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ANALYSIS OF THE EFFECT OF WORK PROCESS INNOVATION AND ORGANIZATIONAL INNOVATION CULTURE ON EMPLOYEE PERFORMANCE AT PT. NIKOMAS GEMILANG, NIKE DIVISION, SERANG-BANTEN

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Abstract

This research is motivated by the importance of improving employee performance in the manufacturing industry, which faces increasing demands for efficiency and competitiveness. Work process innovation and organizational innovation culture are seen as factors capable of driving improved employee performance. This study aims to analyze the influence of work process innovation and organizational innovation culture on employee performance at PT Nikomas Gemilang, Nike Division, Serang-Banten, both partially and simultaneously. The study uses a quantitative approach with a survey method. The theoretical basis refers to the concepts of work process innovation, organizational innovation culture, and employee performance. The study population amounted to 14,000 employees with a sample of 99 respondents determined using the Slovin formula through the technique*simple random sampling*. Data were collected using a Likert scale questionnaire and analyzed using multiple linear regression with the help of SPSS version 26. The results of the study showed that work process innovation had a positive and significant effect on employee performance (t = 2.982; Sig. = 0.004), organizational innovation culture had a positive and significant effect on employee performance (t = 4.594; Sig. = 0.000), and both variables simultaneously had a significant effect on employee performance (F = 18.084; Sig. = 0.000). The coefficient of determination (R^2) value of 0.274 indicates that work process innovation and organizational innovation culture were able to explain 27.4% of employee performance variations, while 72.6% was influenced by other factors outside the study. It was concluded that organizational innovation culture had a more dominant influence in improving employee performance.

Keywords: Work Process Innovation, Organizational Innovation Culture, Employee Performance, Manufacturing Industry.

INTRODUCTION

The manufacturing industry now operates in an increasingly competitive ecosystem, where the acceleration of production technology and demands for operational efficiency make employee performance a strategic element that cannot be ignored. The quality of an organization's output depends heavily on the ability of individuals to carry out work processes optimally and adaptively. The complexity of human resource management is also increasing, particularly in ensuring that every employee can work effectively amidst rapid change (Kending et al., 2022).

Work process innovation encompasses more than simply adopting new technology. It encompasses changes in work methods, improvements in operational procedures, and even restructuring production flows to make them more streamlined and efficient. Through this innovation, companies can reduce unproductive work time, reduce error rates, and improve the quality of work (Sarmawa et al., 2022). This makes work process innovation one of the primary weapons for manufacturing companies in facing the pressures of global competition.

An organizational culture of innovation is the collective values, norms, and habits that shape how employees work and think. Organizations with a strong culture of innovation encourage employees to not only adhere to routines but also actively seek out better ways of working (Sarmawa et al., 2022). This has been shown to support continuous performance improvement, consistent with findings that factors such as organizational culture, motivation, and job innovation have a significant impact on employee performance (Himpi & Sinaga, 2022).

Effective employee performance is not solely measured by the volume of work completed. The quality of work, timeliness, and adaptability to changes in work systems and methods are equally important indicators. High-performing employees understand established standards and targets, not just the task at hand (Arifudin Husain et al., 2022). This understanding is relevant in manufacturing environments where standards are constantly increasing and evolving.

PT Nikomas Gemilang is a large-scale footwear manufacturing company operating in Serang, Banten, and is part of the Pou Chen Corporation, founded in Taiwan in 1969. Its Indonesian production unit has been operating since 1992, serving global brands such as Nike, Adidas, Puma, and Asics, with over 10,000 employees across various production lines. This high operational scale and complexity of production processes make PT Nikomas Gemilang a representative and challenging research context.

A pre-survey of the Nike Division revealed a significant gap in perceptions of innovation across job levels. At the manager level, all respondents (100%) acknowledged the importance of innovation, but admitted its implementation had not been optimal. Conversely, only 33.3% of supervisors perceived the benefits of innovation, while 66.7% stated they had not been given the space to try new ideas. This figure decreased further at the administrative level (37.5%), Quality Control (40%), and finally at the production operator level, which reached only 22.7% (Pre-Survey Data, 2026). This vertical gap indicates that innovation is only understood at the top level, but has not yet been truly facilitated down to the implementation level.

