

# Performance Optimization through Creativity

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## Abstract

This study aims to analyze the effect of organizational change and the implementation of Good Corporate Governance on employee performance with creativity as an intervening variable in the planning, distribution, and customer service and management divisions of PT PLN (Persero) UID North Sumatra. This research uses a quantitative approach with a survey method. The sample consists of 100 employees selected using a saturated sampling technique. Data analysis was conducted using the Partial Least Square (PLS) method. The results show that organizational change and the implementation of Good Corporate Governance have a positive and significant effect on employee performance. Furthermore, organizational change and Good Corporate Governance also have a positive and significant effect on creativity. Creativity has a positive and significant effect on employee performance and is proven to mediate the relationship between organizational change, Good Corporate Governance, and employee performance. Therefore, improving employee performance can be achieved through effective organizational change and the implementation of Good Corporate Governance supported by enhanced employee creativity.

**Keywords:** Organizational Change, Good Corporate Governance, Creativity, Employee Performance.

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## Introduction

The key to an organization's success in facing these challenges is its ability to carry out effective organizational change and consistently implement Good Corporate Governance (GCG) to improve employee performance through the development of creativity in the work environment. Organizational change is a dynamic process undertaken by a company to adapt to external environmental developments or internal needs, covering the transformation of structure, processes, strategy, or work culture to achieve more optimal performance. The success of organizational change highly depends on the extent to which employees are able to adapt and innovate in carrying out their duties. Good Corporate Governance (GCG) plays an important role in ensuring the creation of a management system that is transparent, accountable, and has integrity. The implementation of GCG is not only to fulfill regulations but also serves as an important instrument in building trust, strengthening ethical culture, and improving organizational performance sustainably. The implementation of GCG principles such as transparency, accountability, responsibility, independence, and fairness forms the basis of every managerial and operational activity.

Employee creativity becomes a crucial variable that bridges the influence between organizational change and GCG on employee performance. Creativity is an individual's ability to generate new ideas useful for solving problems and improving work effectiveness. Creative employees are able to adapt to change and implement GCG principles through concrete actions that improve performance quality and public service. Employee performance as the final result of the synergy of organizational change, GCG implementation, and creativity becomes a measure of organizational success. According to Robbins and Judge (2019), employee performance reflects a person's level of achievement in carrying out tasks according to their responsibilities. Optimal performance does not only depend on technical skills but also on behavioral factors, adaptability, and individual innovation. Disparities in the application of GCG principles at the operational level have an impact on decreased efficiency, delays in energy distribution, and decreased customer satisfaction.

## Problem Formulation

1. Does organizational change have a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
2. Does Good Corporate Governance have a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
3. Does organizational change have a positive and significant effect on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
4. Does Good Corporate Governance have a positive and significant effect on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
5. Does creativity have a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
6. Does organizational change have a positive and significant effect on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?
7. Does Good Corporate Governance have a positive and significant effect on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra?

### **Research Objectives**

1. To examine and analyze the effect of organizational change on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
2. To examine and analyze the effect of Good Corporate Governance on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
3. To examine and analyze the effect of organizational change on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
4. To examine and analyze the effect of Good Corporate Governance on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
5. To examine and analyze the effect of creativity on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
6. To examine and analyze the effect of organizational change on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
7. To examine and analyze the effect of Good Corporate Governance on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.

### **Literature Review**

#### **Employee Performance**

According to Mangkunegara (2017), employee performance is the work results achieved by employees, both in quality and quantity, in carrying out responsibilities according to the tasks assigned by the organization. According to Armstrong (2017), employee performance is the work results achieved by a person based on certain standards that reflect effectiveness and efficiency in carrying out tasks.

#### **Indicators of Employee Performance**

According to Mangkunegara (2017), the indicators are as follows:

1. Quality of work results.
2. Quantity of work results.
3. Timeliness in completing tasks.
4. Initiative and responsibility in work.
5. Cooperation with colleagues.
6. Compliance with work rules and procedures.

