

A New Direction toward Problem-Solving Creativity: Dynamic Capability, Organizational Culture as a Predictor, with Psychological Well-Being as Moderation

Heti Patmawati^{1*}, Syamsul Hadi², Didik Subiyanto³

Economic Faculty, Universitas Sarjanawiyata Tamansiswa, Indonesia

*Email: Hetti.patma62@gmail.com

Abstract

Creativity in problem solving is a very important requirement for individuals and organizations to deal with very complex life activities, especially those related to the development of digital technology. Problem solving creativity has emerged as an important concept to support individual success in an institution to solve work problems encountered. The new era of increasing problem-solving creativity is inseparable from the level of dynamic capabilities and the ongoing organizational culture. In addition, individual psychological well-being will be a factor that strengthens or weakens individual activities within the organization. Analyse the influence of dynamic capability and organizational culture on problem solving creativity, and at the same time explore the role of individual psychological well-being in the relationship between dynamic capability and organizational culture on problem solving creativity. This research is a quantitative study involving 150 police personal respondents in East Lampung. The collected data was processed using AMOS software and analysed using Structural Equation Modelling (SEM). It was found empirically, without involving the role of psychological well-being as a moderation, dynamic capability were not proven to influence problem-solving creativity. Meanwhile, by involving psychological well-being, dynamic capability have a positive and significant effect on problem-solving creativity. The next result is that organizational culture is proven to have a significant positive effect on problem solving creativity, both with moderation of psychological well-being and without moderation of psychological well-being. Psychological well-being is proven to strengthen the influence of dynamic capability and organizational culture on problem solving creativity. The results of this study expand knowledge about the factors that influence problem solving creativity, both factors that come from the organization and factors that come from individual psychology. The results of this research will certainly be an important source of input for police institutions, especially in East Lampung, in policies to improve the quality of personnel's problem solving creativity.

Keywords: Dynamic Capability, Organizational Culture, Psychological Welfare, Problem Solving Creativity

INTRODUCTION

The development of information technology has a very complex impact on human activities in various sectors. Information technology has two impacts on humans, firstly it can make a positive contribution which can improve welfare, and on the other hand it can have a negative impact. There is a lot of work that can be done efficiently and effectively, but on the other hand there are many who use information technology (IT) as a means of committing crimes.

Today's organizations have adopted information technology so that their operations run smoothly, efficiently and effectively. We do not only focus on the positive benefits of information technology, but we must be sensitive to the negative impacts. Many crimes are committed through information technology, with a variety of methods. Therefore the

organization must anticipate this negative impact. As an illustration of the police institution as a servant and protector of the community in accordance with Law no. 22 of 2002, at least from the start, you have to anticipate the negative impact of this information technology development.

Several types of cyber crime that must be of concern to the public, among others (<https://www.cermati.com/artikel/jenis-cyber-crime>, 2022) : 1) Identity Theft, 2) Phishing, 3) Carding, 4) Ransomware. Crime by utilizing information technology continues to grow besides the several types of crimes mentioned above, there are many more such as; site and email hacking, skimming crimes, otp fraud, data falsification or data forgery, illegal content crimes, cyber terrorism, spying or cyber espionage, plagiarizing other people's sites, and so on.

Phenomenon in 2022 with many online crime cases (<https://www.cermati.com/artikel/jenis-cyber-crime>, 2022): manipulation of authentic data 3,723 cases, fraud through electronic media 2,131 cases, cyber crime 1,095 cases, defamation and persecution in the form of 835 cases, accessing the system illegally 358 cases, online gambling 164 cases, threats through online media 145 cases, pornography or 143 cases of prostitution, 59 cases of contempt, and 43 cases of hate speech. It can be concluded that cyber crime or cyber crime in Indonesia is increasing and for the Lampung Regional Police area it has increased by around 70% from 2021 to 2022.

Given the high number of online crime cases that use information technology, creativity in solving problems is very important and must be owned by police members. Creativity in problem solving is the key to success in answering multi-dimensional problems in society. Therefore problem solving creativity becomes very important and interesting for researchers (Carmeli et. al., 2013; van Hooijdonk et. al., 2020; Van Hooijdonk et. al., 2022). The importance of creativity in solving problems, especially in providing legal protection and protection to the public against crime, this creativity becomes a new direction and continues to be developed to answer the challenges of the times. This problem-solving creativity can be increased through exploration abilities (Van Hooijdonk et. al., 2020; Van Hooijdonk et. al., 2022b; Wardani, 2020), and also empirically influenced by organizational culture (Fadnavis et. al., 2020). Problem solving creativity at least considers several actions, including; Finding facts, Searching for problems that occur, Discovering ideas (Van Hooijdonk et. al., 2020).

Discussing creativity in solving problems cannot be separated from the ability of human resources, namely in the form of competence. In the theory of Resources Based View (RBV), an organization will be able to achieve a sustainable advantage if it has resources that are valuable, rare, inimitable and not usually replaced. RBV explains how organizations drive and create differences which will then create the expected performance (Finney et. al., 2008). Views based on organizational resources, one of which is human resources (Hoopes et. al., 2003). Based on the RBV theory, institutions can become superior organizations if they have human resources that are valuable, rare, difficult to imitate, and irreplaceable. Therefore, deep thought is needed to have qualified human resources in the RBV theory.

From several previous studies on problem-solving creativity, there is no role for psychological well-being involved as moderation. Given the severity of handling cybercrime, all institutional resources are deployed without neglecting the psychological factor. In addition, research related to problem-solving creativity is mostly carried out in business organizations.

Police officers are very valuable human resources for police institutions, horizontally they must be closely integrated with other organizational resources, and vertically directed towards the mission and vision of the organization. Therefore psychological factors cannot be ignored. New directions for building problem-solving creativity will not be separated from individual welfare. Because psychological well-being will be transformed into perceptions,

attitudes, and behaviors that impact performance (Indarti et. al., 2017), apart from competence (Kamuri, 2021). Psychological well-being is a state in which a person is able to function psychologically well enough to realize his or her true potential (Wang & Kanungo, 2004). Based on the description on this background, the researcher is interested in the theme of a new direction towards problem solving creativity with the causal factors, namely dynamic abilities, organizational culture, and psychological well-being.

LITERATURE REVIEW

Resources Based View (RBV)

RBV explains how company resources drive company performance through differences in owned resources (Finney et. al., 2008). Organizations in a rapidly developing technology environment, RBV is an important guide on how organizations can respond very precisely and well, when the side effects of technological developments enter the dark side, which can result in losses.

An organizational resource-based perspective (RBV), makes human resources the main force for achieving sustainable organizational excellence. RBV as a theoretical lens for the following reasons: (1) allows to reveal aspects of information systems (IS) which are the main source of increasing organizational productivity, (2) allows to see IS in the context of other central resources needed to effectively uncovers the complementarity required of IS to pave the way towards increased organizational productivity and (3) provides a framework for examining the role of IS in coordinating deployment across resource pools in enabling organizational productivity (Pan et. al., 2015).