This phenomenon confirms that the success of work process innovation is highly dependent on the surrounding innovation culture. Without proper cultural support, innovation remains at the discourse level and does not produce tangible changes in performance (Kending et al., 2022; Arifudin Husain et al., 2022; Haqq, n.d.). Employees unfamiliar with an innovative climate tend to persist in old work patterns, ultimately hampering overall work effectiveness.

Previous research generally only places innovation culture or innovative behavior as a single variable influencing performance, without examining work process innovation as an independent variable (Syafitri, 2025; Hartono, 2026). However, in the manufacturing reality, changes in production flow, new work methods, and adjustments to operational procedures are the forms of innovation most often directly felt by employees. This empirical gap prompted this research.

This study fills this gap by simultaneously examining the influence of work process innovation and organizational innovation culture on employee performance at PT Nikomas Gemilang, Nike Division. The combined testing of these two variables in a large-scale manufacturing context is a novelty that distinguishes it from previous studies, which have been primarily conducted in the government or service sectors. Using a quantitative approach, this study hopes to explain whether performance is more influenced by innovative work systems, a culture that supports innovation, or a combination of both.

Based on the phenomena that occurred at PT Nikomas Gemilang, especially in the Nike Division, this research was formulated with the title*"Analysis of the Influence of Innovation and Organizational Innovation Culture on Employee Performance at PT Nikomas Gemilang Nike Division Serang-Banten."*The results of this study are expected to not only provide theoretical contributions to the development of HR Management studies, but also provide practical recommendations that can be used as a basis for policy making in managing employee performance.

LITERATURE REVIEW

Employee performance

Employee performance is understood as the actual work results achieved by individuals, both in terms of quality and quantity, in carrying out tasks according to the responsibilities set by the organization (Mangkunegara, 2017). Robbins and Judge (2019) emphasize that performance arises from the interaction between ability, motivation, and available opportunities, so that its achievement does not depend solely on individual capacity. Mathis and Jackson (2019) complement this view by including aspects of attendance and quantity of work results as part of employee contributions to the organization, while Dessler (2020) emphasizes that performance needs to be measured against predetermined standards or targets for evaluation to be carried out objectively.

Employee performance is measured through four main indicators: task performance (*task performance*) which reflects the completion of work according to quantity, quality and timeliness standards; contextual performance (*contextual performance*) which involves voluntary initiative and support of coworkers; adaptive performance (*adaptive performance*) which describes the ability to adapt to changes in procedures and new technologies; and initiative and cooperation as forms of active participation in organizational improvement. These four dimensions reflect that effective performance is not simply about the quantity of work completed, but also about quality, flexibility, and broader contributions to the organization (Arifudin Husain et al., 2022).

Work Process Innovation

Work process innovation is the implementation of new or significantly improved production or operational methods, including changes to the techniques, equipment, and software used (OECD, 2018). Tidd and Bessant (2020) emphasize that the primary goal of process innovation is not simply

technological change, but rather overall improvements in cost and time efficiency. Damanpour (2019) adds that this innovation includes the introduction of new work methods, workflows, and production systems that improve output quality, while Schilling (2020) emphasizes the role of technology adoption in accelerating workflows and boosting operational effectiveness.

In this study, work process innovation is measured through five indicators: simplification of work procedures, utilization of work technology, workflow improvement, process standardization, and speed of work completion. The success of its implementation is greatly influenced by technological readiness, an organizational culture open to change, and employee technical competence in adopting new systems (Tidd & Bessant, 2020; Damanpour, 2019; OECD, 2018). These three factors are interrelated and determine the extent to which work process innovation can run optimally in the field.

Organizational Innovation Culture

An organizational culture of innovation is a pattern of shared values, norms, and beliefs that support creativity while facilitating the implementation of new ideas (Martins & Terblanche, 2017). Dobni (2016) views it as an organizational vision that creates an environment where employees feel empowered to think differently and act innovatively. Furthermore, Schein (2017) explains that a culture of innovation is rooted in collective assumptions that place innovation as a primary strategy in facing external challenges, while Suryani (2024) highlights the importance of tolerance for failure and cross-functional collaboration as key characteristics of this culture.