#### **Factors Affecting Performance**

According to Mangkunegara (2017), employee performance is the work result achieved based on ability, motivation, and organizational support. Employee performance is influenced by several important factors, including:

1. Organizational Change.
2. Good Corporate Governance (GCG).
3. Employee Creativity.

#### **Organizational Change**

According to Cummings and Worley (2017), organizational change is a planned effort made to enhance an organization's ability to adapt to external environmental changes and to

develop the behavior and performance of individuals and groups within it. According to Lunenburg (2017), organizational change is the process by which an organization transitions from its current state to a desired future state to improve organizational effectiveness and competitiveness. This process involves adjustments to strategy, structure, and work culture.

### Indicators of Organizational Change

According to Cummings & Worley (2017), the indicators are as follows:

1. Changes in organizational structure.
2. Changes in work processes and systems.
3. Changes in organizational culture.
4. Changes in business and operational strategy.
5. Changes in employee behavior and attitudes.
6. Organizational readiness to face change.

### Good Corporate Governance (GCG)

According to Tricker (2017), Good Corporate Governance is a set of relationships between management, the board of directors, shareholders, and other stakeholders to ensure the organization runs effectively, ethically, and in accordance with the principles of accountability and integrity. According to IFC (International Finance Corporation, 2017), Good Corporate Governance is a system that directs and controls an organization to be managed transparently, accountably, responsibly, independently, and fairly to achieve organizational objectives.

### Indicators of Good Corporate Governance (GCG)

According to Tricker (2017), the indicators are as follows:

1. Transparency
2. Accountability.
3. Responsibility
4. Independence
5. Fairness

### Creativity

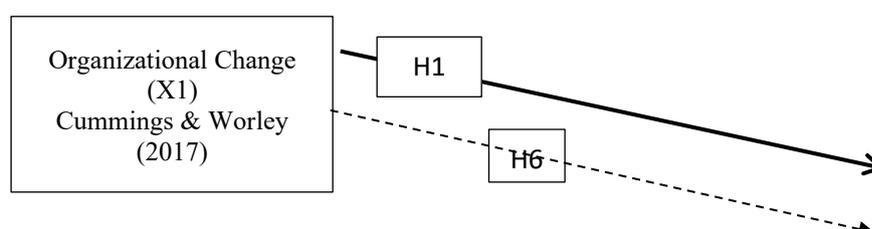
According to Amabile (2017), creativity is the result of the interaction between an individual and their environment that produces new and valuable ideas or products that can be applied in an organizational context. According to Runco and Jaeger (2017), creativity is an individual's ability to generate new and useful ideas, showing originality, flexibility, and relevance in solving problems.

### Indicators of Creativity

According to Amabile (2017), the indicators are as follows:

1. Ability to generate new ideas.
2. Ability to solve problems innovatively.
3. Flexibility in thinking and acting.
4. Courage to take risks in trying new things.
5. Ability to combine ideas effectively.
6. High curiosity about new ways of working.

