



The Role of Organizational Resilience on Organizational Performance Mediated by Creativity (Case Study at PT. Asuransi Kredit Indonesia Kanwill III Semarang)

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Abstract. This research aims to empirically test the influence of organizational resilience on organizational performance which is mediated by creativity. This research uses a resource-based theory perspective. This research was conducted at PT. Asuransi Kredit Indonesia Kanwill III Semarang in the form of a survey. This research method uses a purposive sampling technique with certain criteria. The criteria used in this research are employees have sufficient work experience and employees understand the organization's culture. The number of samples in this study was 50 respondents. The analytical tool used is multiple linear regression analysis with SPSS 24 software. The result of this research is that the organizational resilience variable has a positive effect on organizational performance, organizational resilience has a positive effect on creativity, creativity has a positive effect on organizational performance and creativity can mediate the organizational resilience variable on organizational performance.

Keywords: Organizational Performance, Organizational Resilience, Creativity.

1 Introduction

Performance is a very important thing and must always be considered in all departments, both in large and small organizations. Performance measurement is carried out based on previously established provisions and agreements, either by the organization itself or by related parties. In an organizational context, performance includes achieving predetermined targets, goals, or standards. The importance of performance for organizations is because it determines the extent to which company goals and targets are achieved. Good performance from employees and the organization can increase the company's competitiveness in the market, create trust from customers and stakeholders, and strengthen the company's position in industrial competition. Companies must always pay attention and manage the performance of their employees. This involves regularly measuring, monitoring, and evaluating performance, as well as providing support and development to employees to improve the quality and efficiency of their work. In addition, it is important for organizations to create a work environment that supports and encourages creativity and innovation, because this can also have a positive impact

on overall company performance. As one of the leading insurance companies in Indonesia, PT. Asuransi Kredit Indonesia (Askrindo) Kanwil III Semarang has the main business unit, as a guaranteed institution for credit distributed by banks to MSMEs. The following research data was obtained from secondary data from PT. Askrindo in Central Java for the last 4 years (Fig 1):

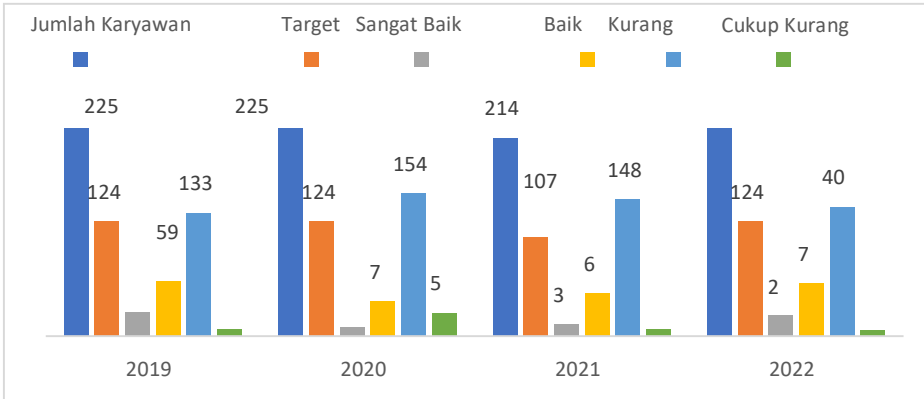


Fig. 1. Employee performance target of PT Data Credit Insurance Indonesia.

Based on the data above, we can see that in the last 4 years PT. Askrindo has not met the employee performance targets desired by the company itself. In 2020, when the COVID-19 pandemic began, the company experienced a drastic decrease in employees who could be rated as excellent and good, as well as an increase in employees who were in poor condition due to rapid changes in the work carried out by employees and the company also experienced difficulties in finding customers and obtaining income from the business they run Then in 2021 the company reduced employees because there were many employees who were lacking conditions, and in the same year employee performance conditions also improved because both employees and the company had become accustomed to the conditions of the COVID-19 pandemic. Finally, in 2022, when environmental conditions start to normalize, employees will be able to work like they did in the year before the pandemic, and the company will be able to get customers like before the pandemic, employee performance will also become normal like before the COVID-19 pandemic. From this it can be stated that organizational resilience will greatly influence employee performance at PT. Askrindo throughout Central Java.