An organization's culture of innovation is measured through five indicators: creativity orientation, risk tolerance, management support, cross-unit collaboration, and continuous learning. The growth of this culture is highly dependent on a transformational leadership style that allows space for new ideas, an organizational structure flexible enough for collaboration, and a reward system that recognizes employee initiative (Dobni, 2016; Martins & Terblanche, 2017; Hogan & Coote, 2016). Without the simultaneous support of these three factors, a culture of innovation is unlikely to grow evenly across the organization.

Conceptual Framework of the Research

The Influence of Work Process Innovation on Employee Performance

Work process innovation provides a technical foundation that enables employees to work more efficiently and with minimal errors. According to RBV and diffusion of innovation theory, adopting new, improved work methods or tools will increase individual productivity by making work simpler, faster, and more ergonomic (Rogers, 2003; Hervas-Oliver et al., 2021). A study conducted by Utami & Nugroho (2023) in the manufacturing industry in Central Java demonstrated that the adoption of

process technology significantly contributed to improved employee performance. Similar findings were revealed by Sari et al. (2024) in a footwear factory in Tangerang, where green process innovation was able to boost output per work hour. In the context of PT Nikomas Gemilang, improvements in cutting, sewing, and assembly processes, coupled with new tools, are expected to accelerate the achievement of daily targets and reduce rejects. Therefore, work process innovation is suspected to have an impact on employee performance.

H_1: It is suspected that there is an influence of Work Process Innovation on Employee Performance

The Influence of Organizational Innovation Culture on Employee Performance

According to Chen et al. (2021), the sense of psychological safety fostered by a culture of innovation serves as a bridge to high performance. For PT Nikomas Gemilang, a culture that values new ideas and allows for the freedom to try different work methods motivates employees to exceed standards, for example by proposing small improvements to their workstations. Therefore, an organizational culture of innovation is thought to influence employee performance.

H_2: It is suspected that there is an influence of Organizational Innovation Culture on Employee Performance

The Simultaneous Influence of Work Process Innovation and Organizational Innovation Culture on Employee Performance

Work process innovation and organizational innovation culture are two complementary sides of a sociotechnical system. Process innovation offers technical solutions, while innovation culture ensures human acceptance and participation in those solutions. Studies by Nugraha & Widyastuti (2025) and Suharto & Sutanto (2024) show that organizations that combine procedural innovation with a supportive culture can multiply its impact on performance. Therefore, this hypothesis tests the simultaneous influence of both independent variables. When employees have both the latest work tools and an atmosphere that encourages creativity, a synergy occurs that strengthens all three dimensions of performance: tasks become more efficient, social interactions are more supportive, and adaptation to change is faster.

H_3: It is suspected that there is a simultaneous influence of Work Process Innovation and Organizational Innovation Culture on Employee Performance.

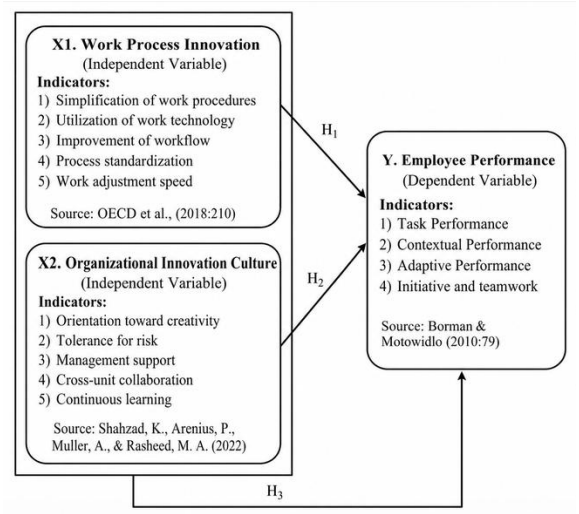

Figure 1 Conceptual Framework

METHOD

This study uses a quantitative approach to test the causal relationships between variables formulated in the conceptual framework. This approach allows for objective measurement of the influence of social media and financial literacy on millennials' investment behavior, mediated by Fear of Missing Out (FoMO). Quantitative methods are considered effective in producing reliable and generalizable empirical findings (Hair et al., 2021; Sugiyono, 2022).

