



## The Influence of Creativity, Independence, and Leadership on Employee Performance at the Y Cooperative in Mojokerto Regency

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### ABSTRACT

The aim of this research is to determine the factors that influence the work of part-time employees or the majority of Cooperative Y in Mojokerto Regency, including work creativity, independence and leadership abilities. The research method used in this research is a method using quantitative research methods. In this research, 31 Cooperative Y workers in Mojokerto Regency were interviewed. The sampling method is qualitative or statistical, i.e. the process of collecting data and looking in depth at various specified items. The data obtained were analyzed using multiple regression analysis using statistical models, especially the SPSS 25 (Statistical Package for Social Science 25) program. Based on the test results obtained using the SPSS 25 program, the following results were obtained. Often the linear regression equation is as follows.  $Y = -1.400 + 0.267X_1 + 0.415X_2 + 0.694X_3$ . The variables innovation, independence and leadership influence employee performance at Cooperative Y, Mojokerto Regency. Differences in innovation, autonomy and leadership simultaneously influence employee performance at Cooperative Y in Mojokerto Regency. The control variable is the main industry of the Y Cooperative employees in Mojokerto Regency

## INTRODUCTION

The role of employees in a company is very important to improve company performance. Employees are more productive at work. Managers and employees are the company's most important assets because they are responsible for communicating the company's policies and business practices. The resources are theirs. HR management is the flow of organizing and recruiting the right and best employees to manage and fulfill employee needs and expectations. Ideas and strategies need to be developed to strengthen employee-leader relationships and a comprehensive vision for HR managers to be successful. Management lost sight of the plan. Every company expects its employees to work well. Because we have many employees, we can serve the company well. Apart from that, great employees can improve company performance. If the company's individuals and employees are managed well, the company's operations will remain profitable. In other words, employee performance determines the survival of the company. As the workforce increases, businesses grow to survive in an unstable and competitive business environment. Improving employee performance, a challenge for organizations. This is because the success and stability of achieving company goals depends on the quality of work of company people. Of course, companies have to be creative. All employees must develop their work, because creative employees produce something new and company profits increase. Creativity is the ability to see various solutions to problems, a way of thinking that has not been thought of before. Creative and innovative employees enable companies to generate great ideas for better products and services. Autonomy is a person's ability to act of their own accord. It is important for everyone to have independence so that they do not depend on other people. A person who can solve his own problems without relying on others is considered independent. Individuals can organize their own daily lives. You can believe in your abilities, have the courage to achieve something and take responsibility for your actions. Apart from that, independence is one of the main skills that children need to adapt to the social environment. Property should be seen as an opportunity to provide benefits to various groups, not as goods or assets that can be used for personal gain by exploiting other groups. Understanding this vision is a necessary skill for leaders to understand, track, and use indicators of success in achieving organizational goals. Role modeling behavior is important in leadership, good or bad it will have an impact on organizational performance. Employees, Others. In this context, several points above indicate that further research is needed to overcome this problem. The author conducted research with the title, "The Influence of Creativity, Independence and Leadership on Employee Performance at Cooperative Y in Mojokerto Regency".

### **Formulation of the Problem**

1. Do creativity, independence and leadership partially influence employee performance at Cooperative Y in Mojokerto Regency?
2. Do creativity, independence and leadership simultaneously influence employee performance at Cooperative Y in Mojokerto Regency?

3. Among creativity, independence and leadership, which variable has the dominant influence on employee performance at Cooperative Y in Mojokerto Regency?