With the advantages of valuable, unique, inimitable and non-replaceable human resources, it will have an impact on organizational excellence in its dynamic capabilities (Pan et. al., 2015). In addition, with these valuable and unique human resources, their creativity will be difficult to follow or be adopted by other organizations, thus triggering a sustainable competitive advantage.

Problem Solving Creativity

Problem-solving creativity is the ability to combine problem-solving processes and creative mindsets (Kirton, 2003). Meanwhile according to (van Hooijdonk et. al., 2020) Creative Problem Solving is a process of solving problems, creating new ideas, and finding connections between old concepts and new ideas. Every day humans are faced with situations that are sometimes against their will, and can even become obstacles and difficulties that must be overcome in order to achieve goals. Therefore humans must have the ability and be creative in dealing with life's problems. business growth. Valy et. al., (2019) using several aspects in the context of creativity, ie: 1) Fluency: bringing out meaningful, relevant ideas that are generated in meeting the demands of the situation. 2) Flexibility: the ability to think in a flexible way to solve problems in order to have more solutions. 3) Originality: is the originality of a creative idea that can be born by someone. 4) Elaboration: is the ability to describe and develop more complex ideas.

Individual creative potential can be accessed through training taught, and has a positive influence in increasing innovative ideas. Positive results can be obtained by increasing innovative ideas through creativity training to foster one's creativity. Whereas (Näyhä, 2020) revealed that good or bad organizational performance can also be influenced by the culture adopted by members of the organization. Organizational performance indicators can be in the form of creativity in solving the problems encountered.

Fidan & Oztürk, 2015 stated that organizations with a more innovative climate provide a spirit of creativity and innovation, enabling its members to pursue new ideas. The

phenomenon of organizational climate has a close relationship between individual innovative behavior and organizational climate. Therefore, it is considered necessary to instill an innovative organizational climate, and be handled appropriately. Because climate consists of signals related to desired behavior or outcomes for individuals. Individuals use these signals to create cognitive schemas about expectations and adjust their behavior accordingly to achieve positive outcomes.

Dynamic Capability

Dynamic capability is a company's ability to "integrate, build and reconfigure internal and external competencies to cope with a rapidly changing environment. (Mohsenzadeh & Ahmadian, 2016). Dynamic capabilities can allow organizations to move rhythmically from exploitative functions to exploratory activities, but preferably insights need to be gained through organizational capabilities that underlie the ability to perform both simultaneously, i.e. exploitation and exploration activities (El Maalouf & Bahemia, 2022).

Dynamic capabilities within the resource-based view framework, need to explore the relationship between different resources, different dynamic capabilities, and company performance, and which focus more on problem-solving creativity. Dynamic capabilities can mediate valuable, rare, inimitable, and non-replaceable (VRIN) enterprise resources to improve performance (Lin & Wu, 2014).

Lee et. al., (2017) integrating dynamic capabilities theory and a resource-based view (RBV), his study offers a systematic analysis of the antecedents and consequences of management and proposes a conceptual research framework, with the competitive advantage of HR. Farzaneh et. al., (2022) found that companies with an innovation orientation are more likely to utilize dynamic capabilities to encourage innovation, including in solving creative problems faced by the organization. Dimamis ability according (Rodrigo-alarc, 2023) There are three dimensions, viz: 1) Absorptive Capacity: the company's ability to recognize the value of new external information, assimilate it, and apply it for business purposes. 2) Adaptive Capacity: the ability of the system (human) to adapt to changes in the environment. 3) Innovation Capacity: individual capacity to produce new products or processes that are of value and benefit to the organization.

Organizational Culture

Organizational culture as a sequence of norms, values, basic assumptions and beliefs built by group members to address adaptation and integration issues that influence employee behavior in organizations with deeper cultural values (Kaur Bagga et. al., 2022). Given the universal competitive pressures, it is imperative for organizations to become more dynamic and innovative. The survival of the company depends on innovation and organizational culture is considered as an important component in realizing the goals of innovation (Muhammad et. al., 2021). Organizational culture is the pattern, beliefs and values that should be adhered to. Organizational culture is one of the opportunities to build human resources through aspects of changing attitudes and behavior that are expected to be able to adapt to ongoing and future challenges. organizational brands are all organizational culture.

Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Organizational culture is also an important thing that must be owned by employees to respond to a challenge or change that can occur at any time in a company so that employees still have good performance in carrying out the tasks given by the company and continue to maintain the behavior and attitudes of employees so that remain in accordance with applicable standards or norms.

Innovative organizations must have (1) an open and promotive climate, (2) a high level of solidarity among members, and (3) a reward system that reinforces the previously

created innovation climate. Organizational culture as a sequence of norms, values, basic assumptions and beliefs built by group members to address adaptation and integration issues that influence employee behavior in organizations with deeper cultural values (Kaur Bagga et. al., 2022).

Organizational culture encourages knowledge-sharing and innovation activities among the workforce and links them with high-level business processes that are conducive to acquiring advanced capabilities (Azeem et. al., 2021). Organizational culture is indispensable for operational success, and knowledge sharing and organizational innovation appear to be key drivers for gaining organizational excellence.

Organizational culture is a significant contributor to the success of structured problem solving practices (Fadnavis et. al., 2020). From the characteristics of organizational culture that affect organizational problem solving abilities provide strong evidence of the important role of organizational culture in problem solving creativity. Desirable cultural traits can create an environment in which team members can engage in structured problem solving effectively to aid continuous organizational improvement. Budaya organisasi memiliki beberapa indikator (Kaur Bagga et. al., 2022), among others are:

- 1) Innovative by taking into account risks,
- 2) Paying attention to each problem in detail,
- 3) Oriented to the results to be achieved,
- 4) Oriented to All Employee Interests, and
- 5) Emphasizes aggressiveness at work

Psychological Well-Being

Well-being is a complex construct involving optimal experience and functioning. Recent research on well-being derives from two general perspectives: the hedonic approach, which focuses on happiness and defines well-being in terms of the attainment of pleasure and avoidance of pain; and the eudaimonic approach, which focuses on meaning and self-realization and defines well-being in terms of the extent to which a person is fully functioning (Ryan & Deci, 2001). These two views have given rise to different research focuses and body of knowledge that are in some fields different and in others complementary.

Van der Meulen et. al., (2023) Psychological well-being is a condition of a person who is not only free from pressure or mental problems, but more than that, namely the condition of a person who has the ability to accept himself and his life in the past (self-acceptance), self-development or growth (personal growth).), the belief that life is meaningful and has a purpose (purpose in life), has the quality of positive relationships with others (positive relationships with others), the capacity to manage one's life and environment effectively (environmental mastery), and the ability to determine one's own actions (autonomy). Meanwhile according to (Ryff & Keyes, 1995) Theoretical model of psychological well-being includes 6 different dimensions:

- 1) Autonomy: the extent to which a person has the freedom to determine his life.
- 2) Environmental Mastery: the extent to which a person can master the environment around him, which is then transformed into his attitude and behavior.
- 3) Personal Growth: the extent to which a person can plan for his future.
- 4) Positive relationship with others: the extent to which a person can create and build relationships with his community.
- 5) Life Goals: the extent to which a person can plan goals with the support of his abilities, and
- 6) Self-acceptance: the extent to which a person has the ability to explore their potential.