2 Method

This research uses primary data and secondary data use technique taking sample Purposive Sampling. Purposive Sampling is technique determination sample with consideration certain or criteria certain ones have formulated moreover formerly (Sugiono, 2017). The sample numbered 50 out of 137 employees of PT. Insurance Indonesian Credit Regional Office III Semarang. Primary data is data obtained in a way direct from

source person done with use questionnaire containing questionnaire. Source the is working employees for a minimum of 1 year at PT. Insurance Indonesian Credit Regional Office III Semarang. Employee own experience enough work. Experience Work is very necessary thing in enhancement performance employees (Leatemia, 2018). Data obtained with a list of questions (questionnaire) distributed and filled in by respondents. Questionnaire that has been filled in by respondents, selected moreover first so that the questionnaire is not complete filling it No included in data analysis. This technique makes the respondent becomes subject study must responsible for choose and answer question nor statement. This way chosen by the researcher with consideration method survey that is method collection of primary data obtained in a way direct from source original through questionnaire more effective and efficient for carried out on a large number of subjects Lots. Besides that, with the researcher's primary data can collect appropriate data with the desired, because the data is not relevant with objective study can eliminated or at least can reduced. Secondary data namely data obtained by researchers from studies literature with method learn literature as well as other related and relevant sources with current problems and topics researched. Source of the data is research data performance employee part operations of PT. Insurance Indonesian Credit Regional Office III Semarang. The analysis model in this research uses multiple linear regression analysis with the aim of testing how much influence the independent variable has on the dependent variable and what direction the influence of the variables in this research is.

3 Results and Discussion

3.1 Descriptive Questionnaire Data

The Questionnaire Return Rate shows that the sample for this research is employees who work PT. Asuransi Kredit Indonesia Kanwil III Semarang. The sampling technique is using the Purposive Sampling method. A total of 50 questionnaires were given to PT. Asuransi Kredit Indonesia Kanwil III Semarang's employees. The results of distributing the questionnaire are briefly presented in table 4.1. The general description of the respondent shows detailed information on the respondent's profile, namely based on age, gender and latest education. Based on the respondent profile obtained from the questionnaire that was distributed, the respondents in this study were mostly male with a total of 31 respondents or 62%. Most of the respondents in this study were in the range of 20-30 and over 41 years with a percentage of 38%. Most of respondents in this study had a bachelor's degree, namely 37 respondents or 74%. So, it can be concluded that the respondents in this study had sufficient age and education level.

3.2 Data Quality Test

Validity test aim for now appropriateness every statement on the questionnaire. Something questionnaire is said to be valid if statement on the questionnaire capable For disclose something will measured by a questionnaire the (Ghozali, 2018) . Validity test in study This use Pearson correlation that is with method count correlation between

value obtained from all over statement. show there are 28 valid statements or 100%. This matter can declare valid because recountable, so can done testing furthermore. Table above can is known that variables Organizational Performance, Resilience Organization and Creativity own Cronbach Alpha > 0.70 . Can concluded that all instruments used in study This is reliable.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis aims to determine the influence of the independent variable on the dependent variable. The multiple regression equation model in this research is:

$$\text{Equation I: } Z = 6550 + 0,451\text{KOR} + e \quad (1)$$

The regression coefficient value for Organizational Resilience is positive at 0.451, this means that if the Organizational Resilience variable increases, creativity will increase.

$$\text{Equation II: } Y = 12.829 + 0,440\text{KOR} + 0.836\text{K} + e \quad (2)$$

The Organizational Resilience regression coefficient value is positive at 0.440, this means that if the Organizational Resilience variable increases, Organizational Performance will increase. The Creativity regression coefficient value is positive at 0.836, this means that if the Creativity variable increases, Organizational Performance will increase.

