

Creativity Model In Improving Organizational Performance At Hasanuddin University Hospital Makassar

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ABSTRACT

Challenge human resources management is creating various organizations' variety but demands efficient, effective, and also productive knowledge. This study discusses the creativity model in improving organizational performance at Hasanuddin University Hospital Makassar. This hospital has facilities and human resources consisting of medical and non-medical personnel to support all service activities. However, the application of the right model of creativity in work has not been fully implemented properly. there are still employees who do not have creativity at work, especially in solving problems when working. To be able to improve organizational performance at the Hasanuddin University Makassar Hospital, an appropriate creativity model is needed that can be applied in facing increasingly fierce competition in the Industrial Revolution era which features technological excellence. This study aims to determine the creativity model for improving organizational performance at Hasanuddin University Hospital Makassar. The type of research used is descriptive qualitative research where this research describes in depth by examining all the problems that occur related to the research focus with a phenomenological approach. Data collection techniques in the form of Observation, Interview, and Documentation. Data analysis techniques include examining all available data that has been obtained from various sources, presenting data, and verifying it. The results of the study show that the creativity model in improving organizational performance has been implemented quite well, where most employees have enough creativity at work. For organizational performance to get better, the Hasanuddin University Makassar Hospital should always develop an appropriate and appropriate model of creativity.

Keywords: Creativity, Performance, Organization

INTRODUCTION

The quality of human resources is an important factor in the progress and development national every country in the world so needs to keep going improved from time to time. Every organization works in an open and fulfilling environment with interaction with other possible organization's own different and possible interests there are the same. For the same interest will raise competition where to win it needs power strong competition so that more superior to its competitors. To fulfill the objective of the needed human resources who have creativity always look for steps new and breakthroughs new every operates his job.

Challenge human resources management is creating various organizations' variety but demands efficient, effective, and also productive knowledge (Akib & Salam, 2016). Management needs to be done with meaningful professional management done by functions management. For its superiority, compete organization must be capable look for breakthroughs new. Sustainability life from an organization depends on how fast and responsive organization the face existing

dynamics. In the new era, how to balance the relationship between economic development and resources needs to be known (Huo et al., 2020).

Competition the stricter in the era of the Revolution Industry 4.0 and Society 5.0 featured superior technology. One of the factors creating excellence in business competition is also influenced by the creation of an administrative system (Fahmi, 2015). Every organization for can still survive and be competitive needs to develop technology sustainable and can support efforts the organization must own a source of power and humans who have ideas creative in using appropriate technology with need organization in face various demands from customers and in face various competition. Human resources need for driving to get product ideas new in doing various jobs. Creativity human resources owned expected can find opportunities new so that can compete with maintaining the advantage. New emerging markets needs need to be recognized immediately so new ideas will emerge (Jumingan, 2018).

A Hospital that is giving organizational service health to society also needs good management. Government alone knows the importance create something healthy society and is important to support something development, will become difficult to reach something development if the public becomes not enough healthy. Because it, then already becomes an obligation from the government to give services good health and giving benefit to society. Hasanuddin University Hospital is an education hospital belonging to Hasanuddin University (Unhas) located in Makassar-South Sulawesi. Hasanuddin University Hospital was established to comply with Law No. 20 of 2013 concerning medical education which states that Faculty Medical must own Education Hospital to produce power health quality. To support the whole service this hospital is supported by facilities and resources power composed of human Medical Personnel 548 and Non-Medical Personnel 249 with a total count of human resources at RS.

Based on the observation of the results during the study takes place in March -April 2023 with interview seven informant who is representative of employees at Hasanuddin University Hospital there are several problems encountered that are among them How application/ implementation of the creation model of the employees in increase performance organization Hasanuddin University Hospital Makassar. It is seen from Still exists employees who haven't own creativity in work, especially in solving problems in work. Leave from thinking that and also not yet the exact model of creativity is clear and can increase performance organization, so we need to study more about the application of the right model of creativity as an internal process to increase organizational performance at Hasanuddin University Hospital Makassar.

The Objective of held study is to know creativity models to increase the performance organization Hasanuddin University Hospital Makassar. Creativity's characteristics depend on the environmental work that supports the creative process. The condition most important is organizations have orientation learning, leaders know that workers make errors reasonable as part of the creative process. Organizations strengthen creativity through communication open and sufficient source power. Creativity can to become better with existing support from leaders and partners' work. Creativity is looked at as a stated process including Greenberg and Baron, Harvard Business Essentials, and Kreitner and Kinicki. Greenberg & Baron (2011) stated that creativity is a process of development and expression of ideas new for finishing problems or satisfying needs. Whereas Kreitner et al. (1989) view creativity as a developing process something new and unique. Opinions This appears because creativity is not only talent but also a goal-oriented process for producing innovation (Wibowo, 2022). From the corner another point of view was put forward that creativity is related to ideas: generated, developed, or generated. Creativity is the generation of an idea new that possibly fulfills perceived needs or offers an opportunity for the

Creativity consists of three components that are expertise, creative-thinking skills, and motivation (Luecke, 2003). Expertise skill is related to problem techniques, procedures, and knowledge intellectual. Creative-thinking skills are a method of how people approach problems. Often is a function of personality and style in work. Motivation, maybe characteristic intrinsic or extrinsic. Motivation was extrinsic pushed from outside through bonuses and promotions whereas motivation intrinsic driven by passion and interest, has an impact bigger on creativity.