Hypothesis

From the background, the formulation of the problem, and based on logical thinking and the support of several previous empirical research results, in this study several hypotheses were proposed as follows:

Dynamic Ability, Problem Solving Creativity, and Psychological Well-Being

The dynamic capabilities approach assumes that a company's heterogeneous resources and capabilities can be modified over time, analyzing their evolution and adaptation to changing external conditions. Dynamic capabilities are very important for organizations, because they have a big role in individual performance (Subiyanto & Djastuti, 2018), positive impact on work creativity (Farzaneh et. al., 2022), and added value to the organization (Wetering, 2022). One form of creativity that is often practiced in organizations is when organizations try to quickly and accurately solve problems they face.

Organizational problem solving creativity starts from the individual level. Therefore, the individual is an important driver of the quality of problem solving taken by the organization. Individuals can not be separated from the psychological side. The psychological well-being of an individual will have an impact on several aspects, such as performance and having a relationship with lifestyle (Cheng et. al., 2023). Psychological well-being has a tendency to stick with individuals in the long term and takes a long time to change. Based on the background and previous empirical studies, the following hypotheses are proposed:

H1: Dynamic ability has a positive effect on problem solving creativity

H2: Psychological well-being moderates the positive influence of dynamic abilities on problem-solving creativity

Organizational Culture, Problem Solving Creativity, and Psychological Wellbeing

The values shared by members of the organization have an impact on the results of their work (Astuti et. al., 2020; Hernita & Arafat, 2020; Sari et. al., 2021) Performance is a notion that permeates contemporary society, as it is used to judge the quality of individual and collective effort (Corvellec, 1997) in (Micheli & Mari, 2014). Ideas grow from creativity, which plays a role in producing innovations, both in systems, products, and creativity in problem solving. Culture has proven its role in increasing the creativity and innovation power of an organization (Colovic & Williams, 2020; Fadnavis et. al., 2020). Based on empirical studies related to organizational culture, creativity, and innovation, which occur at the individual level, the following hypotheses are proposed:

H3: Organizational culture has a positive effect on problem solving creativity

H4: Psychological well-being moderates the positive influence of organizational culture on problem-solving creativity

RESEARCH METHODS

This research is a quantitative study, by taking the population of police personnel at Polres East Lampung. Data was obtained by distributing questionnaires online. The collected data was processed with the help of the AMOS program and the Structural Equation Modelling (SEM) analysis tool. From the results of distributing the online questionnaire, 150 responses were obtained.

Validity and Reliability

Prior to data analysis, data quality was first tested using the criteria of validity and reliability. The following table presents the results of the validity and reliability tests of research data. The validity and reliability test of the Dynamic Capability variable in Table [1](#) shows that all statement items are valid with a Corrected Item-Total Correlation value greater

than 0.3. As for the variable reliability, it is declared reliable with a Cronbach's Alpha value greater than 0.7. Furthermore, the validity of the Organizational Culture variable is presented in Table 2. The validity and reliability test of the Organizational Culture variable shows that all statement items are valid with a Corrected Item-Total Correlation value greater than 0.3. As for the variable reliability, it is declared reliable with a Cronbach's Alpha value greater than 0.7. Test the Validity and Reliability of the Problem Solving Creativity variable presented in Table 3. The validity and reliability test of the Problem Solving Creativity variable shows that all statement items are valid with a Corrected Item-Total Correlation value greater than 0.3. As for the variable reliability, it is declared reliable with a Cronbach's Alpha value greater than 0.7. Test the validity and reliability of the Psychological Welfare variable presented in Table 4. The validity and reliability tests of the Psychological Welfare variable show that all statement items are valid with a Corrected Item-Total Correlation value greater than 0.3. As for the variable reliability, it is declared reliable with a Cronbach's Alpha value greater than 0.7.

Table 1. Test the Validity and Reliability of Dynamic Capability Variables

No	Variables	Items	Corrected Item-Total Correlation	R table	Validity Description	Cronbach's Alpha	Reliability Description
1	Dynamic Capabilities	KD1	.922	0.3	Valid	0.991	Reliable
		KD2	.930		Valid		
		KD3	.898		Valid		
		KD4	.962		Valid		
		KD5	.936		Valid		
		KD6	.960		Valid		
		KD7	.963		Valid		
		KD8	.900		Valid		
		KD9	.947		Valid		
		KD10	.965		Valid		
		KD11	.957		Valid		
		KD12	.943		Valid		
		KD13	.962		Valid		

Table 2. Test the Validity and Reliability of Organizational Culture Variables

No	Variables	Items	Corrected Item-Total Correlation	R table	Validity Description	Cronbach's Alpha	Reliability Description
2	Organizational culture	BO1	.876	0.3	Valid	0.969	Reliable
		BO2	.898		Valid		
		BO3	.948		Valid		
		BO4	.946		Valid		
		BO5	.888		Valid		

Table 3. Test the Validity and Reliability of Problem Solving Creativity Variables

No	Variables	Items	Corrected Item-Total Correlation	R table	Validity Description	Cronbach's Alpha	Reliability Description
3	Problem Solving Creativity	KPM1	.911	0.3	Valid	0.978	Reliable
		KPM2	.931		Valid		
		KPM3	.927		Valid		
		KPM4	.941		Valid		
		KPM5	.932		Valid		
		KPM6	.919		Valid		

Table 4. Test the Validity and Reliability of Psychological Welfare Variables

No	Variables	Items	Corrected Item-Total Correlation	R table	Validity Description	Cronbach's Alpha	Reliability Description
4	Psychological Welfare	KP1	.852	0,3	Valid	0,915	Reliable
		KP2	.829		Valid		
		KP3	.677		Valid		
		KP4	.551		Valid		
		KP5	.857		Valid		
		KP6	.872		Valid		

RESULTS AND DISCUSSION

Description of Demographics

After the observation variables are declared valid and reliable, a descriptive analysis can be carried out for the demographic variables and each variable in the research thinking framework. Following are the results of descriptive statistical analysis for demographic data, which consists of age, gender, education, and respondent status, presented in Table 5.

Table 5 describes the demographic data of the respondents related to gender, age, education and status of the respondents. Of the 185 respondents aged 30 years or less as many as 27 (14.6%), 31-39 years as many as 97 (52.43%), then ages between 40 to 49 as many as 45 (24.32%), and for those aged over 50 years as many as 16 (8.7). Demographics for gender consisted of 171 males (92%), and 14 females (8%). The next demographic data is education level, with 100 (59.5%) graduating from high school/equivalent, 2 (1%) are Diplomas, then for S1 there are 66 (35.7), while those with Masters degree are 7 (3.8). As for marital status, 174 (94%) were married, and 11 (6%) were not married.