3.4 Model Test

R² Test (Coefficient of Determination). The coefficient of determination test aims to determine the effect of the dependent variable on the independent variable which is expressed in percentage form. Based on the results of the Adjusted R Square, the amount of R² in equation 1 is 0.686, this means that the influence of Organizational Resilience on Organizational Performance and Organizational Resilience on Creativity is 68.6% while the remaining 31.4% (100% - 68.6%) is explained by other factors from outside this research model. Meanwhile, in equation 2, the Adjusted R Square test value in Table 4.5, the value of R² is 0.699, this means that the influence of Organizational Resilience on Creativity is 69.9% while the remaining 30.1% (100% - 69.9%) is explained by other external factors.

F test. The F statistical test is used to measure the accuracy of the sample regression function in estimating the actual value (Goodness of fit). This provision is assessed from the results of the F test hypothesis which is a significant level of 5% as well as the degrees of freedom of the numerator $df - k$ and the degrees of freedom of the denominator $(df) = n - k - 1$. The test results show that in equation 1 the probability value or significance level is smaller than 0.05, namely $0.000 < 0.05$ and Fcount is 51.225. The F table value is obtained from $df = n - k - 1$. Based on the number of respondents ($n =$

50) and the number of independent variables ($k = 1$), then $df_1 = k = 5$, $df_2 = n - k - 1 = 49$ is obtained Ftable value is 4.04. These results show that Fcount is $51.225 > F_{table} 4.04$, so H_0 is rejected and H_a is accepted, which means the research model is feasible or fit. Meanwhile, in equation 2, the probability value or level of significance is smaller than 0.05, namely $0.000 < 0.05$ and Fcount is 111.599. The F table value is obtained from $df = n - k - 1$. Based on the number of respondents ($n = 50$) and the number of independent variables ($k = 1$), then $df_1 = k = 5$, $df_2 = n - k - 1 = 49$ is obtained F table value is 4.04. These results show that Fcount is $111.599 > F_{table} 4.04$, so H_0 is rejected and H_a is accepted, which means the research model is feasible or fit.

Direct Test (t Test). This test provides an indication of how far the independent variable is able to explain the dependent variable. Apart from this, it is also used to measure significance and make decisions based on comparing each tcount value with ttable (critical value) according to the predetermined sig value criteria. In the t test assessment process, a significance level of 5% is used and degrees of freedom (df) are calculated as $n-1$ (Ghozali, 2018).

The Influence of Organizational Resilience on Organizational Performance. It is known that the calculated t value = $2.862 > t_{table} = 1.676$ and p value = $0.006 < \alpha = 0.05$. This means that Organizational Resilience has a positive influence on Organizational Performance so that H_1 is accepted. This can be interpreted as saying that organizational resilience is very important in efforts to maintain the long-term survival of the organization, because it is very likely that the organization will adjust its structure, processes and management practices. The results of this research are in line with Resource Based Theory, which is a theory that describes a company that can achieve competitive advantage by relying on resources so that it can direct the company to be continuously sustainable (Barney, 1986). Resources in a company are employees or assets owned by the company itself. Employees have a very dominant role in providing defense for the performance of their organization, so that the resources an organization has are expected to be a strength for the company so that it can excel and run for the long term. In this context, the role of employees is not only as a resource, but also as the main driver in the company's success. Employee development, a supportive leadership role, an inclusive corporate culture, the ability to encourage innovation, and effective performance management are key elements that strengthen employee contributions in achieving competitive advantage and ensuring the long-term continuity of the company's operations.

The Effect of Organizational Resilience on Creativity. It is known that the calculated t value = $10.564 > t_{table} = 1.676$ and p value = $0.000 < \alpha = 0.05$. This means that Organizational Resilience has a positive influence on Creativity so that H_2 is accepted. This can be interpreted that maintaining an organization requires creativity from employees. When an individual has new thoughts and innovations both in doing work and solving a problem in the environment. The results of this research are not in line with Resource Based Theory, which is a theory to describe a company's superiority, namely

that it has a competitive advantage if it has professional resources that do not exist in other companies. Companies utilize employees' abilities and creativity to maximize their performance, so that the creativity or innovation possessed by employees both in solving problems and the way they work and maintain things is a form of organizational resilience. However, the focus on increasing professionalism in resources and utilizing employee abilities and creativity to improve performance emphasizes that employee innovation and creativity are an important basis for organizational resilience. Creativity in solving problems and the unique way of working possessed by employees reflects how the company can maintain its competitiveness by utilizing the uniqueness of its human resources. This shows that, although it may not be directly in line with Resource Based Theory, the strategy of utilizing employee creativity can be an important asset in achieving organizational resilience and sustainability.

