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**INNOVATIVE BEHAVIOR AND ORGANIZATIONAL COMMITMENT TO
MEDIATE THE INFLUENCE OF ORGANIZATIONAL CULTURE ON JOB
PERFORMANCE**

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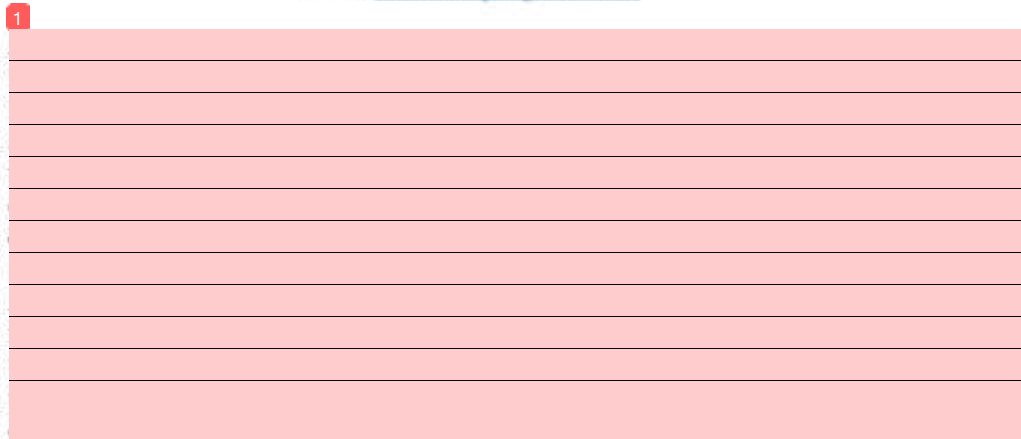
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Offset Printing Companies.

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1. INTRODUCTION

Human resources problems today are still the center of attention for an organization to survive in an era of uncertainty and environmental change accompanied by an increasingly fierce level of competition (Sumiati, 2018). Organizational progress will also be achieved if human resources have good performance (Manurung & Riani, 2017). Job performance is a significant variable to determines organizational performance (Hewett et al. 2018;

Diamantidis and Chatzoglou, 2019). Usually, job performance reflected in the tasks and activities that can be carried out by an employee effectively and efficiently (Mensal, 2015). Many previous researchers have conducted research on job performance, including: Jain and Sullivan (2019); Kim and Koo (2017). The achievement of job performance is indeed influenced by many variables, both variables originating from within the employee himself or from variables outside the employee himself (de Waal, 2018). The achievement of job performance can be improved by the company by building an organizational culture (Afsar et al., 2020). In addition, factors within an employee can affect job performance, such as motivation in him, his attitude and behavior (Frederiksen and Knudsen, 2017). Research Rizal et al. (2021) in his research stated that organizational culture can improve job performance. Asbari et al. (2019) research results reveal that organizational culture can increase innovative behavior.

Research Satriatama (2021) states there an association between organizational culture also organizational commitment. Meanwhile, develop research related to the influence of organizational culture to job performance, it very well may be outfitted with intervening variables namely innovative behavior and organizational commitment. Innovative behavior usually appears if the organizational culture owned by the company supports it (Muslim et al. (2021). Through this workplace culture, new ideas and ways can emerge so that it results in innovative behavior (Asbari et al., 2019). Organizational commitment arises because of the organizational culture in the workplace. Organizations that have a commitment, then the direction of organizational achievement will become clearer so that employees are more active at work (Za et al., 2020). This is revealed in the aftereffects of exploration by Al-Hawari et al. (2019) organizational commitment as a mediator also appears because if the company has a work culture, the sense of belonging to the company or its obligation to the association also increases (Ribeiro et al., 2019). In light of the reinforcement of the current issues, this review plans to examine and clarify the job of innovative behavior and organizational commitment in mediating organizational culture on job performance.

2. LITERATURE REVIEW

2.1. Organizational culture.

Organizational culture is the common convictions, standards and values that are instilled in organizational members (Schein, 2010; Gochhayat et al., 2017). Shared qualities effect on the behavior of organizational individuals which are then used to direct their choices and conduct, which thusly affects organizational effectiveness (Tang & Zhang, 2016; Meng and Berger, 2019). With an organizational culture, individuals foster a common arrangement of thoughts and convictions about what is genuine, what is significant, and how to answer it. These values are not communicated through orientation programs, but through how the organization's employees act, speak, and interpret the organizations around them. This organizational culture indicator in the research developed from Purnama (2013) and Robbins and Judge (2015) which consists of; aggressiveness, innovation and attention.