Types and Design of Research

This research uses a quantitative explanatory approach with a cross-sectional survey design. The primary objective of this study is to explain the causal relationship between the independent variables (social media and financial literacy), the mediating variable (FoMO), and the dependent variable (investment behavior). This method allows for statistical and objective hypothesis testing through numerical data analysis (Hair et al., 2021). The cross-sectional design was chosen because it is time- and cost-efficient and appropriate for studying the dynamic social behavior phenomena of the millennial generation.

Location and Time of Research

This research was conducted at PT Nikomas Gemilang Nike Division, Jl. Raya Serang KM.71, Kibin District, Serang Regency, Banten, This location was chosen for several reasons. First, the company is an international footwear manufacturer that implements a production system that demands efficiency, quality, and continuous work process innovation. Second, the Nike Division actively implements various human resource development programs, such as training, competency development, and work process improvements related to the organization's innovation culture. Third, the large number of employees allows for sufficient data to support statistical analysis. The dynamic

nature of the work and its focus on achieving production targets make this location relevant for examining the relationship between work process innovation, organizational innovation culture, and employee performance. The study was conducted over four months, from April to July 2026, covering the preparation stage, data collection, processing, and final report preparation.

Population, Sample, and Sampling Techniques

The population of this study isall employees working at PT Nikomas Gemilang Nike Serang-Banten Division totaling 14,000 workers.The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 99 respondents. The sampling technique in this study used the data collection method.*nonprobability sampling.*

Data Collection Techniques

Primary data was collected through a questionnaire distributed to employees of PT Nikomas Gemilang, Nike Division. The questionnaire used in this study was closed-ended, as respondents only had to choose one answer they considered correct. This aimed to measure a phenomenon that was occurring.

Data Analysis Techniques

Data analysis was performed usingMultiple linear regression analysis was performed, preceded by classical assumption tests, including the Kolmogorov-Smirnov normality test, multicollinearity test, and heteroscedasticity test. Hypothesis testing was performed using the t-test for partial effects and the F-test for simultaneous effects, with a significance level of $\alpha = 0.05$ (Ghozali, 2021; Utami et al., 2024). All data analysis was performed using SPSS version 26.

RESEARCH RESULTS AND DISCUSSION

Research result

The results section of this study presents empirical findings obtained from processing questionnaire data from 100 millennial respondents in North Luwu Regency. The analysis was conducted using the SEM-PLS method to test validity, reliability, and structural relationships between variables. The results are presented systematically through descriptive and inferential analysis to obtain a comprehensive picture of millennial investment behavior.

Research Data

Table 1. Distribution of Respondent Characteristics

Information	**Frequency**	**Percentage**
Bmaybe / Job		
Manager	3	3,03%

Supervisor	8	8,08%
ADM	10	10,10%
QC	12	12,12%
Mechanic	16	16,16%
Operator	50	50,51%
Working Hours		
5 – 10 years	41	41,41%
10 – 15 years	35	35,35%
15 – 20 years	23	23,23%
Age		
18–25 Years	41	41,41%
26–35 Years	35	35,35%
36–50 Years	23	23,23%

Source: Data Processed by Researchers, 2026

Table 1 shows that the majority of respondents work as operators, amounting to 50 people (50.51%), followed by mechanics (16.16%), QC (12.12%), ADM (10.10%), supervisors (8.08%), and managers (3.03%). Based on length of service, most respondents have worked for 5–10 years (41.41%), followed by 10–15 years (35.35%) and 15–20 years (23.23%). In terms of age, the majority of respondents are in the range of 18–25 years (41.41%), followed by 26–35 years (35.35%) and 36–50 years (23.23%). These characteristics indicate that respondents are dominated by operational employees with a fairly long service period and are in their productive age.