### Conceptual Framework



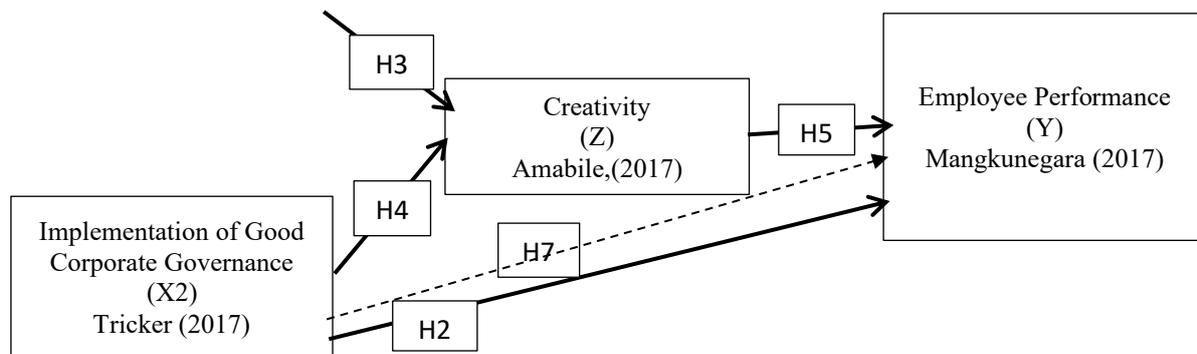


Figure 1. Conceptual Framework

### Research Hypotheses

- H1 Organizational change has a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H2 Good Corporate Governance has a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H3 Organizational change has a positive and significant effect on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H4 Good Corporate Governance has a positive and significant effect on employee creativity in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H5 Creativity has a positive and significant effect on employee performance in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H6 Organizational change has a positive and significant effect on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.
- H7 Good Corporate Governance has a positive and significant effect on employee performance with creativity as an intervening variable in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra.

### Research Type

A quantitative approach is used to test the relationships between variables formulated in the hypotheses through the measurement of numerical data and statistical analysis (Creswell, 2018). The purpose of explanatory research is to explain the influence between independent, intervening, and dependent variables systematically (Sekaran & Bougie, 2018).

### Research Location and Time

This research was conducted in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) Unit Induk Distribusi (UID) North Sumatra located at Jl. KL. Yos Sudarso No.284, Glugur Kota, Kecamatan Medan Barat, Kota Medan, Sumatera Utara 20238 (PLN UID North Sumatra Office). The research was carried out from October to December 2025, starting from data collection, data processing, to analysis of research results.

### Research Population and Sample

The population in this study were all employees in the Planning, Distribution, and Customer Service and Management Divisions of PT PLN (Persero) UID North Sumatra, totaling 100 employees. According to Hair et al. (2018), in research using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, the sample used was 100 employees, employing a saturated sampling technique. According to Sekaran and Bougie (2018), saturated or census sampling is a sampling method where all population members are used as research respondents.

### **Data Type and Source**

This research uses two types of data, namely:

1. Primary Data, obtained through the distribution of questionnaires to employees who are respondents.
2. Secondary Data, obtained from internal company reports, journals, books, and official documents of PT PLN (Persero) UID North Sumatra relevant to the research.

### **Data Collection Technique**

The data collection technique in this research is a closed questionnaire, where respondents choose answers based on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The use of questionnaires allows researchers to collect large amounts of data efficiently (Sekaran & Bougie, 2018).

### **Data Analysis Technique**

#### **Research Instrument Test**

Before structural analysis, validity and reliability tests were conducted.

- a. Convergent Validity Test using the Average Variance Extracted (AVE) value  $\geq 0.50$ .
- b. Composite Reliability Test and Cronbach's Alpha  $\geq 0.70$  indicate good reliability (Hair et al., 2018).

### **Data Analysis with SmartPLS 3.0**

The analysis method uses Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.0 software. According to Hair et al. (2018), PLS-SEM is suitable for:

1. Exploratory and predictive research models.
2. Relatively small sample sizes ( $<200$ ).
3. Non-normally distributed data.
4. Models with mediating (intervening) variables.

The steps for analysis using SmartPLS include:

1. Measurement Model (Outer Model): testing the validity and reliability of indicators.
2. Structural Model (Inner Model): testing the relationships between variables and the R-Square value.
3. Path Significance Test (Path Coefficient): using Bootstrapping to obtain t-statistic and p-value.
4. Mediation Effect Test: to see the role of creativity as an intervening variable between organizational change and GCG on employee performance.

## **Results and Discussion**

### **Outer Model Analysis**

#### **Convergent Validity**

The structural model illustration is depicted in the upcoming figure for this research.