McShane & Von Glinow (2011) describe a model of creativity as a process that begins with preparation, incubation, insight, and verification. Preparation is individual or team effort to obtain knowledge or Skills according to a problem or opportunity. Preparation concerns developing a clear understanding about what to do can achieve through new solutions Then in a manner active learning related information with a topic, Incubation is a period of reflection thought, setting aside problem to side but thought still working on base background back and stuff This help divergent thinking compile repeat problem with unique and uplifting way approach different, Insight is sudden experience become care on idea unique. Visually depicted as light light incandescent and can just fast is lost if not documented. Lots of creative people guard journals nearby throughout time so that they can record name ideas before they disappeared, and verification is stage-end creativity, actually beginning from a long process of taking decisions creative for the development product or service innovative.

Performance is behavior organizationally directly related to the production of goods or delivery services (Arhas et al., 2021; Hasnawati et al., 2021; Sari et al., 2020). Employee performance is also defined as an implementation of functions required of someone (Fatmawada, 2017; Pratiwi et al., 2019; Suprianto et al., 2021). Employee performance (achievement work) is the results of work in a manner quality and quantity achieved by a person employee in carrying out his job by not quite enough answers given (Mangkunegara, 2017). Influencing factors of performance is creativity and innovation (Nasir et al., 2022; Wenwen An et al., 2018; Zhang et al., 2021). Organizational performance alone can be interpreted as achievement task organization with the use of source Power in a manner effective and efficient so that various phenomenon problems are capable of overcoming.

The success of an organization is influenced by several factors that are among them is the human resources being perpetrator from the entire existing process in an organization. The Essence of the organization can be seen in two respects, the first organization is considered as a receptacle of activity management and administration accomplished, and the second that considered as a process that works to emphasize interaction something connected to those who have involvement in an organization (Seppa et al., 2021).

METHOD

The type of research used in the study is study qualitative descriptive where the study will describe in a manner deep with peel all problems that occur related to focus research. As for approach research used is approach phenomenology that describes all phenomena related to how to model creativity in increasing performance organization Hasanuddin University Hospital Makassar. Study this implemented at Hasanuddin University Hospital Makassar which is located on Jalan Pioneer Independence Tamalanrea, Makassar City. As for the time study that is implemented from the end of March until early April 2023.

The focus of the study is the application of creativity models to increase organizational performance at Hasanuddin University Makassar. Data collection techniques used in a study this

is with using observation is a technique of data collection used by related researchers with behavior human, work processes, symptoms nature and when observed respondents not too big. Besides it, deep study this using technique of interview structure, which is one technique of data collection used in a study with an interview with a source person to get the data and information you need related to focus research, and also documentation which is notes of events that have passed as can in the form of text, pictures or monumental works of someone. Interviews are two-way communication to obtain data from respondents (Hartono, 2017). Studies document is complementary to the use method of observation and interview in the study qualitative (Rizal S et al., 2022).

The data analysis technique used is composed of three steps. The stages of data analysis used in the research refer to the theory of Sugiyono (2019) as follows namely: study all available data obtained from various sources good from interviews, observations already written and documented, presentation of data that is data that has been reduced and classified based on group problem under study, so possible exists withdrawal a conclusion and verification based on the theme for find meaning from any data collected. In the study, this meant getting a clear picture of the related phenomenon studied.

RESULTS AND DISCUSSION

Hasanuddin University Hospital is an education hospital belonging to Hasanuddin University (Unhas) located in Makassar-South Sulawesi. Hasanuddin University Hospital was established to comply with Law No. 20 of 2013 Concerning Medical Education which states that Faculty Medical must own House Education Pain to produce powerful health quality. To know how to model creativity as an internal process to increase the performance organization at Hasanuddin University Hospital Makassar, the researcher collect data with a method do interview an informant the matter this employee Hasanuddin University Hospital Makassar who has worked for more than two years. As for the results study, these are as follows:

Creativity Models

Creativity's characteristics depend on the environmental work that supports the creative process. The condition most important is organizations have orientation learning, leader know that workers make errors reasonable as part of the creative process. One of the results of previous research in one of the hotels also showed that communication, teamwork, and creativity simultaneously had a significant effect on employee performance Organizations strengthen creativity through communication open and sufficient source power (Lakoy, 2015). Creativity can too become better with existing support from leaders and partners' work. McShane & Von Glinow (2011) describe a model of creativity as a process that begins with preparation, incubation, insight, and verification.

Preparation

Can be interpreted as something individual or team effort to obtain knowledge or Skills according to a problem or opportunity. Preparation concerns develop a clear understanding of what to do for achieved through new solutions and then in a manner active learn visible information related to the topic.