Descriptive statistics of Variable Description

Descriptive statistics for each variable need to be analyzed, so that later it can be used as real input on matters that need to be followed up by institutions for more strategic improvements. The results of the descriptive analysis for each research variable, especially regarding the average for each variable item Organizational Culture, Dynamic Capability, Problem Solving Creativity, and Psychological Well-being are presented in the following Table 6.

On average for each statement item of the research variable, the lowest average is on the psychological well-being variable in the KP4 item with an average of 3.52, and KP3 with an average of 3.84. Whereas the highest average is the Problem Solving Creativity variable in the KPM4 item of 4.29, and the Psychological Welfare variable in the KP2 item.

Table 5. Demographic Data

Demographics	Classification	Frequency	Percentage (%)
Age	30 years or less	27	14.6
	31-39 years	97	52.43
	40-49 years	45	24.32
	50 years or more	16	8.7
Gender	Man	171	92
	Woman	14	8
Education	Senior High School	110	59.5
	Diploma	2	1
	S1	66	35.7
	Magister	7	3.8
Status	Marry	174	94
	Not married yet	11	6

Table 6. Statistical Description of Research Variable Items

Variable	Items	N	Min	Max	Average
Organizational Culture	BO1	185	1	5	4.11
	BO2	185	1	5	4.12
	BO3	185	1	5	4.16
	BO4	185	1	5	4.13
	BO5	185	1	5	4.22
Problem Solving Creativity	KPM1	185	1	5	4.11
	KPM2	185	1	5	4.22
	KPM3	185	1	5	4.26
	KPM4	185	1	5	4.29
	KPM5	185	1	5	4.12
	KPM6	185	1	5	4.05
Psychological Well-Being	KP1	185	1	5	4.24
	KP2	185	1	5	4.29
	KP3	185	1	5	3.84
	KP4	185	1	5	3.52
	KP5	185	1	5	4.14
	KP6	185	1	5	4.20

Table 7. Continue

Variable	Items	N	Min	Max	Average
Dynamic Capabilities	KD1	185	1	5	4.11
	KD2	185	1	5	4.16
	KD3	185	1	5	4.14
	KD4	185	1	5	4.19
	KD5	185	1	5	4.11
	KD6	185	1	5	4.14
	KD7	185	1	5	4.14
	KD8	185	1	5	4.19
	KD9	185	1	5	4.18
	KD10	185	1	5	4.19
	KD11	185	1	5	4.17
	KD12	185	1	5	4.14
	KD13	185	1	5	4.16

Analysis

In the following, the results of data quality tests are presented with several criteria such as data normality, loading factor, and goodness of fit. In Table 7 it can be explained that the normality of the data for Skewness and kurtosis meets the requirements, which is between -2.58 and 2.58. Whereas the c.r value is still outside -2.58 – 2.58, therefore the bootstrap method is used. The results of the analysis with bootstrap treatment obtained the following curve image in Figure 1. The bootstrap result curve image appears to be normally distributed, therefore the analysis results meet the requirements. The next requirement to find out whether a structural model is good or not needs to be seen from its loading factor value. The results of the analysis show that the loading factor value for all items is above 0.5, so that it can be said that all items are valid characteristics of the research variable.

Next is the data related to the value of goodness of fit with SEM. The result can be see in Table 8, 9 show all values of the goodness of fit index indicate a fit value. Therefore the results of this analysis can be used as a basis for drawing conclusions about the causality relationship that has been proposed.

As a statistical consideration to find out whether the hypothesis that has been proposed is confirmed or not, it can be seen from Table 10. The regression weight table shows that there are two direct causality relationships, namely the influence of Dynamic Ability on Problem Solving Creativity which is not confirmed, namely with statistical evidence the probability value is above 0.05.

The next causality relationship is the influence of Organizational Culture on Problem Solving Creativity. Statistical results Organizational Culture has a significant positive effect on Creativity Problem Solving, with statistical evidence the probability value (P) = *** (P<0.01) with a coefficient of 0.862.

First Moderation Analysis

Furthermore, to confirm the hypothesis of moderating the Psychological Welfare variable, it is carried out with the interaction variable in accordance with the hypothesis that has been proposed. From the results of the analysis with the moderating variable Welfare Psychology obtained Regression Weight in the Table 11. After involving the variable Psychological Welfare as a moderator, the probability value and the coefficient of influence of Dynamic Ability on Problem Solving Creativity have a significant positive effect, with

statistical evidence that the P value is <0.01, and the coefficient value is 0.993, previously the P value was > 0.05.

Second Moderation Analysis

Furthermore, from the results of the analysis with Psychological Welfare Moderation Analysis, Organizational Culture, and Problem Solving Creativity, the Regression Weight is obtained as Table 12. Empirically the Psychological Welfare variable strengthens the influence of Organizational Culture on Problem Solving Creativity. The role of moderation is seen from the increase in the coefficient value which was originally without moderation of 0.862, then after involving Psychological Welfare as a moderation the coefficient increased to 0.964.

Table 8. Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
KD12	1.000	5.000	-1.640	-8.198	2.022	5.054
KD11	1.000	5.000	-1.762	-8.812	2.514	6.284
KD10	1.000	5.000	-1.763	-8.817	2.400	6.001
KD9	1.000	5.000	-1.780	-8.900	2.428	6.069
KD8	1.000	5.000	-1.747	-8.736	2.536	6.339
KPM6	1.000	5.000	-1.594	-7.969	1.873	4.682
KPM3	1.000	5.000	-1.951	-9.754	2.996	7.489
KPM2	1.000	5.000	-1.807	-9.034	2.475	6.187
KPM1	1.000	5.000	-1.614	-8.069	1.883	4.707
BO1	1.000	5.000	-1.619	-8.096	1.893	4.733
BO2	1.000	5.000	-1.599	-7.995	1.802	4.506
BO4	1.000	5.000	-1.754	-8.770	2.443	6.106

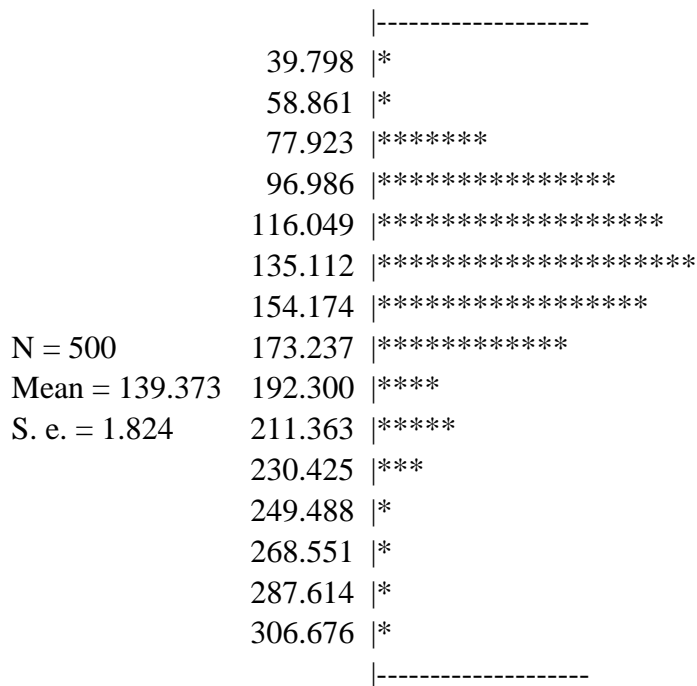


Figure 1. Bootstrap Distributions

Table 9. Loading Factor

Items		Variable	Estimate
BO4	<---	BO	.970
BO2	<---	BO	.921
KPM1	<---	KPM	.944
KPM3	<---	KPM	.983
KPM6	<---	KPM	.950
KD8	<---	KD	.983
KD9	<---	KD	.978
KD10	<---	KD	.993
KD11	<---	KD	.990
KD12	<---	KD	.979
BO1	<---	BO	.955