2.2. Innovative behavior.

According to Bani-Melhem et al. (2020) states that employee innovative behavior is shown by always being creative at work, always conveying creative ideas, looking for new techniques at work, having plans to develop new ideas, trying to innovate in the use of resources, and developing creativity in team work. Innovation Behavior provides creative ideas in the work environment. Innovation has become a concern for researchers and business practitioners in the present cutthroat business climate (Berghman et al., 2015; Alshammari et al., 2014) on the grounds that development is a vital component in world monetary development (Boult et al., 2018; Babkin et al., 2015) firm development (Back et al., 2014). In addition, there are several other researchers who examine the innovative behavior variable, including: Hendri (2019) who stated that the essence of innovative behavior is in creative and innovative ideas in carrying out tasks and activities. The innovative behavior indicator in this study was developed from Damanpour (1991) research which comprises of; technical innovation, service innovation and product innovation.

2.3. Organizational commitment.

According to Singh and Rangnekar (2016), organizational commitment is loyalty to the organization where the employee works. Organizational commitment is a condition where employees have loyalty to their organization (Kumasey et al., 2017). Furthermore, Hendri (2019) also stated that organizational commitment is shown from feeling part of the association and needing to remain in the association and there is no desire to leave the organization. In addition, there is also another researcher, Singh (2018), which states that organizational commitment has the meaning that the employee is always loyal to the organization. In this review, organizational commitment alludes to the research of Hendri (2019) and Purnama (2013), with the following indicators: defending the great name of the association, always working for the association and always being loyal to the organization.

2.4. Job performance.

Hasibuan (2016) proposes that performance is a work accomplished by an individual in completing the errands allocated to him dependent on abilities, experience and earnestness and time. Magnier-Watanabe et al. (2020) and Costa et al. (2019) Occupation execution is the aftereffect of completing the assignments and activities carried out. Job performance is an important variable to increase company performance (Edgar et al., 2018). Job performance in this study was measured by indicators developed from Purnama et al. (2021), Purnama (2014) and Bashor and Purnama (2017) consisting of; The presentation estimation in this study should be possible with pointers: discipline, participation, quality of work.

3. RESEARCH FRAMEWORK AND HYPOTHESIS

In light of the foundation and targets of the research portrayed over, the conceptual framework created and utilized as a reason for incorporating an examination worldview can be delineated in the Figure 1 :

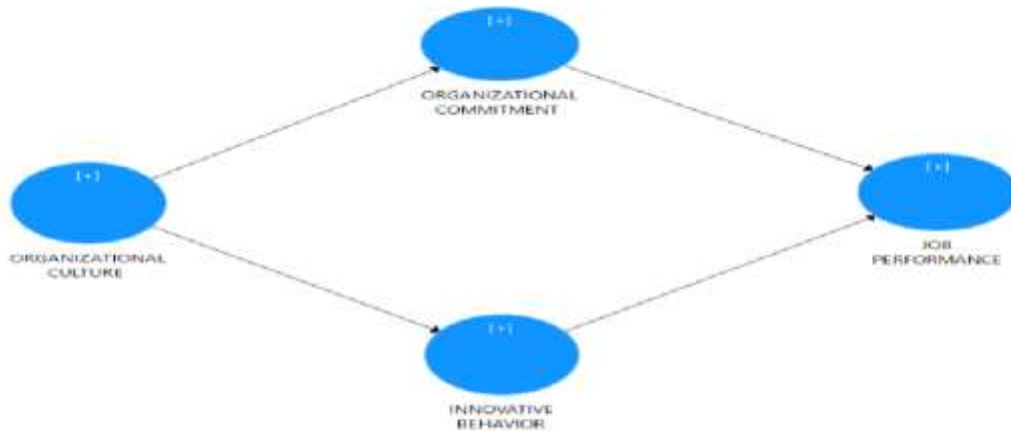


Figure 1. Research framework

Figure 1 shows the causal relationship between variables and this study was designed as an explanatory study which aims to provide an explanation of the causal relationship between variables through hypothesis testing and aims to obtain appropriate testing in drawing causal conclusions.

Relationship of Organizational culture, Innovative behavior, Organizational commitment and Job performance

Relationship of organizational culture with innovative behavior. The research results of Purwanto et al. (2020), says organizational culture has a relationship to creative conduct. Also research Asbar et al. (2020) says that organizational culture affects innovative behavior. Organizational culture also affects innovative behavior as found by Fahrurrobbi et al. (2020); Aditya & Ardana (2016); Parashakti et al. (2016). Research by Wardhani, & Gulo (2017) shows a positive connection with organizational culture and innovative behavior.