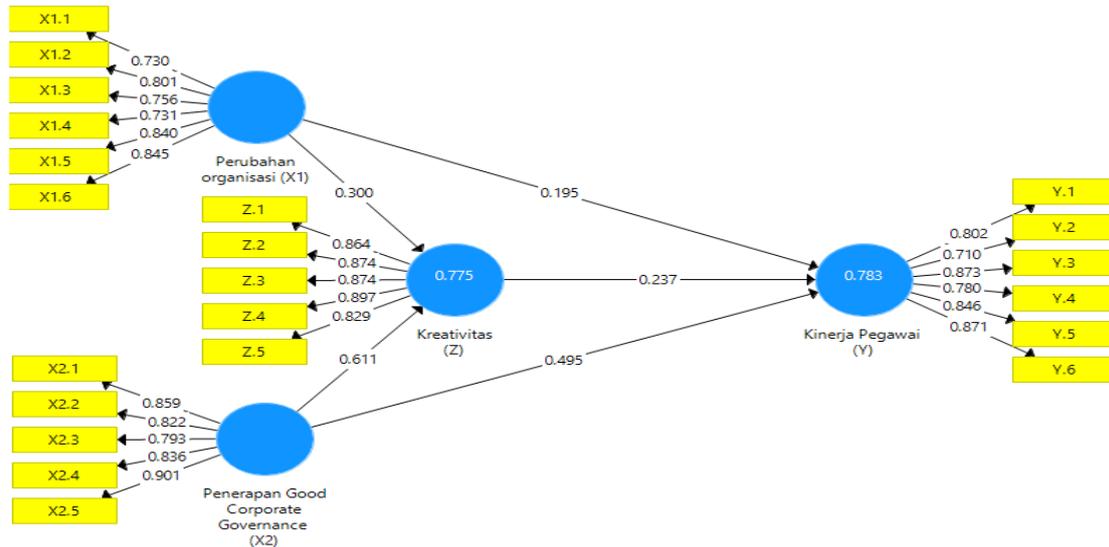


Figure 2. Outer Model

Source : Smart PLS 3.3.3.

The Smart PLS output for loading factor yields results in the following table: Outer Loadings in this research consist of two substructures.

For substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0,300 + 0,611 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0,195 + 0,495 + 0,237 + e_2$$

Table 1. Outer Loadings

	Employee Performance (Y)	Creativity_(Z)	Implementation of Good Corporate Governance (X2)	Organizational Change (X1)
X1.1				0,730
X1.2				0,801
X1.3				0,756
X1.4				0,731
X1.5				0,840
X1.6				0,845
X2.1			0,859	
X2.2			0,822	
X2.3			0,793	

X2.4			0,836	
X2.5			0,901	
Y.1	0,802			
Y.2	0,710			
Y.3	0,873			
Y.4	0,780			
Y.5	0,846			
Y.6	0,871			
Z.1		0,864		
Z.2		0,874		
Z.3		0,874		
Z.4		0,897		
Z.5		0,829		

Source : Smart PLS 3.3.3.

Based on Table 1 Outer Loadings, all indicators for each variable have outer loading values above 0.70, thus declared valid in measuring their respective constructs. All indicators are suitable for further analysis as they meet the convergent validity criteria.

### Discriminant Validity

Analyzing the cross-loading table can help determine discriminant validity. This result is used to assess discriminant validity at the indicator level, where the indicators should have higher correlations with their latent variable compared to other latent variables (outside the block). For better understanding, see the table provided below.

**Table 2.** Discriminant Validity

	Employee Performance (Y)	Creativity_(Z)	Implementation of Good Corporate Governance (X2)	Organizational Change (X1)
X1.1	0,539	0,563	0,550	0,730
X1.2	0,642	0,680	0,624	0,801
X1.3	0,625	0,641	0,655	0,756
X1.4	0,616	0,632	0,694	0,731
X1.5	0,695	0,669	0,760	0,840
X1.6	0,695	0,674	0,724	0,845
X2.1	0,819	0,834	0,859	0,794
X2.2	0,689	0,681	0,822	0,626
X2.3	0,626	0,647	0,793	0,668

