aimed at introducing and supporting an understanding of the value of one heart to all employees from all divisions; (4) Measure the internalization index to measure the extent to which employees implement the value of one heart in their daily behavior, including creativity, participation in innovation programs, and the ability to dare to show ideas. Through these various methods and activities, PT XYZ strives to make the value of one heart permeate the employees and form an organizational culture that is in line with the company's goals.

The process of internalizing organizational culture, especially one heart values (One Heart Values), at PT XYZ involves the participation of change agents from each division who collaborate with the HRD section. They analyze and plan improvements or strategic approaches to internalizing organizational culture for employees in each division. In practice, these change agents, including the One Heart Values Agent at the management level, have been implemented in the P&PC division with various initiatives and programs to increase the implementation of one heart values in their divisions. This process involves measurement, evaluation, and reporting by the HRD department to ensure the internalization of the one heart value in each division. Organizational culture that is well built and supported by top management commitment helps PT XYZ achieve company goals. Top management support and commitment is an important key in building an organizational culture that is in accordance with the direction of the company's movement. This commitment is reflected in cooperative behavior and active actions to maintain the relationships that have been fostered within the company. The process of socialization and internalization of organizational culture is carried out in stages from the top to the lowest level, so that all employees from managerial to operational understand and apply the value of one heart consistently. This has helped PT XYZ to become the leader in the two-wheeled automotive market with a strong and positive organizational culture.

The Role and Innovative Behavior of Employees in Innovation

Employees have an important role in the innovation process. Employee innovative behavior includes the ability of individuals to adopt new ways of working, introduce new ideas, and apply these ideas for the benefit of the organization. Innovation at PT XYZ is defined as providing added value to the company and its products, with the aim of increasing efficiency, effectiveness and integration of company processes. In PT XYZ's P&PC division, all employees have the responsibility and obligation to innovate in order to maintain the company's sustainability. Employees understand that innovating is not only a normative obligation, but also important to provide benefits for improvement, added value, and to support the smooth running of the company's business. Innovation is seen as the ability to apply creative ideas in overcoming problems and opportunities to enrich life. The company's demand that employees participate in innovation is recognized and understood by all employees at PT XYZ. For them, innovation is not just an obligation, but an important role to achieve the company's vision together. In addition, employees realize that innovative behavior that starts from themselves has a positive impact in providing benefits, change, and supporting the company's business continuity.

Respondents from PT XYZ stated the importance of innovation in the company. Innovation is considered as the key to support corporate strategy and ensure business continuity. Employees realize

that innovation is needed to meet market demands and developing technology, as well as to stay competitive with competitors. Innovation is also considered as a means to increase company productivity, simplify work, and provide added value. In addition, innovation is considered as an important element in creating the sustainability and success of the company's business.

The views of respondents from PT XYZ show that innovation has very broad and significant benefits for the company. Apart from providing a platform for individual creativity to create useful things,

innovation also contributes to increasing company sales and profits, increasing product variety and quality, and making the market more competitive. In addition, innovation is also able to improve the quality of life by overcoming various problems and needs that were previously unfulfilled. Respondents stated that the role of employees in innovation is very important and is reflected in their innovative behavior. Innovative behavior involves being proactive in seeking ideas, promoting ideas, and executing ideas to create added value. Employees at PT XYZ are expected to always play an active role in creating innovations to support the overall vision and goals of the company. In addition, at PT XYZ, innovation is measured through the number of active employees recorded in the Innovation Management System (IMS), which records innovative ideas that have been successfully implemented and have had a positive impact on the company. Innovative behavior indicators such as idea generation, idea promotion, and idea implementation serve as benchmarks in assessing the success and contribution of employees in creating innovation. Overall, innovation is the key for companies to adapt to market and technological changes, increase productivity, and achieve business goals. Companies that are able to create a strong culture of innovation and encourage employees to innovate will have a competitive advantage and the opportunity to develop and survive in a dynamic and changing business environment. Therefore, it is important for companies to continue to encourage and support innovation as one of the foundations for long-term success.

The innovative behavior of employees at PT XYZ is measured by the number of active employees who innovate and are recorded in the Innovation Management System (IMS) application. The mechanism for the ease of registering innovation ideas at IMS was formed to provide an opportunity and a sense of comfort for employees to submit their ideas officially to the company. The division's role in creating a positive atmosphere to encourage employee innovative behavior is very important. Measurably, PT XYZ has quantitative targets related to innovative behavior, which include the percentage of employees who are actively innovating, the number of registered innovation projects, and the number of completed innovation projects. In 2023, the company targets 90% of employees to actively innovate, with the goal of completing 1,702 group innovation projects divided into the categories of NH Circle (NHC), Quality Control Circle (QCC), and Quality Control Project (QCP). Each division has its own target to achieve the number of implemented innovative ideas. In the P&PC division, the target is 130 innovative ideas implemented in one year, with a minimum breakdown of 1 QCC idea per section and 4 IDP ideas per employee per year. Innovation is an assessment point for every employee at PT XYZ, even included in the evaluation aspect of employee work. Employees are required to innovate, and several levels of employee groups have higher targets to spur the spirit of innovation. Overall, employees at PT XYZ, including those in the P&PC division, have an obligation and responsibility to actively participate in innovative practices. The company provides support and supports employees' innovative efforts through clear mechanisms and targets, thereby creating a supportive atmosphere and encouraging innovative ideas that are beneficial to the company and the employees themselves.