Table 10. Goodness of Fit

Goodness-of-fit Index	Cut-off Value	Result
Chi-square	Expected small	60.539
Significance Probability	≥0.05	0.020
RMSEA	≤ 0.08	0.059
GFI	≥0.90	0.935
AGFI	≥ 0.90	0.892
TLI	≥0.95	0.993
CFI	≥ 0.95	0.935

Table 11. Regression Weight

consequence	Regression Analysis	Predictor	Estimate	S.E.	C.R.	P	Information
KPM	<---	KD	.113	.174	.652	.515	Not Confirmed
KPM	<---	BO	.862	.177	4.859	***	Confirmed

***sig<0,01

Table 12. Regression Weight with Moderation of Psychological Well-Being

			Estimate	S.E.	C.R.	P	Information
KPM	←-	KD	,993	,044	22,354	***	Confirmed

Table 13. Regression Weight, Psychological Wellbeing, Organizational Culture, and Problem Solving Creativity

			Estimate	S.E.	C.R.	P	Information
KPM	<---	BO	.964	.043	22.633	***	Confirmed

Discussion

The results of data analysis to confirm the proposed hypothesis and empirical data are discussed as follows:

The Effect of Dynamic Ability on Problem Solving Creativity

The hypothesis that Dynamic Ability has a significant positive effect on Problem Solving Creativity is not proven. Rejection of the hypothesis which states that Dynamic Capability has a significant positive effect on Creativity in Problem Solving, can be seen from the results of the analysis using Structural Equation Modelling on the output estimates on the regression weights table using the maximum likelihood estimate method. In the regression weights table, a probability value of 0.515 is obtained. And the beta value is 0.113. The probability value is greater than 0.05, so empirically this hypothesis is rejected, because it does not match the recommendations, which is below 0.05.

If this hypothesis is not proven, it can be interpreted in real terms that the ups and downs of Dynamic Capabilities applied by institutions are empirically unable to drive the Problem Solving Creativity of its members. Although logically Dynamic Ability is able to positively influence Problem Solving Creativity, in practice many factors predict it, both as mediation, moderation, and as a control variable.

The Dynamic Capability Perspective is able to influence the Problem Solving Creativity of its members, it needs to be enriched with novelty which is considered from various points of view. Therefore, the researcher also proposes a moderating variable, namely a variable that is attached to the individual in the form of Psychological Well Being. A person's creativity will not develop if they do not have the freedom to be creative, because it has a relationship with attitudes and behavior (Rathje et. al., 2021).

Psychological factors in the study of Human Resource Management cannot be separated. Human Resource Management, has affinity with psychology, sociology, and anthropology. There have been many quantitative studies that have combined HRM, Psychology, Sociology, and anthropological theories (Sendawula et. al., 2018; Sözbilir, 2018; Vally et. al., 2019)

The Effect of Dynamic Ability on Problem Solving Creativity, and the Moderating Role of Psychological Well-being

The results of the analysis to prove the moderating role of Psychological Welfare in the relationship between Dynamic Ability and Problem Solving Creativity can be seen from the output of the Structural Equation Modelling analysis used in this study. The results of the analysis using Structural Equation Modelling show the output estimates in the regression weights table using the maximum likelihood estimate method. In the regression weights table, a probability value of *** ($P < 0.01$) is obtained and a beta value of 0.993. The probability value is less than 0.01, so empirically this hypothesis is accepted.

Psychological Well-being has an impact on individual attitudes, and it is proven in the results of this study, that empirically Psychological Well-being strengthens the positive significant influence of Dynamic Ability on their Problem Solving Creativity. These results suggest that without members' Psychological Well-being, policies that seek to strengthen the institution's Dynamic Capabilities cannot enhance members' Problem-Solving Creativity. Given the duties of police members have very dynamic challenges with the advancement of digital technology in the massive industrial era 4.0.

Individuals with unpleasant moods such as low psychological well-being are at low risk of compliance (Klein et. al., 2020). Human attitudes are influenced by their moods (Battisti et. al., 2022; Elen et. al., 2013; Rizomyliotis et. al., 2018) As with members of the police, they will respond to what they see, feel, and hear. Then from a prosperous mood they will respond

with an attitude that supports institutional policies, which is transformed into their ability to be creative.

The Influence of Organizational Culture on Problem Solving Creativity

The direct effect of Organizational Culture on Problem Solving Creativity is proven to be significantly positive empirically. Evidence of a significant influence with a probability value of $(P) < 0.05$ and a positive influence is proven by the estimated value on standardized analysis of 0.862. This positive significant effect proves that when Organizational Culture increases by one unit, personal Problem Solving Creativity will increase by 0.862 units. Judging from the significant value and estimation of the role of Organizational Culture on Personnel's Problem Solving Creativity which is high, Organizational Culture has a big role in determining personal Problem Solving Creativity.

With this empirical evidence, it can be understood that when the quality of Organizational Culture increases, the Problem Solving Creativity of personnel also increases. The results of this study support previous research conducted by (Ahmetoglu et. al., 2018; Bogahalande et. al., 2019; Fadnavis et. al., 2020; Sari et. al., 2021).

Some argue social capital provides synergies for creative collaboration between employees. Creativity and efficiency have been defined as two conflicting concepts; however, both are important to maintain an organization's competitiveness (Ahmetoglu et. al., 2018). Social capital has a close relationship with Organizational Culture, because in Organizational Culture there are values of togetherness and relationships between individuals, which will then affect the level of creativity. (Sözbilir, 2018).

The results of this study also provide support and broaden perspectives on how organizational creativity can be managed and enhanced effectively and efficiently, with the role of Organizational Culture. Even the role of Organizational Culture which has such a large role in influencing Creativity in Problem Solving still needs other considerations by involving factors with an individual perspective such as Psychological Welfare from police personnel in East Lampung. Psychological factors cannot be separated from the individual side, which can be a method for driving behavior that has a positive contribution to the organization through their attention and emotion (Zubair et. al., 2020).