X2.4	0,728	0,637	0,836	0,721
X2.5	0,770	0,821	0,901	0,773
Y.1	0,802	0,714	0,671	0,648
Y.2	0,710	0,519	0,584	0,589
Y.3	0,873	0,630	0,696	0,707
Y.4	0,780	0,693	0,715	0,619
Y.5	0,846	0,788	0,818	0,735
Y.6	0,871	0,664	0,729	0,662
Z.1	0,644	0,864	0,753	0,674
Z.2	0,730	0,874	0,769	0,726
Z.3	0,675	0,874	0,722	0,719
Z.4	0,776	0,897	0,836	0,774
Z.5	0,750	0,829	0,670	0,661

Source : Smart PLS 3.3.3.

Based on Table 2 Discriminant Validity, each indicator has the highest loading value on the construct it measures compared to other constructs. All constructs in this research have met the discriminant validity criteria, so each latent variable can be distinguished well and the indicators do not have overlapping measurement issues.

**Composite reliability**

A construct is said to be reliable if the composite reliability value is equal to or exceeds 0.6. If the Cronbach's alpha value exceeds 0.7, then all constructs in that block are considered reliable for each variable construct. Furthermore, if the AVE value is higher than 0.7, then each variable construct is considered valid. The following table presents the variable construct loading values obtained from the use of Smart PLS software.

**Table 3.** Construct Reliability and Validity

	Cronbach's Alpha	Composite Realibility	Average Variance Extracted (AVE)
Employee Performance_(Y)	0,898	0,922	0,665
Creativity_(Z)	0,918	0,938	0,753
Implementation of Good Corporate Governance (X2)	0,898	0,925	0,711
Organizational Change (X1)	0,875	0,906	0,617

Source : Smart PLS 3.3.3.

Based on Table 3 Construct Reliability and Validity, all variables have Cronbach's Alpha and Composite Reliability values above 0.70, thus declared reliable. Furthermore, the AVE value for each construct is also greater than 0.50, indicating that all variables have met convergent validity.

**Inner Model Analysis**

**Coefficient of Determination (R<sup>2</sup>)**

The results of data analysis conducted using SmartPLS 3.0 software show the R Square values as follows:

**Table 4.**R Square Results

	R Square	Adjusted R Square
<b>Employee Performance (Y)</b>	0,783	0,776
<b>Creativity (Z)</b>	0,775	0,770

Source : Smart PLS 3.3.3.

Based on Table 4 R Square Results, the R Square value for Employee Performance (Y) is 0.783, indicating that 78.3% of the variation in employee performance can be explained by the independent variables in the model, while the remaining 21.7% is influenced by other factors outside the research. The Adjusted R Square value of 0.776 confirms that the explanatory power of the model is strong. Meanwhile, the R Square for Creativity (Z) is 0.775, meaning that 77.5% of the variation in creativity can be explained by the variables in the model, with an Adjusted R Square of 0.770.

### Hypothesis Testing

A hypothesis is considered accepted if the T-Statistics value is  $> 1.96$  and the P-Value is  $< 0.05$ . Here is the Path Coefficients output for direct effects:

**Table 5.** Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
<b>Creativity (Z) -&gt; Employee Performance (Y)</b>	0,237	2,206	<b>0,014</b>	<b>Accepted</b>
<b>Implementation of Good Corporate Governance (X2) -&gt; Employee Performance (Y)</b>	0,495	4,580	<b>0,000</b>	<b>Accepted</b>
<b>Implementation of Good Corporate Governance (X2) -&gt; Creativity (Z)</b>	0,611	7,003	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Change (X1) -&gt; Employee Performance (Y)</b>	0,195	2,131	<b>0,017</b>	<b>Accepted</b>
<b>Organizational Change (X1) -&gt; Creativity (Z)</b>	0,300	3,295	<b>0,001</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3.