### **Research Purposes**

1. To determine the partial influence of creativity, independence and leadership on employee performance at Cooperative Y in Mojokerto Regency.
2. To determine the influence of creativity, independence and leadership simultaneously on employee performance at Cooperative Y in Mojokerto Regency.
3. To find out between creativity, independence and leadership, which variable has the dominant influence on employee performance at Cooperative Y in Mojokerto Regency

### **Benefits of Research**

It is hoped that this research will obtain benefits both theoretically and practically in accordance with the research objectives to be achieved. The benefits of this research are:

1. For Writers  
The writer will have experience writing research reports and scientific papers using scientific methods.
2. For Cooperative Y in Mojokerto Regency  
As a reference for the company's human resource management planning program.
3. For Readers  
Expected research results: provide additional information about the influence of creativity, independence and leadership on employee performance.
4. For Academics  
Supporting literature as a reference for previous research and adding to the theoretical knowledge at Mayjen Sungkono University.

## **LITERATURE REVIEW**

### **Human Resource Management**

Afandi (2018:67) suggests that human resource management includes planning, organizing, implementing and controlling. Ansory, A. F and Indrasari (2018:91) state that human resource management activities aim to attract, develop and retain an effective workforce. According to Busro (2018:97), human resource management is the science of managing the relationships and roles of the workforce efficiently to achieve organizational goals. Mangkunegara (2017:43) explains that human resource management involves planning, organizing, directing and controlling the procurement, development, compensation, integration, maintenance and dismissal of employees in order to achieve company, individual, employee and community goals. Farida (2017:61) defines human resource management as the utilization of human resources through various activities such as planning, recruitment, selection, development, career planning, accessibility, welfare, and industrial safety and

security, to achieve a healthy relationship between employees and the company.

### **Creativity**

According to several researchers such as Farida, Sedarmayanti, Kasmir, Elmi, Nitisemito, Siagian, and Haryono, creativity is the ability to come up with new ideas and produce effective solutions in overcoming problems. Creativity also involves individual mental processes in creating different and innovative ideas, methods and products. Apart from that, creativity is also defined as the ability to think of new and different things and create more effective value. Creativity can also influence the work environment and increase the productivity and quality of individual work in an organization.

- **Factors that Influence Employee Creativity**

According to Haryono (2018:71) Factors that influence the realization of individual creativity include:

1. Intrinsic motivation

Individuals have the urge to be creative or create ideas, create potential and exert their potential. This incentive is key to building a relationship with nature.

2. Extrinsic motivation

Factors that influence a person's creativity through external stimulation include the environment at home, school, workplace and society. Family environment is an important factor that influences human creativity. The school environment influences the growth and development of individual creativity at all levels of school. Meanwhile, the work environment also influences the development of employee creativity. The social and cultural environment in the social environment influences human creativity.

- **Creativity Indicators**

1. Professionalism. Ability to train to master transferable skills.

2. Thinking ability. It is necessary to develop the power of thinking in the world of work so that it becomes a characteristic or feature of the world of work, so that someone can solve all world problems by capturing all the information received, reviewing it systematically and making decisions. Ability to think systematically.

3. Motivation. A process of strength, direction, and perseverance to achieve one's goals.

4. Listening behavior and living up to values that are considered responsible.

5. Activities Ability to create various compliance procedures that the company will implement.

### **Independence**

According to several experts such as Ajabar, Hartatik, Rebel, Hamali, Larasati, and Fahmi, independence is an important thing for everyone to have so as not to depend on other people. Independence involves initiative, problem-solving abilities, self-confidence, autonomy, and the ability not to be influenced by others. Independence also includes responsibility, caring, a sense of security

in diversity, and creativity as important characteristics in achieving success in life.

- **Characteristics of Independence**

- a. Bangun (2018:87) identifies three types of autonomy, including changes in emotional relationships between individuals.
- b. Behavioral independence. Independence in making and implementing your own decisions responsibly.
- c. The value of independence. The human ability to know right from wrong, important and not

- **Independence Indicator**

According to Larasati (2018:91) states that the indicators used to measure independence include, among others, the following:

- a. Responsibility. Responsibility is necessary to achieve justice and achieve success.
- b. Don't trust other people. The attitude is that employees must be able to solve problems with their own abilities and not depend on other people.
- c. Self-confident. Employees who work hard have a good attitude which makes them work with confidence.