Strategy for Implementing Organizational Culture and Implementation of Innovation

PT XYZ implements One Heart Values which are implemented by all employees including the P&PC division. The implementation of this organizational culture is led by the HR team through company programs such as culture week and gamification. Each division has a specific approach in implementing this organizational culture in accordance with the results of measuring cultural values that need to be improved. The implementation of this organizational culture is carried out through collaboration between One Heart Agents in the P&PC division and the HR team. Each division is appointed by a PIC who is responsible for implementing cultural values directly in the division.

From the interviews conducted, organizational cultural practices at PT XYZ are considered to have been well implemented through appropriate platforms, so that cultural values can continue to be practiced and have a positive impact on employees and the company as a whole. Even though the value of innovation is ranked first on the awareness index of the PRODEP directorate, the P&PC division still needs to increase the activeness of its employees in innovation. Secondary data shows that on average, the percentage of employees active in innovation in the P&PC division was only around 39.5% from 2017 to 2018. Thus, further efforts are needed from the P&PC division to increase employee participation in innovation to support the company's target of achieving 90% of employees actively innovating. Collaboration between the P&PC division and the HR team is essential in creating a

supportive atmosphere and encouraging innovative ideas that benefit both the company and the employees themselves.

The P&PC Division at PT XYZ has an important role in ensuring the availability of goods and services for production activities by considering cost, quality and time. This division is faced with annual challenges, including uncertain market conditions affecting the global supply chain. Innovation is considered as a way to overcome these challenges and support PT XYZ's business continuity in the midst of high competition. Even though the culture of innovation is implemented through corporate programs such as culture week and gamification, each division needs to have a specific approach to implementing this culture according to the needs and conditions in that division. The implementation of organizational culture in the P&PC Division is supported by change agents such as One Heart Agents, Knowledge Management Agents, and Sprinters or Innovation Agents. They collaborate in carrying out programs such as Innovation Day, knowledge sharing, and learning communities to encourage employee innovative behavior. Innovation Day is an innovation competition at the divisional level that provides an opportunity for all employees to submit innovative ideas. In addition, innovation agents and knowledge management agents also work together in sharing knowledge to increase employee understanding of innovation. Although the implementation of organizational culture and innovation is complex, the cooperation between change agents and divisional management helps in building a stronger innovation culture and encourages employees to actively innovate.

Evaluation of the Effect of Implementing Organizational Culture on Employee Innovative Behavior

In intense and dynamic business competition, innovation is an important key for companies to maintain their existence and reach the desired market. Innovation is the process of creating new ideas, products, services or processes that add value to companies and consumers. Competitive advantage is an attribute that differentiates a company from its competitors and provides a significant advantage. Innovation acts as a source of competitive advantage because companies that successfully innovate can differentiate themselves from competitors and attract customers. Innovativeness also helps companies to anticipate market changes and improve long-term competitiveness. By continuing to innovate, companies can continuously improve their products and services, improve operational efficiency, and create new, more profitable business model opportunities. In the context of the Procurement and Purchasing (P&PC) division at PT XYZ, the innovative behavior of employees is very important to encourage innovation in the division. The innovative behavior of employees helps in achieving operational efficiency and effectiveness, cost reduction, quality and reliability improvement, as well as product and service innovation. The influence of One Heart Values on the innovative behavior of employees at PT XYZ can be summarized as follows:

1. **Focus on Customers:** The value of customer focus is the basis of employee innovative behavior. Employees at PT XYZ identify customer needs and expectations well, create a wow effect through quality service, and work wholeheartedly to win customers' hearts. This behavior includes exploring customers' implicit and explicit needs, providing excellent service in unexpected ways, handling complaints responsively and accurately, and seeking customer feedback. Involvement in focusing on customers triggers the emergence of innovative ideas oriented to customer satisfaction.
2. **Respect Others:** The value of respecting others plays an important role in supporting employee innovative behavior. In a respectful work environment, employees feel supported and motivated to share their innovative ideas. Mutual respect also creates strong collaboration among teams, facilitates the exchange of ideas, and encourages creativity.
3. **Teamwork:** Cooperation between employees in implementing innovative ideas is strongly influenced by the value of working together. In an organizational culture that encourages collaboration, employees are more likely to share knowledge, provide support, and work together to achieve common goals. This attitude strengthens the innovation process and improves efficiency in dealing with challenges.
4. **Innovation:** The value of innovation is the main driver of the innovative behavior of employees at PT XYZ. A corporate culture that promotes innovation makes employees eager to find

creative solutions to problems and improve performance. Support and recognition of innovation also encourages employees to take the risks necessary to develop new ideas. Based on data obtained from the field and the results of interviews with respondents, in practice there are several categories of innovation at PT XYZ that can be carried out either individually or as a team. Table 1 below is an explanation of the innovation category at PT XYZ.