The Influence of Organizational Culture on Problem Solving Creativity, and the Moderating Role of Psychological Welfare

The hypothesis that places a position in the Psychology Welfare research model as a moderation on the influence of Organizational Culture on Problem Solving Creativity, is proven empirically. This empirical evidence can be seen in the results of analysis using Structural Equation Modelling, with regression weights for the influence of Organizational Culture before involving Psychological Welfare from 0.862 to 0.964 for the estimates. The estimated value before and after involving the Psychological Welfare moderating variable has increased, at a probability of < 0.01 (***) .

The influence of Organizational Culture directly affects Creativity in Problem Solving in a significantly positive way, getting stronger when personal Psychological Welfare is getting better quality. Personnel with higher Psychological Welfare will really care about what happens in their organizational environment including the values that are being shared by all members of the organization. Organizational Culture has an important role on innovation performance (Lam et. al., 2021), then at the organizational level will increase productivity (Rehman et. al., 2018), which ultimately improves business performance (Sinha & Arora, 2012).

Organizational Culture can be shown by the level of individual discipline at work. Discipline has a close relationship with attitudes and behavior arising from their perception of

the values adopted in an organization (Dlamini et. al., 2021). This research reveals that awareness of cultural values in an organization becomes an important means of increasing Personnel's Problem Solving Creativity when they have an adequate level of well-being even at a higher level. Awareness of the important role of cultural values will certainly increase the level of participation in various events in carrying out their duties, this is where creativity will develop.

CONCLUSION

The results of the analysis with the AMOS program and the Structural Equation Modelling (SEM) analysis tool, with four hypotheses can be concluded as follows: organizational Dynamic Capability empirically has no effect on the police's personal Problem Solving Creativity in the East Lampung Region. Organizational Culture empirically has a significant positive effect on the Problem Solving Creativity owned by police personnel in the East Lampung Region. Psychological Welfare significantly strengthens the positive influence of organizational Dynamic Capability on the Personal Problem Solving Creativity of police in the East Lampung Region. Psychological Well-Being significantly strengthens the positive influence of Organizational Culture on Creativity Problem solving of police members in East Lampung Region.

Research Limitations

Researchers have tried their best so that this research can provide quality results, and also has benefits both theoretically and practically. However, researchers feel that they still have limitations when distributing questionnaires. Given the distribution of questionnaires online, so researchers could not accompany respondents directly when they filled out the research questionnaire.

Suggestion

Based on the conclusions above, the researcher can provide several suggestions, both practically and theoretically. The following are suggestions that researchers can give:

Practical

The new era in improving Problem Solving Creativity, police institutions especially in the East Lampung Region, Dynamic Organizational Capabilities and Personal Psychological Well-being must be the main agenda in dealing with or dealing with virtual crime. This is because the role of Dynamic Ability will have a stronger influence in increasing Problem Solving Creativity when personal Psychological Well-being has a high degree. Particularly for Psychological Welfare institutions need to consider the following factors: a) Level of personnel autonomy, b) Must develop self-confidence of personnel, and c) In addition, institutions also need to provide adequate facilities and infrastructure, as well as provide opportunities to support their duties.

Organizational Culture empirically has a role in increasing Creativity Problem Solving, both directly, and with Psychological Welfare as moderation becomes an important basis in making policies. Based on the results of the descriptive analysis and the results of the structural equation modelling (SEM) analysis, several indicators play an important role in efforts to strengthen the police's personal problem-solving creativity, namely: 1) Institutions must carefully consider risks when carrying out innovations, especially in efforts to deal with crime cyber, 2) Institutions need to pay more attention to their personnel, and 3) Institutions cultivate strong values towards the interests of society.

Theoretical

Based on the limitations of this study, it is hoped that for future research, specifically in distributing questionnaires, it will be better when researchers have a team that can assist respondents when filling out research questionnaires. Then related to the first hypothesis which is not confirmed empirically, further research can consider adding a mediating variable for the effect of Dynamic Capability on Creativity Problem Solving, or can also consider the demographics of the personnel.

REFERENCES

- Ahmetoglu, G., Akhtar, R., Tsivrikos, D., & ... (2018). The entrepreneurial organization: The effects of organizational culture on innovation output. ... *Psychology Journal* <https://psycnet.apa.org/record/2018-59336-003>
- ASTUTI, S. D., SHODIKIN, A., & ... (2020). Islamic leadership, Islamic work culture, and employee performance: The mediating role of work motivation and job satisfaction. ... *Journal of Asian Finance* <https://www.koreascience.or.kr/article/JAKO202032462597237.page>
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635. <https://doi.org/https://doi.org/10.1016/j.techsoc.2021.101635>
- Battisti, E., Giachino, C., Iaia, L., Stylianou, I., & Papatheodorou, A. (2022). Air transport and mood in younger generations: The role of travel significance and COVID-19. *Journal of Air Transport Management*, 103, 102230. <https://doi.org/https://doi.org/10.1016/j.jairtraman.2022.102230>
- Bogahalande, N., Ahamed, F., & Teng, M. E. (2019). Leadership style and innovativeness in the plantation sector: The mediating role of organizational culture. *International Journal of Innovation, Creativity and Change*.
- Carmeli, A., Gelbard, R., & Reiter-Palmon, R. (2013). Leadership, Creative Problem-Solving Capacity, and Creative Performance: The Importance of Knowledge Sharing. *Human Resource Management*. <https://doi.org/10.1002/hrm.21514>
- Cheng, M., Chen, L., Pan, Q., Gao, Y., & Li, J. (2023). E-sports playing and its relation to lifestyle behaviors and psychological well-being: A large-scale study of collegiate e-sports players in China. *Complementary Therapies in Clinical Practice*, 51, 101731. <https://doi.org/https://doi.org/10.1016/j.ctcp.2023.101731>
- Colovic, A., & Williams, C. (2020). Group culture, gender diversity and organizational innovativeness: Evidence from Serbia. *Journal of Business Research*, 110, 282–291. <https://doi.org/https://doi.org/10.1016/j.jbusres.2019.12.046>
- Dlamini, S., Tesfamichael, S. G., & Mokhele, T. (2021). Socio-demographic determinants of environmental attitudes, perceptions, place attachment, and environmentally responsible behaviour in Gauteng province, South Africa. *Scientific African*, 12, e00772. <https://doi.org/https://doi.org/10.1016/j.sciaf.2021.e00772>
- El Maalouf, N., & Bahemia, H. (2022). The implementation of inbound open innovation at the firm level: A dynamic capability perspective. *Technovation*, 102659. <https://doi.org/https://doi.org/10.1016/j.technovation.2022.102659>
- Elen, M., D'Heer, E., Geuens, M., & Vermeir, I. (2013). The influence of mood on attitude–behavior consistency. *Journal of Business Research*, 66(7), 917–923. <https://doi.org/https://doi.org/10.1016/j.jbusres.2011.12.011>
- Fadnavis, S., Najarzadeh, A., & Badurdeen, F. (2020). An Assessment of Organizational Culture Traits Impacting Problem Solving for Lean Transformation. *Procedia*