### **Leadership**

According to Masram and Muah (2017:87) leadership is a way of managing and influencing group work. According to Hamali (2018:91), leadership is the science of guiding, influencing and supervising other people. According to Sinambela (2017:112), the influence of leaders on the behavior of their subordinates.

- **Leadership Theory**

According to Masram and Muah (2017:92) there are five leadership theories, namely:

- a. Trait theory  
Trait theory indicates specific characteristics or behavioral characteristics possessed by leaders. A leader needs certain qualities or characteristics that make him successful.
- b. Environmental theory  
The theory states that leaders emerge because of great situations and tasks, not because of intrinsic character. The challenge of creating leaders.
- c. Personal and situational theories  
The theory combines nature and environment, leadership is not just an individual characteristic but an important criterion.
- d. Interaction theory and expectations.  
Interactional theory states that mutual interests between leaders and subordinates increase when they work together and engage in cooperative activities.
- e. Exchange theory

This theory discusses social interactions between leaders and members, such as communication and implementing policies that receive positive responses.

- **Leadership Indicators**

According to Kartono (2018:51), several indicators of leadership are as follows:

- Decision making ability based on systematic statistical analysis.
- Ability to motivate.  
Motivational capacity is the control by which organizational members can mobilize their capacity (in the form of knowledge or professional skills), energy and time to carry out various tasks, be responsible and complete their work. Or your actions.
- Communication skills.  
Communication skills are the ability to convey information to other people effectively.
- Leaders must be able to control subordinates for long-term company benefits effectively and efficiently.
- Responsibility.  
Leaders must take responsibility for their leaders.

**Employee Performance**

According to Farida (2017: 121), the importance of employee satisfaction in increasing productivity is achieving certain results.

- **Factors that Influence Employee Performance**

According to Masram and Muah (2017: 105), it is impossible to separate the achievement of organizational goals from the performance of each employee, as follows:

- Skills involve talents, interests, characteristics.
- Level of commitment: motivation, ethos, presence, design.
- Training, equipment, standards, management, coworkers.

- **Employee Performance Indicators**

- According to Sinambela (2017:135) states
- Interpersonal skills.
- Achievement of results
- Leadership.

Table 1. Employee Performance Variable  
Hasil Uji Validitas Variabel Kinerja Karyawan

Variabel	Pernyataan	Rhitung	Sig. (2-tailed)	Keterangan
Kinerja Karyawan (Y)	Y <sub>1,1</sub>	0.734	0.000	Valid
	Y <sub>1,2</sub>	0.677	0.000	Valid
	Y <sub>1,3</sub>	0.933	0.000	Valid
	Y <sub>1,4</sub>	0.939	0.000	Valid

Sumber: Hasil Output, 2023 Lampiran 4

## METHODOLOGY

This type of research is a quantitative and survey method. The author took 100% of the number of employees of Cooperative Y, namely 31 people. Therefore, the use of the entire population instead of survey sampling as the unit of observation is called population sampling technique or population survey. According to Sugiyono (2018:61) the a source is data related to the study of religion and culture itself through questionnaire and observation methods. According to Unaradjan (2019:87)

Data collection methods for analysis and researcher decision making.

## RESULT AND DISCUSSION

Table 2. Creativity Variable

Hasil Uji Validitas Variabel Kreativitas				
Variabel	Pernyataan	Rhitung	Sig. (2-tailed)	Keterangan
Kreativitas (X <sub>1</sub> )	X <sub>1.1</sub>	0.919	0.000	Valid
	X <sub>1.2</sub>	0.860	0.000	Valid
	X <sub>1.3</sub>	0.742	0.000	Valid
	X <sub>1.4</sub>	0.470	0.000	Valid
	X <sub>1.5</sub>	0.923	0.000	Valid

Sumber: Hasil Output SPSS, 2023 Lampiran 4

- **Validity Test**

Elements of data processing results related to testing the validity of data on the device are shown in the table below:

1. Creativity Variable (X<sub>1</sub>)

Table 3. Creativity Variable

Hasil Uji Validitas Variabel Kreativitas				
Variabel	Pernyataan	Rhitung	Sig. (2-tailed)	Keterangan
Kreativitas (X <sub>1</sub> )	X <sub>1.1</sub>	0.919	0.000	Valid
	X <sub>1.2</sub>	0.860	0.000	Valid
	X <sub>1.3</sub>	0.742	0.000	Valid
	X <sub>1.4</sub>	0.470	0.000	Valid
	X <sub>1.5</sub>	0.923	0.000	Valid

Sumber: Hasil Output SPSS, 2023 Lampiran 4

All questions about the Creativity variable were significant ( $p < 0.05$ )

2. Independent Variable (X<sub>2</sub>)

Table 4. Independent Variable

Hasil Uji Validitas Variabel Kemandirian				
Variabel	Pernyataan	Rhitung	Sig. (2-tailed)	Keterangan
Kemandirian (X <sub>2</sub> )	X <sub>2.1</sub>	0.727	0.000	Valid
	X <sub>2.2</sub>	0.628	0.000	Valid
	X <sub>2.3</sub>	0.859	0.000	Valid
	X <sub>2.4</sub>	0.618	0.000	Valid

Sumber: Hasil Output SPSS, 2023 Lampiran 4

All questions X2 in table 4.9 are valid because the independence of significance is  $<0.05$ .

3. Leadership Variable (X3)

Table 5. Leadership Variable  
Hasil Uji Validitas Variabel Kepemimpinan

Variabel	Pernyataan	Rhitung	Sig. (2-tailed)	Keterangan
Kepemimpinan (X3)	X <sub>3,1</sub>	0.649	0.000	Valid
	X <sub>3,2</sub>	0.766	0.000	Valid
	X <sub>3,3</sub>	0.901	0.000	Valid
	X <sub>3,4</sub>	0.590	0.000	Valid
	X <sub>3,5</sub>	0.892	0.000	Valid

Sumber: Hasil Output SPSS, 2023 Lampiran 4

All Leadership variable questions (X3) have valid status with significance  $< 0.05$ .

4. Employee Performance Variables at Cooperative Y in Mojokerto Regency (Y)

All questions for the Employee Performance variable at Cooperative Y in Mojokerto Regency are valid with a significance of  $<0.05$

- **Reliability Test**

According to Duli (2019:89),

Reliability test shows the consistency of measurement results when repeated using the same measuring instrument. The results of the data reliability test can be seen in the table below:

Table 6. Reliability Variable  
Hasil Uji Reliabilitas Variabel

No	Variabel	Cronbach's Alpha	Keterangan
1	Kreativitas (X <sub>1</sub> )	0.846	Reliable
2	Kemandirian (X <sub>2</sub> )	0.668	Reliable
3	Kepemimpinan (X <sub>3</sub> )	0.793	Reliable
4	Kinerja Karyawan (Y)	0.845	Reliable

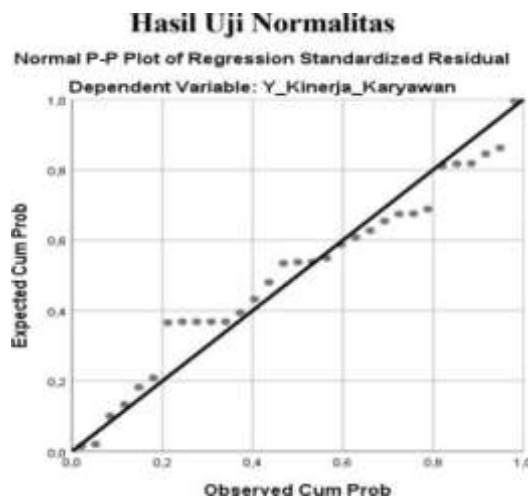
Sumber: Hasil Output SPSS, 2023 Lampiran 4

The results of the Cronbach's alpha calculation are  $>0.6$ , the instrument variable is declared reliable.