Description of Research Variables

Table 2 Descriptive Statistics of Research Variables

Variables	N	Minimum	Maximum	Rate-rate	St. Deviation
Work Process Innovation (X_1)	99	18	50	40,4242	5,85904
Organizational Innovation Culture (X_2)	99	16	50	40,6162	6,47240
Employee Performance (Y)	99	16	45	36,3232	5,46011

Source: SPSS Data Processing 26.0, 2026

Table 2 shows that the average values for the variables work process innovation (40.42), organizational innovation culture (40.62), and employee performance (36.32) are in the high category. The standard deviation value for each variable is smaller than its average value, indicating that the data distribution is relatively homogeneous and the variation in respondents' answers tends to be low. Overall, these descriptive statistics indicate that respondents have a positive perception of work process innovation, organizational innovation culture, and employee performance.

Validity Test Results

Table 3. Validity Test Results

Variables	Number	Range r	r	Say.	Information

	of Items	Count	Table		
Work Process Innovation (X1)	10	0,415–0,635	0,197	0,000	All items are valid
Organizational Innovation Culture (X2)	10	0,519–0,685	0,197	0,000	All items are valid
Employee Performance (Y)	9	0,446–0,616	0,197	0,000	All items are valid

Source:SPSS Data Processing 26.0, 2026

All items in the work process innovation, organizational innovation culture, and employee performance variables have a calculated r value > r table (0.197) and a significance value< 0.05. These results indicate that all indicators are valid and able to represent the measured variables, so the research instrument is suitable for further analysis.

Reliability Test Results

Table 5. Reliability Test Results

Variables	Cronbach's Alpha	Number of Items
Work Process Innovation (X1)	0,755	10
Organizational Innovation Culture (X2)	0,805	10
Employee Performance (Y)	0,718	9

Source:SPSS Data Processing 26.0, 2026

All variables have a Cronbach's Alpha value above 0.60, which indicates that the research instrument has a good level of reliability so that all variables are declared reliable and suitable for use for further analysis.

Normality Test Results

Table 6**.** Normality Test Results

Normality Test	N	K-S Statistics	Sig.	Information
Kolmogorov-Smirnov	99	0,048	0,200	Normally distributed

Source:SPSS Data Processing 26.0, 2026

The significance value of the Kolmogorov-Smirnov test of 0.200 (> 0.05) indicates that the residual data is normally distributed and thus meets the normality assumption.

Multicollinearity Test Results

Table 7**.** Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Work Process Innovation (X1)	0,967	1,034	There is no multicollinearity
Organizational Innovation Culture (X2)	0,967	1,034	There is no multicollinearity

Source:SPSS Data Processing 26.0, 2026

All variables have a tolerance value > 0.10 and VIF < 10, which indicates that there are no symptoms of multicollinearity in the regression model.

Heteroscedasticity Test Results

Table 8**.** Heteroscedasticity Test Results (Glejser Test)

Variables	Sig.	Information
Work Process Innovation (X1)	0,143	There is no heteroscedasticity
Organizational Innovation Culture (X2)	0,100	There is no heteroscedasticity

Source:SPSS Data Processing 26.0, 2026

All variables have a significance value above 0.05, which indicates that the regression model is free from heteroscedasticity symptoms.

Results of Multiple Linear Regression Analysis

Table 9. Results of Regression Coefficient Analysis

Model	B	Std. Error	Beta	t Count	Sig.
(Constant)	12,463	4,104	-	3,037	0,003
Work Process Innovation (X1)	0,246	0,082	0,264	2,982	0,004
Organizational Innovation Culture (X2)	0,343	0,075	0,406	4,594	0,000

Source:SPSS Data Processing 26.0, 2026

The regression equation obtained is $Y = 12.463 + 0.246X_1 + 0.343X_2$. All regression coefficients are positive, indicating that work process innovation and organizational innovation culture contribute to improving employee performance, with organizational innovation culture having a greater influence.