- Manufacturing*, 48, 31–42. <https://doi.org/https://doi.org/10.1016/j.promfg.2020.05.017>
- Farzaneh, M., Wilden, R., Afshari, L., & Mehralian, G. (2022). Dynamic capabilities and innovation ambidexterity: The roles of intellectual capital and innovation orientation. *Journal of Business Research*, 148(April 2021), 47–59. <https://doi.org/10.1016/j.jbusres.2022.04.030>
- Ferdinand, A. (2011). Metode Penelitian Manajemen Pedoman Penelitian untuk Penulisan Skripsi Tesis dan disertai Ilmu Manajemen. In *Semarang: Universitas Diponegoro*.
- Ferreira, J., Coelho, A., & Moutinho, L. (2020). Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation. *Technovation*, 92–93, 102061. <https://doi.org/https://doi.org/10.1016/j.technovation.2018.11.004>
- Fidan, T., & Oztürk, I. (2015). The Relationship of the Creativity of Public and Private School Teachers to Their Intrinsic Motivation and the School Climate for Innovation. *Procedia - Social and Behavioral Sciences*, 195, 905–914. <https://doi.org/10.1016/j.sbspro.2015.06.370>
- Finney, R. Z., Lueg, J. E., & Campbell, N. D. (2008). *Market pioneers , late movers , and the resource-based view (RBV) : A conceptual model*. 61, 925–932. <https://doi.org/10.1016/j.jbusres.2007.09.023>
- Ghozali, I. (2004). *Konsep dan Aplikasi Dengan Program AMOS 21.0*.
- Grefe, X. (2016). From culture to creativity and the creative economy: A new agenda for cultural economics. *City, Culture and Society*, 7(2), 71–74. <https://doi.org/https://doi.org/10.1016/j.ccs.2015.12.008>
- Hemonnet-Goujot, A., Ivens, B. S., & Pardo, C. (2022). Network creativity: A conceptual lens for inter- and intra-organizational creative processes. *Industrial Marketing Management*, 102, 503–513. <https://doi.org/https://doi.org/10.1016/j.indmarman.2022.02.002>
- Hernita, R., & Arafat, Y. (2020). The Effect of Work Motivation, School Culture and School Based Management on Teacher's Performance. In ... *Research Journal of Social Sciences and researchgate.net*. https://www.researchgate.net/profile/Ali-Hasan-36/publication/340870076_The_Effect_of_Work_Motivation_School_Culture_and_School_Based_Management_on_Teacher's_Performance/links/5ea195fb299bf14389407e3e/The-Effect-of-Work-Motivation-School-Culture-and-School-Based-Management-on-Teacher's-Performance/links/5ea195fb299bf14389407e3e/The-Effect-of-Work-Motivation-School-Culture-and-School-Based-Management-on-Teacher's-Performance
- Hoopes, D. G., Madsen, T. L., & Walker, G. (2003). Guest Editors' Introduction to the Special Issue: Why Is There a Resource-Based View? Toward a Theory of Competitive Heterogeneity. *Strategic Management Journal*, 24(10), 889–902. <http://www.jstor.org/stable/20060587>
- <https://tekno.kompas.com/read/2021/12/21/06540017/8-kasus-peretasan-yang-terjadi-di-indonesia-sepanjang-2021?page=all>. (2021). *No Title*.
- <https://www.cermati.com/artikel/jenis-cyber-crime>. (2022). <https://www.cermati.com/artikel/jenis-cyber-crime>
- Improving, P. O. N., & Performance, E. (2022). *The influence of training roles, self-efficacy, creative problem-solving on improving employee performance*. 2(1), 12–24.
- Indarti, S., Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management* <https://doi.org/10.1108/JMD-11-2016-0250>
- Kamuri, S. (2021). Creating as an entrepreneurial competence, innovation and performance of value-system actors in Kenya's leather industry. *Scientific African*, 11, e00664. <https://doi.org/10.1016/j.sciaf.2020.e00664>
- Kaur Bagga, S., Gera, S., & Haque, S. N. (2022). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia*

- Pacific Management Review*, xxxx. <https://doi.org/10.1016/j.apmr.2022.07.003>
- Kim, M., Do, Y., & Lee, H. (2019). It is time to consider athletes' well-being and performance satisfaction: The roles of authentic leadership and psychological capital. *Sport Management Review*. <https://doi.org/10.1016/j.smr.2019.12.008>
- Klein, P. J., Aebi, M. E., Sajatovic, M., Depp, C., Moore, D. J., Blixen, C., & Levin, J. B. (2020). Differential medication attitudes to antihypertensive and mood stabilizing agents in response to an automated text-messaging adherence enhancement intervention. *Journal of Behavioral and Cognitive Therapy*, 30(1), 57–64. <https://doi.org/10.1016/j.jbct.2020.03.015>
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The Relation among Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66. <https://doi.org/10.3390/joitmc7010066>
- Lee, M., Wu, T., & Huang, I. C. (2017). Formation of Sustainable Supply Chain Management: Integrative Dynamic Capability Theory and RBV. *Academy of Management Proceedings*. <https://doi.org/10.5465/AMBPP.2017.16146abstract>
- Lin, Y., & Wu, L. Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resource-based view framework. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2012.12.019>
- Micheli, P., & Mari, L. (2014). The theory and practice of performance measurement. *Management Accounting Research*. <https://doi.org/10.1016/j.mar.2013.07.005>
- Mohsenzadeh, M., & Ahmadian, S. (2016). The Mediating Role of Competitive Strategies in the Effect of Firm Competencies and Export Performance. *Procedia Economics and Finance*, 36(16), 456–466. [https://doi.org/10.1016/s2212-5671\(16\)30069-7](https://doi.org/10.1016/s2212-5671(16)30069-7)
- Muhammad, F., Ikram, A., Jafri, S. K., & Naveed, K. (2021). Product Innovations through Ambidextrous Organizational Culture with Mediating Effect of Contextual Ambidexterity: An Empirical Study of IT and Telecom Firms. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 9. <https://doi.org/10.3390/joitmc7010009>
- Näyhä, A. (2020). Finnish forest-based companies in transition to the circular bioeconomy - drivers, organizational resources and innovations. *Forest Policy and Economics*, 110, 101936. <https://doi.org/10.1016/j.forpol.2019.05.022>
- Pan, G., Pan, S. L., & Lim, C. Y. (2015a). Examining how firms leverage IT to achieve firm productivity: RBV and dynamic capabilities perspectives. *Information & Management*. <https://www.sciencedirect.com/science/article/pii/S0378720615000026>
- Pan, G., Pan, S., & Lim, C. (2015b). Accepted article. *Information & Management*. <https://doi.org/10.1016/j.im.2015.01.001>
- Rathje, S., Hackel, L., & Zaki, J. (2021). Journal of Experimental Social Psychology Attending live theatre improves empathy, changes attitudes, and leads to. *Journal of Experimental Social Psychology*, 95(March), 104138. <https://doi.org/10.1016/j.jesp.2021.104138>
- Rehman, S., Rahman, H. U., Zahid, M., & ... (2018). Leadership styles, organizational culture and employees' productivity: Fresh evidence from private banks of Khyber-Pakhtunkhwa, Pakistan. In *Abasyn Journal of Social ...*. [ajss.abasyn.edu.pk](http://ajss.abasyn.edu.pk/admineditor/specialissue/papers/AICTBM-2018-4.pdf). <http://ajss.abasyn.edu.pk/admineditor/specialissue/papers/AICTBM-2018-4.pdf>
- Rizomyliotis, I., Konstantoulaki, K., & Kostopoulos, I. (2018). Reassessing the effect of colour on attitude and behavioural intentions in promotional activities: The moderating role of mood and involvement. *Australasian Marketing Journal (AMJ)*, 26(3), 204–215. <https://doi.org/10.1016/j.ausmj.2018.04.002>
- Rodrigo-alarc, J. (2023). *New directions to create dynamic capabilities: The role of*