The connection of organizational culture and organizational commitment. The aftereffects of the concentrate by Satriatama (2021) show that organizational culture affect organizational commitment. Also research of Richard et al. (2021) show organizational culture affects organizational commitment. Also Pramono (2021) found that organizational culture affects

organizational commitment. Research by Widyani & Devy (2021) shows a positive connection of organizational culture to organizational commitment.

Relationship of organizational culture with job performance. The consequences of the investigation of Sani et al. (2021) showed organizational culture affect job performance. And also research by Wulandari and Agussalim (2021) shows organizational culture affects job performance. Organizational culture additionally affects job performance as found by Wiyanto and Idrus (2021); Maulana and Krisnawati (2021); Pasaribu (2021). Research Nasir et. al. (2021) showed a positive association of organizational culture and job performance.

Connection between innovative behavior and job performance. Innovative behavior is creative behavior carried out by employees that affects working on their exhibition and the organization (Slatten, 2011). The consequences of the investigation of Muslim et al. (2021) says innovative behavior affects job performance. And also research of Kahpi et al. (2021) show innovative behavior impacts job performance. Innovative behavior also affects job performance as found by Antony and Hariyanto (2021) showing positive connection of innovative behavior and job performance. Same thing is also shown by the consequences of examination led by Schuh et al. (2018); Wang and Shu-pei (2018), which expressed that innovative behavior was able to increase job performance.

Connection of organizational commitment with job performance. Organizational commitment is a high longing to be important for the association (Chiu et al., 2014). The research results of Richard et al. (2021) showed that authoritative responsibility affect job performance. And also the research of Widyani et al. (2021) show organizational commitment has an influence on job performance. And organizational commitment likewise affects job performance as found by Serpian (2021) showing positive connection of organizational commitment on job performance. Furthermore, Jain and Sullivan (2019); Diamantidis and Chatzoglou (2019) found that organizational commitment was able to increase job performance. Organizational commitment can certainly bring an organization to improve its performance (Diamantidis and Chatzoglou, 2019).

Innovative behavior as mediating the Connection of organizational culture and job performance. Innovative behavior is employee's behavior who always show new ideas in carrying out their activities (Gupta and Singh, 2015). Furthermore, his research shows the results that innovative behavior is able to increase performance. The consequences of exploration by Kahpi et al. (2021) says innovative behavior intervenes the connection of organizational culture and job performance. And also research by Antony & Hariyanto (2021) and Muslim et al. (2021) showed organizational culture impacts job performance with variable of innovation behavior as a mediating variable.

Organizational commitment as an intervening interceding of organizational culture and job performance. The aftereffects of Serpian (2021) research says organizational commitment intervenes the connection between organizational culture on job performance. And also the

examination of Widyani et al. (2021) and Richard et al. (2021) showed organizational culture impacts job performance with variable of innovation behavior as a mediating variable.

In light of the consequences of hypothetical and observational investigations, an exploration speculation can be formed as follows:

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- H1: Organizational culture significantly affects innovative behavior.
 - 15: Organizational culture significantly affects organizational commitment.
 - H3: Organizational culture significantly affects job performance.
 - H4: Innovative behavior significantly affects job performance.
 - H5: Organizational commitment significantly affects job performance.
 - H6: Innovative behavior can intervene the influence of organizational culture on job performance.
 - H7: Organizational commitment can intervene the influence of organizational culture on job performance.

4. RESEARCH METHOD

4.1. Research Design

In view of Sugiyono (2017) this review was planned as an illustrative study that expects to give a clarification of the connection organizational culture, innovative behavior, organizational commitment also job performance through speculation testing and means to get proper testing in making causal inferences.

4.2. Population and Sample

Populace in this research were graphic design employee of Offset Printing in East Java Province. Determination of the number of sample respondents as in the factual strategies used to appraise the examining blunder. As per Ferdinand (2014) the fitting example size of respondents in the PLS examination is around 100 - 200, besides, it is suggested that the example size of respondents be at five (5) to ten (10) times the quantity of indicators from latent variable. Also, the example of respondents in this review was 16 indicators duplicated by 10 adding up to 160 respondents. The quantity of tests was taken with the bunch examining method.