- **Normality Test**

Looking at the results of testing the method using Figure 4.2, the data is spread diagonally and follows the diagonal direction, so it can be concluded that the reduction model meets the requirements. calculation.

Figure 1. Normality Test



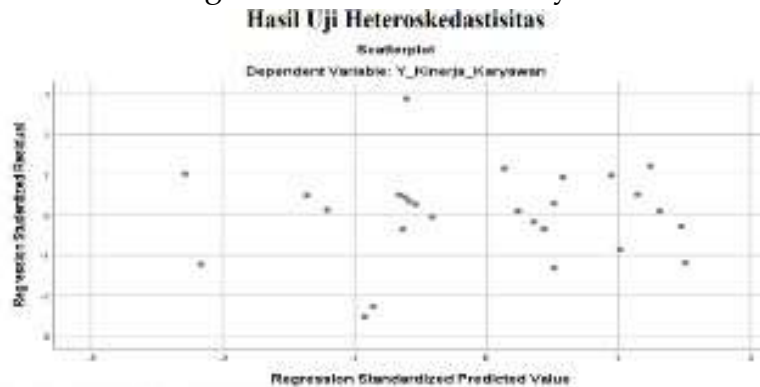
- **Heteroscedasticity Test**

Ghozali (2019:53) stated

The purpose of the heteroscedasticity test: to see the inequality of the observation residual variances. The results of the heteroscedasticity test are presented in the following figure:

There is no clear pattern above or below zero on the Y axis, no heteroscedasticity.

Figure 2. Heteroscedasticity Test



Sumber: Hasil Output SPSS, 2023 Lampiran 6

- **Multicollinearity Test**

According to Ghozali (2019:54)

Multicollinearity test to test the correlation between independent variables. The results of the data multicollinearity test are presented in the following table:

Table 7. Multicollinearity Test  
**Hasil Uji Multikolonieritas**

Variabel	Collinearity Statistics	
	Tolerance	Variance Inflation Factor (VIF)
Kreativitas (X <sub>1</sub> )	0.815	1.226
Kemandirian (X <sub>2</sub> )	0.680	1.470
Kepemimpinan (X <sub>3</sub> )	0.753	1.328

Sumber: Hasil Output SPSS, 2023 Lampiran 4

Independent variables such as Creativity (X<sub>1</sub>), Independence (X<sub>2</sub>), and Leadership (X<sub>3</sub>) have Tolerance and VIF in the acceptable range.

- **Multiple Linear Regression Equation**

Table 8. Regression Equation  
**Hasil Uji Regresi Linier Berganda**

Variabel	Koefisien Beta	t hitung	Sig.
Constant	-1.400	-2.991	0.006
Kreativitas (X <sub>1</sub> )	0.267	2.709	0.012
Kemandirian (X <sub>2</sub> )	0.415	3.257	0.003
Kepemimpinan (X <sub>3</sub> )	0.694	6.871	0.000

Sumber: Hasil Output SPSS, 2023 Lampiran 7

The constant ( $\alpha$ ) -1.400 indicates that if the values of X<sub>1</sub>, This means that every one unit increase in Creativity, Independence and Leadership will have an influence according to the respective regression coefficients.

- **Hypothesis Testing**

**T test**

A significance value below 0.05 indicates that creativity, independence and leadership influence employee performance at Cooperative Y Mojokerto. Partial test results for variables are shown in the following table:

Table 9. Partial Test  
**Hasil Uji Parsial**

Variabel	t hitung	Sig.
Kreativitas (X <sub>1</sub> )	2.709	0.012
Kemandirian (X <sub>2</sub> )	3.257	0.003
Kepemimpinan (X <sub>3</sub> )	6.871	0.000

Sumber: Hasil Output SPSS, 2023 Lampiran 7

**F test**

A significant value of less than 0.05 indicates that creativity, independence and leadership have a positive effect on employee performance at Cooperative Y.