The Influence Creativity on Organizational Performance. It is known that the calculated t value = 2.931 > t table = 1.676 and p value = 0.005 < α = 0.05. This means that creativity has a positive influence on organizational performance so that H3 is accepted. This shows that the creativity of employees in a company will be of added value when solving a problem at work. So that work can run well, on time and effectively. The results of this research are not in line with Resource Based Theory which includes the management of unique and valuable resources. Creativity encourages employees to innovate. Employees who are empowered to innovate and create creative solutions will make a greater contribution to organizational success and growth so that they can improve organizational performance. Employees who are encouraged to innovate and find creative solutions are shown to have a greater contribution to the success and growth of the organization. By empowering employees to develop innovative ideas, organizations can improve their 8 overall performances. Even though it is not directly aligned with the Resource Based Theory paradigm, the emphasis on the role of employee creativity as a driver of organizational growth indicates that human resource management which includes aspects of innovation is the key to achieving excellence and great performance.

3.5 Indirect Test (Sobel Test)

Sobel test used for test influence No direct variable independent (X) against variable dependent (Y) through variable mediation (Z). In research Here, just test it used for now influence variable Resilience Organization on Mediated Organizational Performance creativity. According to (Ghozali, 2018) Sobel test done For test influence No direct variable X to Y through M. Sobel test calculated with use formula as following :

$$Sab = \sqrt{b2Sa2 + a2Sb2 + Sa2Sb2} \tag{3}$$

$$Sab = \sqrt{(0.698^2 \times 0.001^2) + (0.203^2 \times 0.081^2) + (0.001^2 \times 0.081^2)} \tag{4}$$

$$Sab = 0.134 \tag{5}$$

Based on results influence No direct Resilience Organization on Organizational Performance through Creativity of 0.05, then statistical z value mediation obtained:

$$z = \frac{ab}{Sab} \quad (6)$$

$$z = \frac{(0,451 \times 0,836)}{0,134} \quad (7)$$

$$z = 2,813 \quad (8)$$

From the results calculation mark count amounting to more than 2,813 big from absolute 1.98, then there is influence between Resilience Organization on Organizational Performance through Creativity as variable mediation or intervening. Based on results testing show that creativity succeed mediate resilience organization to performance organization. Ability individuals and organizations For recover from various incident Good That support and or full challenge , with method improve and overcome situation similar harm in the future (Pidgeon, 2013) . It means that level creativity employee capable bridge or push individual in maintain an organization with results performance organization that will Good Research result This No in line with Resource Based Theory that is for form Suite connection Where source unique and supportive power creativity impact on resilience organization so that create environment more work productive, improving performance employees and improve creativity.

When the environment Work enriched with source supporting power creativity, this tend create more atmosphere productive. As a result, performance employees are also inclined increase and creativity more Possible provoked. Although no fully in line with the principles emphasized in Resource Based Theory, however emphasis on influence source supporting power creativity to productivity and performance employee show that There are components that can influence resilience outside organization _ from paradigm Resource Based Theory

4 Conclusion

This research aims to empirically test the influence of organizational resilience on organizational performance which is mediated by creativity. This research uses are source-based theory perspective. This research was conducted on PT. Asuransi Kredit Indonesia Kanwil III Semarang in the form of a survey. This research method uses a purposive sampling technique or with certain criteria. The criteria used in this research are: employees have sufficient work experience and employees are familiar with the organization's culture. The number of samples in this study was 50 respondents. The analytical tool used is multiple linear regression analysis with SPSS 24 software. Research results show that:

1. Organizational resilience has a positive effect on organizational performance.
2. Organizational Resilience has a positive effect on Creativity.
3. Creativity has a positive effect on organizational performance.
4. Creativity successfully mediates Organizational Resilience on Organizational Performance.

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