4.3. Data Collection Method

In this study the measurement used is the scale Likert. The use of the scale is Likert used because of the following considerations: it has many conveniences, has high reliability in determining the subject based on perception, is flexible compared to other techniques and is applicable. The distribution of questionnaires to several of respondents contains indicators of the variables in order to obtain answers in accordance with the perceptions of the respondents. To answer all questions using a five-category scale Likert. As for the scale procedure Likert, a number of questions are arranged with respondents' answers on a continuum. The weights given are in accordance with the indicators. In this study the weights given were 1 to 5. Examples of alternative answers used in this research questionnaire were: firmly concur was given 5 for score, concurred was given 4 for score,

nonpartisan was given 3 for score, dissent is given 2 for score, emphatically dissent is given 1 for score (Sugiyono, 2017).

4.4. Data Analysis

Method The PLS analysis method in this study was done in two stages. The principal stage is to evaluate the measurement model or outer model. There four standards to survey the outer model, specifically dimensional reliability, internal consistency reliability, convergent validity, and discriminant validity. Subsequent stage is evaluating the structural model or inner model which is completed to see the connection between the construct, value of significance, R-square and Q-square of the examination model. testing observational models of PLS-based examination with SmartPLS programming (Ghozali, 2021).

5. RESULTS

5.1. Research Instrument Test

Results Validity Test Results

An instrument is supposed to be legitimate if the statement on the poll can uncover something that will be estimated by the survey (Ghozali, 2021). Legitimacy test is finished by corresponding the score of the questions with the absolute score of the variables. Each variable in this study has a valid value outer loading of more than 0.4 (outer loading > 0.4). The aftereffects of the instrument legitimacy test Table 1 shows that the statement items of organizational culture, innovative behavior and employee performance correlation coefficient more than 0.4. The quantity of items proclamations that are more than 0.4 shows that the items statements are valid.

Table 1. Validity Test Results

Variable	Indicator	Loading Factor	Information
ORGANIZATIONAL CULTURE	Aggressiveness	0.908	Valid
	Innovation	0.795	Valid
	Attention	0.809	Valid
INNOVATIVE BEHAVIOR	Technical innovation	0.825	Valid
	Service innovation	0.897	Valid
	Product innovation	0.793	Valid
ORGANIZATIONAL COMMITMENT	Defend	0.901	Valid
	Work	0.897	Valid
	Loyal	0.815	Valid
JOB PERFORMANCE	Discipline	0.900	Valid
	Cooperation	0.795	Valid
	Quality	0.861	Valid

Source: result of data processing.

Based from Table 1, the entire value of the loading factor shows that it is more than 0.40. Along these lines it very well may be expressed that the dimensions of the variables observed in the review have met the requirements to be said to be valid.

5.2. Reliability Test Results

Instrument can be supposed to be reliable, on the off chance that it very well may be utilized to quantify an indication at various occasions, it generally shows similar outcomes or reliably gives a similar measurement result. The instrument can be supposed to called reliable when the alpha coefficient value is 0.6 (Malhotra, 2004).

Assessment of the reliability PLS estimation model can utilize composite unwavering quality with a value of more than 0.7 and Cronbach's alpha with a value of more than 0.6. The aftereffects of this evaluation of reliability are used to see the dimensions have consistency when used to measure a construct. The aftereffects of the values composite reliability and Cronbach alpha can be found in Table 2 beneath.

Table 2. Results of Reliability Test

Variable	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha	information
Organizational culture	0.704	0.876	0.793	Reliable
Innovative behavior	0.705	0.877	0.790	Reliable
Organizational commitment	0.760	0.904	0.843	Reliable
Job performance	0.728	0.889	0.812	Reliable

Source: result of data processing

In light of Table 3 above, it very well may be seen that all variables have a composite reliability value of more than 0.7 and value of cronbach's alpha more than 0.6. From this manner it very well may be reasoned that all factors have met reliability requirements in a study.

5.3. Measurement Model Test Results (Outer Model)

Testing of the outer model or commonly known as the loading factor test is used to show the weight of each dimension as a measure of each variable. Dimensions with loading factors indicate that these dimensions are the strongest (dominant) variable measuring and vice versa. The outer model or estimation model is a model with computation results dependent on the computation of the SmartPLS program version 3.0. The strategy utilized is corroborative factor examination, by utilizing this instrument it will be known that the dimensions that exist can really explain a construct. In the Partial Least Square (PLS) model, the loading factor for the reflective dimension is the outer loading. Each variable in this study has a valid outer loading value of more than 0.5 (outer loading > 0.5).

In light of Table 2, the entire value of the loading factor shows that it is more than 0.50. Thus it very well may be expressed that the dimensions of the variables observed in the review have met the requirements to be said to be valid.