Table 10. Simultaneous Test  
**Hasil Uji Simultan**

Variabel	Fhitung	Signifikansi
Kreativitas (X <sub>1</sub> ) Kemandirian (X <sub>2</sub> ) Kepemimpinan (X <sub>3</sub> )	47.163	0.000

Sumber: Hasil Output SPSS, 2023 Lampiran 7

**Coefficient of Determination**

The classification of correlation coefficients without paying attention to direction is as follows:

Table 11. Scale Number Coefficient of Determination  
**Kategorisasi Angka Skala Koefisien Determinasi**

No	Nilai	Kategori
1	0	Tidak ada korelasi
2	0 s.d. 0.49	Korelasi lemah
3	0.50	Korelasi moderat
4	0.51 s.d.0.99	Korelasi kuat
5	1.00	Korelasi sempurna

Sumber: Ghozali (2019)

When independent variables are added, R<sup>2</sup> will increase regardless of the significant effect on the dependent variable. The results of the determination test (R<sup>2</sup>) can be seen from the coefficient of determination value in Table 4.18 below:

Table 12. Coefficient of Determination  
**Hasil Uji Koefisien Determinasi**

<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
0.916 <sup>a</sup>	0.840	0.822	0.32195

Sumber : Hasil Output SPSS, 2023 Lampiran 7

16% of other variables come from external factors such as salary, supervision, employee skills, organizational culture, work environment, work motivation.

**Dominant Variable Testing**

The research tests the influence of the independent variable on the dependent variable by determining the magnitude of the beta value. The results of the variable validity test can be seen in the following table:

Table 13. Dominant Variable Testing  
Pengujian Variabel Dominan

Variabel	Koefisien Beta	thitung
Kreativitas ( $X_1$ )	0.267	2.709
Kemandirian ( $X_2$ )	0.415	3.257
Kepemimpinan ( $X_3$ )	0.694	6.871

Sumber: Hasil Output SPSS, 2023 Lampiran 7

The variables Creativity, Independence and Leadership have a significant effect on the performance of cooperative Y employees in Mojokerto Regency.

## CONCLUSIONS AND RECOMMENDATIONS

This research concludes that creativity, independence and leadership have a significant positive impact on employee performance:

The test results show that creativity, independence and leadership have a significant effect on employee performance at Cooperative Y in Mojokerto Regency with significance values of 0.012, 0.003 and 0.000 respectively. The F test also shows that innovation and leadership variables have a significant influence on employee performance.

### Suggestion

Based on the results of previous research, the author admits that this research still has many limitations and shortcomings. However, we hope this research is useful. Based on the decisions chosen, suggestions can be given that can be used as material for your consideration, including:

1. For the Y Cooperative in Mojokerto Regency.
  - a. Cooperative Y in Mojokerto Regency should optimize the creativity of its employees by providing a platform and space to realize aspirations, ideas and thoughts within the company. This container can be a physical space, such as a private room for reflection or creative thinking. Open forum, place for creative thinking.
  - b. For Cooperative Y in Mojokerto Regency, focusing on work autonomy will result in better employee performance. Improve personal performance by doing the following things: (a) Improving company systems and regulations to make them more efficient. (b) Gives freedom to employees and increases responsibility. (c) Employees must be motivated to have the opportunity to work. Management does not hesitate to praise employees for their work achievements and regularly provide advice about their work to increase staff attention and concern. In the end, your employees will be happy.
2. For Further Researchers
  - a. The results of this important research can be improved by adding variables such as compensation, supervision, employee motivation, organizational culture, work environment, training and employee education.
  - b. Further research  
Adding samples can increase data accuracy.

- c. In further research, order to be more in-depth in his research.

### **FURTHER STUDY**

This research still has limitations, so further research needs to be carried out regarding the topic of the The Influence of Work Creativity, Work Experience, and Work Motivation on Employee Performance in Companies. to perfect this research and increase insight for readers.

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