- pioneering orientation and interorganizational relationships*. January 2022. <https://doi.org/10.1016/j.emj.2023.01.005>
- Roy, S., & Mohapatra, S. (2023). Exploring the culture–creativity–innovation triad in the handicraft industry using an interpretive approach. *Journal of Business Research*, 156, 113460. <https://doi.org/10.1016/j.jbusres.2022.113460>
- Runco, M. A. (2023). *Creativity in psychological, biological, and social development* (B. B. T.-E. of C. and A. H. (First E. Halpern-Felsher (Ed.); pp. 32–39). Academic Press. <https://doi.org/10.1016/B978-0-12-818872-9.00202-8>
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166. <https://doi.org/10.1146/annurev.psych.52.1.141>
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*. <https://psycnet.apa.org/doiLanding?doi=10.1037/0022-3514.69.4.719>
- Şahin, S., & Çankir, B. (2018). Psychological Well-Being and Job Performance: The Mediating Role of Work Engagement. *Hitit Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 11(3). <https://doi.org/10.17218/hititsosbil.487244>
- Sari, S. Y., Krisna, N. lima, & Ali, H. (2021). AA Review Literature Employee Performance Model: Motivation, Leadership, And Organizational Culture. ... *Journal of Digital Business* <https://dinastipub.org/DIJDBM/article/view/888>
- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business and Management*, 5(1), 1–12. <https://doi.org/10.1080/23311975.2018.1470891>
- Sinha, A., & Arora, B. (2012). Fit between Organizational Culture and Business Excellence: A Case Study of Heavy Electrical Equipment Plant, BHEL. *Vikalpa*, 37(3), 19–28. <https://doi.org/10.1177/0256090920120303>
- Sözbilir, F. (2018). The interaction between social capital, creativity and efficiency in organizations. *Thinking Skills and Creativity*, 27, 92–100. <https://doi.org/10.1016/j.tsc.2017.12.006>
- Subiyanto, D., & Djastuti, I. (2018). Transformational leadership, organizational support, and dynamic ambidexterity capabilities in troubleshooting: Strategic efforts to improve lecturer performance empirical evidence from private universities in Central Java province and the Yogyakarta spec. *Quality - Access to Success*, 19(162). https://www.mendeley.com/catalogue/870aaa07-d2ef-3858-b042-466ba4782257/?utm_source=desktop&utm_medium=1.19.4&utm_campaign=open_catalog&userDocumentId=%7B64d55223-6b30-4c60-b1e8-60183c6cb5ec%7D
- Subiyanto, D., & Susanto. (2021). Apa Peran Jarak Kekuasaan Dalam Hubungan Antara Kepemimpinan Dan Perilaku Ekstra Warga Organisasi? *Coopetition : Jurnal Ilmiah Manajemen*. <https://doi.org/10.32670/coopetition.v12i1.262>
- Thomas, S., & Jadeja, A. (2021). Psychological antecedents of consumer trust in CRM campaigns and donation intentions: The moderating role of creativity. *Journal of Retailing and Consumer Services*, 61, 102589. <https://doi.org/10.1016/j.jretconser.2021.102589>
- Vally, Z., Salloum, L., AlQedra, D., El Shazly, S., Albloshi, M., Alsheraifi, S., & Alkaabi, A. (2019). Examining the effects of creativity training on creative production, creative self-efficacy, and neuro-executive functioning. *Thinking Skills and Creativity*, 31(November 2018), 70–78. <https://doi.org/10.1016/j.tsc.2018.11.003>
- Van der Meulen, R. T., Veringa-Skiba, I. K., Van Steensel, F. J. A., Bögels, S. M., & De Bruin, E. I. (2023). Mindfulness-based childbirth and parenting for pregnant women

- with high fear of childbirth and their partners: outcomes of a randomized controlled trial assessing short- and longer-term effects on psychological well-being, birth and pregnancy experience. *Midwifery*, *116*, 103545. <https://doi.org/10.1016/j.midw.2022.103545>
- van Hooijdonk, M., Mainhard, T., Kroesbergen, E. H., & van Tartwijk, J. (2020). Creative Problem Solving in Primary Education: Exploring the Role of Fact Finding, Problem Finding, and Solution Finding across Tasks. *Thinking Skills and Creativity*, *37*(April), 100665. <https://doi.org/10.1016/j.tsc.2020.100665>
- Van Hooijdonk, M., Mainhard, T., Kroesbergen, E. H., & Van Tartwijk, J. (2022a). Examining the assessment of creativity with generalizability theory: An analysis of creative problem solving assessment tasks☆. *Thinking Skills and Creativity*, *43*(April 2021), 100994. <https://doi.org/10.1016/j.tsc.2021.100994>
- Van Hooijdonk, M., Mainhard, T., Kroesbergen, E. H., & Van Tartwijk, J. (2022b). Examining the assessment of creativity with generalizability theory: An analysis of creative problem solving assessment tasks☆. *Thinking Skills and Creativity*, *43*, 100994. <https://doi.org/https://doi.org/10.1016/j.tsc.2021.100994>
- Wang, X., & Kanungo, R. N. (2004). Nationality, social network and psychological well-being: Expatriates in China. *International Journal of Human Resource Management*, *15*(4–5), 775–793. <https://doi.org/10.1080/0958519042000192942>
- Wardani, N. W. (2020). Analisis pengaruh empowerment leadership terhadap creative problem solving dengan mediasi dynamic exploration capability studi di PT. Casuarina Harnessindo Pematang. *EBBANK*, *11*(1).
- Wetering, R. Van De. (2022). Helion The role of enterprise architecture-driven dynamic capabilities and operational digital ambidexterity in driving business value under the COVID-19 shock. *Helion*, *8*(May), e11484. <https://doi.org/10.1016/j.helion.2022.e11484>
- Zubair, M., Wang, X., Iqbal, S., Awais, M., & Wang, R. (2020). Attentional and emotional brain response to message framing in context of green marketing. *Helion*, *6*(9), e04912. <https://doi.org/10.1016/j.helion.2020.e04912>