Assessment of the validity of the estimation model should likewise be possible by taking a gander at the Average Variance Extracted (AVE) value, namely with a standard 0.50 all dimensions on the variable can be said to be valid if the AVE is more than 0.50 (Ghozali, 2021). Can be viewed as in the table beneath:

Table 3. Results of Average Variance Extracted (AVE)

Variable	AVE	Information
Organizational culture	1.000	Valid
Innovative behavior	0.783	Valid
Organizational commitment	0.664	Valid
Job performance	0.676	Valid

Source: result of data processing

In light of Table 3, shows that organizational culture, innovative behavior, variables organizational commitment, and job performance produce AVE values more > 0.50 and they meet the prerequisites of convergent validity and reliability.

7.4. Structural Model Testing Results (Inner Model)

Inner Model Test. Essential models based on estimated associations or ways between latent variables. The consequences of the inner model testing can be found in Figure 2.

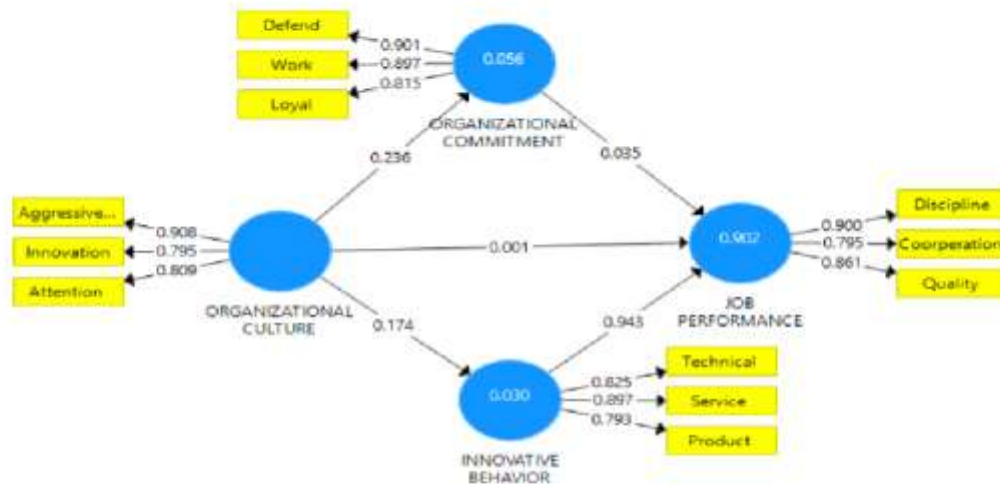


Figure 2. The Structural Model

The primary model was assessed utilizing R-square for the reliant develop and t-test just as the meaning of the coefficients of the underlying way boundaries. This research will be conducted by bootstrap which will create two measurement structural models, to be specific: R-square, which will be deciphered as numerous regression investigation (multiple

regression) overall. The prescient force of a model examination can be seen by checking out the value of R-square created by the bootstrap interaction, will be introduced in Table 4. The worth of R-square for every one of the exogenous factors remembered for the model as follows: ⁵

Table 4. Coefficient of Determination

Variable	R-square
Organizational commitment	0.056
Innovative behavior	0.030
Job performance	0.902

Source: data processing results

In view of Table 4, R-square value of job performance is 0.902 or 90.2%. These outcomes demonstrate that the variety of job performance variables can be clarified by organizational culture, innovative behavior and organizational commitment of 90.2%. In other words, the commitment of organizational culture, innovative behavior, and organizational commitment to job performance is 90.2%, while the excess 9.8% is the commitment of different factors not variables.

R-square value on the Innovative behavior variable is 0.030 or 3.0%. These outcomes demonstrate that the variety of Innovative behavior factors can be clarified by organizational culture by 3.0%. All in all, the commitment of organizational culture to innovative behavior is 3.0% while the remaining 97.0% is the commitment of different variables not examined.

The R-square of the variable organizational commitment is 0.056 or 5.6%. These outcomes show that the variety of variables organizational commitment can be clarified by organizational culture by 5.6% while the leftover 94.4% is the commitment of different variables not examined.

5.5. Hypothesis Testing Results

The complete hypothesis testing results in the accompanying depiction below:

Direct Effect Hypothesis Testing

The consequences of hypothesis testing and the path coefficients of direct impact between organizational culture, innovative behavior, variables are organizational commitment, and job performance introduced in Table 5 beneath.