Table 1. Innovation Category in XYZ

Category	IDP	NHC	QCC	QCP
Definition	<i>Ide Proposal</i>	<i>NH Circle</i>	<i>Quality Control Circle</i>	<i>Quality Control Project</i>
Participant	Individual	Group	Group	Group
Implementation Scope	Individual	Department	Division	Company

5. Integrity: Integrity as part of the value of one heart reflects honesty, ethics and honesty in employee behavior. This value supports innovative behavior that is responsible and trustworthy. Employees who value integrity are more likely to put the interests of the company and customers first in their innovations.

The link between One Heart Values and the innovative behavior of employees at PT XYZ consists of several things. First, the culture of innovation is the dominant value that has a major influence on the innovative behavior of employees. In an environment that encourages innovation, employees feel motivated to develop new creative ideas and solutions. The value of innovation forms the basis of the mindset and work processes of every employee, which is reflected in the company's innovation competition. Second, the value of customer focus also has a big influence on the innovative behavior of employees. Focusing on customer satisfaction and identifying their needs helps employees know which direction and innovation priorities to pursue. Customer-oriented innovation is the origin, background, and originator of innovative ideas that benefit both customers and companies. Third, value linkages. That the five values of one heart in PT XYZ are interrelated and cannot be separated from one another. Cooperation, mutual respect, integrity and innovation work together to create an environment that supports innovative behavior. For example, a customer focus requires collaboration and mutual respect to create relevant and successful innovation. Fourth, the implementation of a one-hearted culture aims to shape employee behavior that is in line with the company's vision and mission. These values are instilled in the work culture and shape the behavior and motivation of employees. With the adoption of a strong culture, companies hope to increase overall productivity. Thus, all the values of one heart at PT XYZ play an important role in shaping the innovative behavior of employees and creating an environment that supports the development of creative ideas and innovative solutions. Adoption of these values is also expected to increase the productivity and success of the company as a whole.

Drivers and Challenges for Employee Innovative Behavior

Several driving factors influence employee innovative behavior besides organizational culture. The following are the driving factors found:

1. Competence and knowledge of employees: Employees who have sufficient knowledge and competence are considered to have the ability to innovate. Extensive knowledge and good understanding of the work and the environment around it can help employees generate innovative ideas. Adequate facilities are also an important factor in supporting innovative behavior.
2. Leadership: The support and role model shown by leaders has an influence in encouraging innovative behavior. Leaders who provide support, create a forum for sharing ideas, and provide constructive feedback can stimulate employees to innovate.
3. Key Performance Indicators (KPI): KPI is another driving factor that influences employee innovative behavior. Employees feel compelled to innovate when there are targets and performance indicators to be achieved in terms of innovation. The obligation to innovate can also be stated in the KPI in each division.

By paying attention to these driving factors, companies can create a conducive environment to encourage employee innovative behavior and produce innovations that have a positive impact on the company. However, there are several challenges in shaping the innovative behavior of employees at PT XYZ.

1. Challenges in the quantity and quality of ideas are things that need attention. Employees need to be directed not only to focus on the number of ideas generated, but also to pay attention to the quality of these innovations, including their impact on the company's business strategy.
2. Generational differences are also a challenge in influencing employee behavior. Each generation has different characteristics, values and preferences. Therefore, there needs to be consolidation and compromise between generations to be able to work well together in innovation. Collaboration between younger and older generations can produce good innovative behavior by combining the advantages of each generation.
3. High load of work operations are also an obstacle to innovation. High workload and daily activities can prevent employees from taking the time and developing innovative ideas. There needs to be effort to create time and space for employees to evaluate their work and encourage innovation.

To overcome these challenges, PT XYZ can develop strategies that pay attention to the quantity and quality of ideas, manage generational differences with good collaboration, and create a work environment that supports innovation by reducing excessive workload. By overcoming these challenges, it is hoped that employee innovative behavior can be better formed and have a positive impact on the company.

CONCLUSION

PT XYZ implements organizational culture through a One Heart Values strategy in two phases, namely understanding and internalization. Implementation involves dissemination of the value of one heart, gamification, annual culture week, and an internalization approach by each division. A strong organizational culture is very important to influence employee behavior, especially in the aspect of innovation. In the P&PC division, the organizational culture implementation strategy includes the Innovation Day program and the collaboration of one-hearted value agents, knowledge management agents, and innovation sprinters.

All one-hearted values (focus on customers, respect others, teamwork, innovation, and integrity) have a positive influence on employees' innovative behavior and complement each other. The Innovation Day program and agency collaboration in the P&PC division also contribute significantly to employee innovative behavior. The increase in employee activity in innovation in the P&PC division reached 98% in 2022, exceeding the company's target of 90%. However, there are other factors that also influence employee innovative behavior, such as employee competency and knowledge, leadership, and key performance indicators (KPI). The challenges faced include the quality and quantity of ideas, generational differences, and work operations.

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