Partial t-test results

Table 10. Partial t-test results

Variables	B	b	t	Sig.
Work Process Innovation (X1)	0,246	0,264	2,982	0,004
Organizational Innovation Culture (X2)	0,343	0,406	4,594	0,000

Source:SPSS Data Processing 26.0, 2026

The results of the t-test show that work process innovation (p= 0.004) and organizational innovation culture (p< 0.001) has a positive and significant effect on employee performance. Organizational innovation culture has a more dominant influence based on the higher beta coefficient value.

F Test Results (Simultaneous)

Table 11**.** F Test Results

Model	F	Sig.
Regression	18,084	0,000

Source:SPSS Data Processing 26.0, 2026

The calculated F value of 18.084 with a significance of 0.000 (<0.05) indicates that work process innovation and organizational innovation culture simultaneously have a significant effect on employee performance.

R-Square (R^2) Test Results

Table 12. R^2 Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,523	0,274	0,259	4,70168

Source:SPSS Data Processing 26.0, 2026

The R Square value of 0.274 indicates that 27.4% of the variation in employee performance can be explained by work process innovation and organizational innovation culture, while the remaining 72.6% is influenced by other factors outside the research model.

Discussion

Work process innovation has been shown to have a significant partial effect on employee performance, thus accepting the first hypothesis. This finding aligns with Damanpour's (2021:34) process innovation theory and the OECD et al.'s (2018:210) definition of process innovation as the implementation of new or significantly improved production methods. Rogers (2003) explains through the diffusion of innovation theory that adopting new work methods simplifies and speeds up work, while Locke & Latham (2008:710) assert that efficient work procedures facilitate the achievement of higher performance targets. Research by Utami & Nugroho (2023), Sari et al. (2024), and Sarmawa et al. (2022) also supports these findings from various manufacturing industry contexts. However, their moderate contributions suggest that work process innovation alone is insufficient without the support of organizational culture factors.

Organizational innovation culture was also shown to have a significant partial effect on employee performance, thus accepting the second hypothesis. Its influence was even more dominant than work process innovation, which is relevant to the pre-survey phenomenon at PT Nikomas Gemilang, where innovation was better understood at the management level than at the production line. Schein (2010:18) explains that when leaders instill the assumption that change is an opportunity, employees feel safe to propose ideas and take creative risks. Nurhaliza et al. (2022) asserted that organizations that provide space for creativity increase employee engagement, while Shahzad et al. (2022) found that a strong innovation culture increases absorptive capacity, which ultimately spurs innovative performance. Syafitri (2025) and Arifudin Husain et al. (2022) also confirmed the consistency of these findings across organizational contexts.

Simultaneously, both variables significantly influence employee performance, thus accepting the third hypothesis. Both are complementary: process innovation offers technical solutions, while innovation culture ensures human acceptance and participation in those solutions. Damanpour (2021:34) emphasizes that innovation in new ways of working is optimal if supported by an organizational environment that encourages innovation adoption, and Schein (2010:15) adds that a strong culture creates psychological safety for employees to adopt technical changes. This synergy is

consistent with the findings of Utami & Nugroho (2023) and Pratama et al. (2024), which prove that the combination of procedural innovation and a supportive culture produces a greater impact on performance. The R Square value of 0.274 indicates that 72.6% of the performance variation is still influenced by other factors, opening up opportunities for further research to explore variables such as leadership, motivation, or the work environment.

CONCLUSION

The research results show that work process innovation has a positive and significant impact on employee performance at PT Nikomas Gemilang, Nike Division, Serang-Banten. This finding indicates that the better the implementation of innovation in work processes, such as improving work methods, procedures, and technology utilization, the better the employee performance.

This study also shows that an organizational culture of innovation has a positive and significant impact on employee performance. A work environment that encourages creativity, collaboration, learning, and openness to change can increase employee contributions to achieving organizational goals. Furthermore, an organizational culture of innovation is a factor that has a more dominant influence on performance improvement than work process innovation.

Simultaneously, work process innovation and organizational innovation culture significantly influence employee performance. These results indicate that improved employee performance is not solely determined by work process innovation but also influenced by an organizational culture that supports continuous innovation. Therefore, companies need to integrate both aspects into their human resource management strategies to achieve optimal performance.

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