Table 5. Test outcomes Direct Effect

Variable Independent	Variable Dependent	¹⁰ Direct Coefficient	T-Statistic	P-Value	Conclusion
Organizational Culture	² Innovative Behavior	0,174	2,234	0,026	Significant
Organizational Culture	Organizational Commitment	0,236	2,915	0,004	Significant
Organizational Commitment	Job Performance	0,035	1,271	0,204	Not Significant

Innovative Behavior	Job Performance	0,943	96,437	0,000	Significant
Organizational Commitment	Job Performance	0,035	1,271	0,204	Not Significant

Source: the data processing

Testing Indirect Effect

Testing indirect effects was conducted in order to analyze the indirect influence of independent variables on dependent variable through mediation variables. Testing standards expresses that if p-values \leq of significance level ($\alpha = 5\%$), it is expressed there is a critical impact of exogenous variables on endogenous variables through intervention factors. The test outcomes roundabout impact can be seen in the accompanying table:

Table 6. Test outcomes Indirect Effect

Variable independent	Variable Mediation	Variable independent	Indirect Coefficient	T-Statistic	P-Value
Organizational Commitment	Innovative Behavior	Job Performance	0.008	1.080	0.281
Organizational Culture	Organizational Commitment	Job Performance	0.164	2.241	0.025

Source: results of data processing

In light of the tests recorded in the table above, it tends to be seen that:

6. DISCUSSION

In light of Table 5 it tends to be clarified that the aftereffects of testing the direct influence of every variable are as per the following:

6.1. Organizational culture on innovative behavior

The delayed consequence of the examination on the impact of organizational culture on innovative behavior have a path coefficient value of 0.174 with a significance level (p-value) of 0.026. Taking into account that the p-value of 0.026 is more modest than the degree of significance ($\alpha=0.05$), then, at that point, there is an impact of organizational culture and innovative behavior. That is, the better the organizational culture effects on increasing innovative behavior. Subsequently it tends to be inferred that organizational culture positively affects innovative behavior (H1 is accepted).

Empirically, consequences of this research show that the organizational culture in OPC in East Java is able to increment innovative behavior. Because the organizational culture at OPC in East Java to improve innovative behavior prioritizes aggressiveness, attention and innovation. It is also the reason that organizational culture at OPC in East Java can improve innovative behavior, such as service innovation, technical innovation and product innovation. What's more, an organizational culture that desires to further develop innovative behavior is a company that focuses progress and development. This means that OPC in East Java to perform aggressiveness, attention and innovation has a good impact on innovative behavior. So, employee behavior in organizational culture as above can urge an employee to increment innovative behavior.

Hypothetically, the aftereffects of this review are in accordance as per exploration Asbari et al. (2019), which shows that organizational culture positively affects innovative behavior. And also study of Purwanto et al. (2020) says that organizational culture affects innovative behavior. In accordance with previous research conducted by Fahrurrobbil et al. (2020); Parashakti et al. (2016); Wardhani & Gulo (2017) show that companies that have an organizational culture will affect the level of innovative behavior employee.

6.2. Organizational Culture on Organizational Commitment

The consequences ¹⁹ testing the impact of organizational culture to organizational commitment have a path coefficient value of 0.236 and significant level (p-value) of 0.004. Considering the p-value = 0.004 is more modest than the degree of significance ($\alpha=0.05$), then, at that point, there is proof that empirically accepts the impact of organizational culture to organizational commitment. The path coefficient has a positive sign, this indicates that the direct influence of organizational culture to organizational commitment is unidirectional. That is, the better organizational culture, the better organizational commitment. Conversely, the worse organizational culture, the worse the organizational commitment. Thus, it tends to be presumed that organizational culture positively affects organizational commitment (H2 is accepted).

Empirically, the aftereffects of this review show the organizational culture in OPC in East Java is can increase organizational commitment. This is because the organizational culture prioritizes aggressiveness, attention and innovation. This statement is the reason that organizational culture at OPC in East Java can increase organizational commitment which prioritizes defending, work and loyalty. In addition, organizational culture that wishes to increase organizational commitment is a state of organization that prioritizes being more advanced and developing. This means that OPC in East Java puts forward aggressiveness, attention and innovation so that it can give a good impact on organizational commitment. So, the attitude of employees in carrying out organizational culture as above can encourage an employee to increase organizational commitment to OPC in East Java.

Theoretically, the consequences of the review conducted by Widyani and Devy (2021) and Serpian (2021). Their research results show a positive connection of organizational culture and org¹⁶izational commitment.

6.3. Organizational culture on job performance

Consequences of the exploration on the impact of organizational culture ¹⁴ job performance have a way coefficient value of 0.001 with an importance level (p-value) of 0.975. Considering that the p-value of 0.975 is more noteworthy ⁸ than the degree of significance ($\alpha=0.05$), there is proof that experimentally dismisses the impact of organizational culture on job performance. That is, the better organizational ¹³ture has not had an impact on increasing job performance. Hence it tends to be reasoned that organizational culture has no critical impact on job performance (H3 is rejected).