1. The Effect of Creativity on Employee Performance  
The test results show that creativity has a positive and significant effect on employee performance, with a coefficient value of 0.237, t-statistic 2.206, and p-value 0.014. This indicates that the higher the employee creativity, the more employee performance increases. Thus, this hypothesis is accepted.
2. The Effect of Good Corporate Governance Implementation on Employee Performance  
The implementation of Good Corporate Governance is proven to have a positive and significant effect on employee performance, indicated by a coefficient of 0.495, t-statistic 4.580, and p-value 0.000. This finding shows that the implementation of good governance can significantly improve employee performance. Therefore, this hypothesis is accepted.
3. The Effect of Good Corporate Governance Implementation on Creativity  
The analysis results show that the implementation of Good Corporate Governance has a positive and significant effect on creativity, with a coefficient value of 0.611, t-statistic 7.003, and p-value 0.000. This means that the better the implementation of Good Corporate Governance, the more employee creativity will increase. Thus, this hypothesis is accepted.

4. The Effect of Organizational Change on Employee Performance  
Organizational change has a positive and significant effect on employee performance, indicated by a coefficient of 0.195, t-statistic 2.131, and p-value 0.017. This result shows that well-managed organizational change can encourage improved employee performance. Therefore, this hypothesis is accepted.
5. The Effect of Organizational Change on Creativity  
The test results show that organizational change has a positive and significant effect on creativity, with a coefficient value of 0.300, t-statistic 3.295, and p-value 0.001. This indicates that organizational change can encourage the emergence of employee creativity. Thus, this hypothesis is accepted.

**Table 6.** Path Coefficients (Non Direct Effect)

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
<b>Implementation of Good Corporate Governance (X2) -&gt; Creativity (Z) -&gt; Employee Performance (Y)</b>	0,145	2,029	<b>0,022</b>	<b>Accepted</b>
<b>Organizational Change (X1) -&gt; Creativity (Z) -&gt; Employee Performance (Y)</b>	0,071	1,821	<b>0,035</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3.

6. The Effect of Good Corporate Governance Implementation on Employee Performance through Creativity  
The test results show that the implementation of Good Corporate Governance has a positive and significant effect on employee performance through creativity, with a coefficient value of 0.145, t-statistic 2.029, and p-value 0.022. This finding shows that creativity is able to act as a mediating variable in the relationship between the implementation of Good Corporate Governance and employee performance. Thus, this mediation hypothesis is accepted.
7. The Effect of Organizational Change on Employee Performance through Creativity  
The analysis results show that organizational change has a positive and significant effect on employee performance through creativity, indicated by a coefficient of 0.071, t-statistic 1.821, and p-value 0.035. This indicates that creativity plays a role in bridging the effect of organizational change on employee performance. Therefore, this hypothesis is accepted.

### Conclusion

1. Creativity has a positive and significant effect on employee performance, so the hypothesis is accepted.
2. The implementation of Good Corporate Governance has a positive and significant effect on employee performance, so the hypothesis is accepted.
3. The implementation of Good Corporate Governance has a positive and significant effect on creativity, so the hypothesis is accepted.
4. Organizational change has a positive and significant effect on employee performance, so the hypothesis is accepted.
5. Organizational change has a positive and significant effect on creativity, so the hypothesis is accepted.
6. The implementation of Good Corporate Governance has a positive and significant effect on employee performance through creativity, so the hypothesis is accepted.
7. Organizational change has a positive and significant effect on employee performance through creativity, so the hypothesis is accepted.

### Suggestions

1. Organizations need to encourage employee creativity through innovation spaces, training, and support for new ideas to improve performance.
2. The implementation of Good Corporate Governance should be strengthened consistently so that transparent and accountable governance can improve employee creativity and performance.
3. Organizational change should be managed in a planned and communicative manner so that it can be accepted by employees and encourage performance and creativity.
4. Future research is suggested to add other variables, such as work motivation, organizational culture, or leadership, to enrich the research model.

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