Observationally, the consequences of this review demonstrate that the organizational culture that exists at OPC in East Java has not had the option to urge representatives to work on their performance. Exact proof shows that organizational culture has not had the option to add to job performance which includes aggressiveness, attention and innovation, has not had the

option to inspire or urge employees to do exercises, such as increasing discipline, quality and cooperation employees OPC in East Java don't feel that organizational culture can work on their performance. This study isn't in line with the exploration of Rizal et al. (2021) the aftereffects of his examination show that organizational culture significantly affects employee performance. Hypothetically, the outcomes study are not in accordance with the exploration of Sani et al. (2021) who found that organizational culture is one of the strategies for companies in creating competitive advantage so that they can survive in a competitive business environment. Penelitian are also inconsistent with that conducted by Wulandari & Agussal (2021) tracked down that organizational culture huge impact on job performance.

6.4. Innovative behavior on job performance

Results of testing the effect of innovative behavior on job performance has a way coefficient value of 0.943 with a significant level (p-value) of 0.000. Given that the p-value of 0.000 is more modest than the level of significance ($\alpha=0.05$), then, at that point, there is proof that experimentally acknowledges the impact of innovative behavior on job performance. The path coefficient has a positive sign, this demonstrates that there is an immediate impact between innovative behavior on job performance is unidirectional. That is, the more innovative behavior, the more job performance. Then again, the worse the innovative behavior, the worse the job performance. In this way, it very well may be reasoned that innovative behavior positively affects job performance (H4 is accepted).

Empirically, results of this review show the innovative behavior in OPC in East Java is able to improve job performance because the innovative behavior at OPC in East Java prioritizes service innovation and product innovation consistently for employees. In addition, innovative behavior desires to further develop job performance is an authoritative express that focuses on being further developed and creating. This implies that OPC in East Java makes service innovation, technical innovation and product innovation for employees in order to have a good impact on job performance. In this way, innovative behavior as above can urge an employee to build the soul of job performance at OPC in East Java.

Theoretically, innovative behavior is a key factor in the job performance of Antony & Hariyanto (2021). This is in line with the research by Lathifah & Kurniawati (2021) which found that there was an influence of innovative behavior on job performance.

6.5. Organizational Commitment on Job Performance

The aftereffects of the examination on the impact of organizational commitment on job performance have a way coefficient value of 0.001 with a significance level (p-value) of 0.975. Taking into account that the p-worth of 0.975 is more noteworthy than the degree of significance ($\alpha=0.05$), then, at that point, there is proof that experimentally dismisses the impact of organizational commitment on job performance. That is, better organizational commitment has not had an impact on increasing job performance. Hence, it tends to be reasoned that organizational commitment massively affects job performance (H5 is rejected). Empirically, the aftereffects of this review demonstrate that the organizational commitment that exists in OPC in East Java has not had the option to urge workers to work on their presentation. Experimental proof shows organizational commitment has not had the option to add job performance which includes defend, work and loyal have not had the option to

rouse or urge employees to do exercises, for example, increasing aggressiveness, attention and innovation employees OPC in East Java don't feel that organizational commitment can work on their exhibition. This study isn't in accordance with Serpian (2021) research. The results of his exploration indicate that organizational commitment significantly affects employee performance.

Theoretically, results of this review are not in accordance with research Pramono (2021) which found that organizational commitment affects employee performance).

6.6. Organizational commitment in mediating the relationship between Organizational culture and Job performance

H6 test intends to see the interceding job of organizational commitment on the effect of organizational culture on job performance. In light of table 5. The immediate impact of organizational culture on job performance = 0.008 and in light of table 6 the circuitous impact of organizational culture on job performance through organizational commitment = 0.008. The aftereffects of testing the effect of organizational culture on job performance with mediators, it is organizational commitment realized that the way path coefficient of organizational culture on organizational commitment and organizational commitment on job performance isn't significant, the coefficient of organizational culture on job performance also not significant.

Thus, it very well may be presumed that the mediation of organizational commitment on the impact of organizational culture on job performance is classified as unable to mediate. Based on these calculations, it very well may be presumed that organizational commitment is not able to be the mediation variable between organizational culture and job performance. Consequences of the intervention test likewise show that organizational commitment does not provide a mediating role (H6 is rejected).

The aftereffects of the aberrant relationship test show that organizational commitment as an intercession doesn't significantly affect the influence of organizational culture on job performance. The mediation results illustrate that organizational commitment is not able to bridge the connection of organizational culture variables and job performance.

Organizational commitment on the effect of organizational culture on job performance does not act as a meaningful mediation, organizational culture cannot impact job performance with mediation organizational commitment, while organizational culture can't straightforwardly influence job performance. Regarding the empirical situation, the results of this analysis prove that organizational commitment is not an intervening variable as a mediation between organizational culture on job performance. So organize, process and strategy in organizational culture that are used as guidelines for organizational behavior with organizational commitment, namely jobs, opportunities, supervision and partners are not able to improve job performance in OPC in East Java. The consequences of this review are not in accordance with the examination of Satriatama (2021) which states that organizational culture influences employee performance with organizational commitment as mediation. Also, not in line with research by Pramono (2021) found that organizational culture affects employee performance with organizational commitment as mediation variable.

6.7. Innovative behavior in mediating the relationship between organizational culture and job performance

The H7 test expects to see the interceding role of innovative behavior of behaving because of organizational culture on job performance. In view of tables 5 and 6. The immediate effect of organizational culture on job performance = 0.014 and the indirect impact of innovative behavior on job performance through innovative behavior is 0.230. The consequences of testing the impact of organizational culture on job performance with the mediator of innovative behavior, it is realized that the path coefficient of organizational culture on innovative behavior is significant and innovative behavior on job performance is significant, and the path coefficient of organizational culture on job performance is not significant. Accordingly it tends to be reasoned that innovative behavior is able to intervene the connection between organizational culture and job performance. The aftereffects of the intercession test likewise show that innovative behavior gives a full intervening role (H7 is accepted).

The aftereffects of the backhanded relationship test show that innovative behavior as an intervention affects the impact of organizational culture on job performance. Full intercession results outline that innovative behavior is a scaffold between variable organizational culture and job performance. This finding is as per an experimental review that examines the relationship of variable organizational culture on job performance mediating by innovative behavior.

Innovative behavior on the impact of organizational culture to job performance goes about as an ideal intervention, and that implies organizational culture can impact job performance from the mediation of innovative behavior, while organizational culture can't straightforwardly influence job performance. As to observational circumstance, the consequences of this investigation demonstrate that innovative behavior is an interceding variable that goes about as an intervention acts as a mediation on the connection of innovative behavior with job performance perfectly. So organizational culture, namely service innovation and product innovation, which can affect the increase in knowledge, attitudes, skills and emotional maturity in it with innovative behavior, such as jobs, opportunities, supervision and partners can improve job performance of OPC in East Java. Then again, the organizational culture in OPC in East Java has not been able to improve job performance in OPC in East Java. The aftereffects of this review are as per the assessment of Muslim et al. (2021) which expresses that organizational culture affects employee performance through innovative behavior. Likewise upheld by the examination of Kahpi et al. (2021) organizational culture effect on increasing employee's performance mediated by motivational variables.

7. CONCLUSION

In view of the aftereffects of data analysis and conversation connected with organizational culture innovative behavior, organizational commitment and job performance at OPC in East Java, accompanying ends can be drawn:

1. Organizational culture straightforwardly significantly affects innovative behavior. This shows that the higher the organizational culture and innovative behavior can build the innovative behavior of OPC in East Java.
2. Organizational culture straightforwardly significantly affects organizational commitment. This shows the higher the organizational culture and innovative behavior can expand the organizational commitment of OPC in East Java
3. Organizational culture straightforwardly doesn't significantly affect job performance. This shows the higher organizational culture is not able to build the job performance of OPC in East Java.
4. Innovative behavior directly significantly affects job performance. This shows that higher the innovative behavior, the higher job performance of OPC in East Java.
5. Organizational commitment directly does not significantly affect job performance. This shows the higher organizational commitment can't further develop the job performance OPC in East Java.
6. Organizational commitment on the impact of organizational culture on job performance does not act as a meaningful intervention, organizational culture cannot affect job performance through mediation organizational commitment, while organizational culture can't straightforwardly influence job performance. With respect to experimental circumstance, the consequences of this examination demonstrate that organizational commitment is anything but an interceding variable that approaches an intervention on the association between organizational culture and job performance.
7. Innovative behavior on the impact of organizational culture on job performance goes about as an ideal intercession, and that implies organizational culture can impact job performance through the mediation of innovative behavior, while organizational culture can't straightforwardly influence job performance. Related empirical circumstances, the consequences of this investigation demonstrate innovative behavior that goes about as an intervention that acts as a mediation on relationships innovative behavior and job performance are perfectly

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