In studying this, the researcher wants to know related How indicator preparations as part of the creation model as an internal process increase the performance home organization

Hasanuddin University Makassar Hospital. Based on results of interviews that have conducted by researchers with employees of Hasanuddin University Hospital Makassar as many as 7 informants, obtained information that for answer question First as many as 7 informants stated that all informants argue that they manage skills in finish problems that arise when working with method discuss, ask, seek information, and ask recommendation from superior or from the party concerned. Then for answer question interview second as many as 6 informants argue that they seldom even almost Once experience difficulty in obtaining new solutions when getting a problem at work because actively look for information related to things new to the world of work and sometimes Study from experience previously but 1 informant argue that for belonging cases new sometimes experience difficulty in look for the solution. To answer the question third, as many as 6 informants stated interested learn various information new related to solving existing problems when working but 1 informant stated no so interested because will start Again from the beginning to study it and will lots matter new must learned.

Based on part big various opinions expressed informant related preparations so can be concluded that part big informant tries to obtain knowledge or skills according to problems or opportunities, they also partially big do preparation concerns to develop a clear understanding about what to do for achieved new solutions and then in a manner active learn new and visible information related with the topic. This in line with McShane & Von Glinow's (2011) theory is related to preparations.

Incubation

It is a period of reflective thought. In matter This set aside a problem, however thinking we still work on the base background behind it. The most important condition is to look after the concern level low with often review return problems. Incubation This help divergent thinking in compiling repeat problem with unique and uplifting way approach different. Contrary to meaning calculating convergent thinking in a manner conventional the correct answer to a logical problem. Divergent thinking solve existing mental models so that can apply the same concept very differently.

In studying this, the researcher wants to know related how indicator incubation as part of the creation model as an internal process increases performance organization at Hasanuddin University Hospital Makassar. Based on the results of interviews that have conducted by researchers with employees at Hasanuddin University Hospital as many as 7 informants, obtained information that for answer question fourth as many as 7 informants state that all informant this argue that they own high concern for can finish problems that arise when working because that will make it easy work they when put concern in face problem in work. Then for the answer question interview, fifth as many as 7 informants argue that they all often do reflection thinking or review return when facing problems, moreover, work service in the related administration direct with consumer in matter this patient and family of course needed high accuracy so as not to happen error in work. Review return aims to minimize happening errors in work that can become a problem when not noticed.

Based on the whole opinion expressed by all informants that are 7 related incubators can be concluded that all informants put highly concerned for can finish problems that arise when working and they all too often do reflection thinking or review return when facing problems. this is in line with McShane & Von Glinow's (2011) theory related to incubation.

Insights

The sudden experience becomes care an idea unique. Insights are often visually depicted as light light incandescent, and can fast be lost if not documented. In this study, the researcher wants to know related how indicator insights as part of the creation model as an internal process increase performance organization at Hasanuddin University Hospital Makassar. Based on the results of interviews that have conducted by researchers with employees at Hasanuddin University Hospital Makassar as many as 7 informants, were obtained information that to answer question six as many as 6 informants state that they once own experience suddenly own unique ideas when working and some among them often experienced it, but 1 informant argue occasionally just get experience the because not yet too long to work and also not yet own such an experience many. Then for the answer question interview seventh, all informants argue that their method alone still can remember something idea or ideas they have that among them archived to computers and cellphones as well recorded in the book note.

Based on the whole opinion expressed by all informants that are as many as 7 informants related insights so can be concluded that almost all informants once own experience suddenly own unique idea when working and some among them often experience it as well as all informants argue that they own method alone for still can remember something idea or ideas you have that is among them archived to computers and cellphones as well recorded in the book note. This in line with McShane & Von Glinow's (2011) theory is related insights.

Verification

Required through evaluation logical detail, experimentation, and insight creative more continue. Although as the stage end creativity, actually become the beginning of a long process of taking decision creative for the development product or service innovative.

In this research, the researcher wants to know related how indicator verification as part of the creation model as an internal process increases performance organization at Hasanuddin University Hospital Makassar. Based on the results of interviews that have conducted by researchers with employees at Hasanuddin University Hospital as many 7 informants, obtained information that to answer question eight as many as 7 informants stated that informant argue that they once experiment alone or do test new among them there are often because of course needed to work no feels monotone and lacking innovation as well as there is some have but seldom because already there is binding regulations and existing agreements made before. Then for the answer question interview ninth whole informant argue that they own more insight creative when doing a trial and some among them get it from results observation or learning things related to new work every day. To answer question final that is tenth, informants argue that they can get inspiration when working when facing problems, and when depressed, it could also be suddenly and sometime currently rest.

Based on part big various opinions expressed informant related verification then can be concluded that part big informant once experiments alone or do test new among them there are often because of course needed to work no feels monotone and lack innovation as well as there is some but seldom because already there is binding regulations and existing agreements made before. They also have more insight creative when doing a trial and some of them get it from results observation or learning things related to new work daily as well as they can get inspiration when working when facing problems, when depressed, it could also be suddenly and sometime currently resting. this in line with McShane & Von Glinow's (2011) theory is related verification.

CONCLUSION

Based on the results study about creativity models in increased performance organization at Hasanuddin University Hospital Makassar, can pull the conclusion that a model of creativity in improving organizational performance has been implemented quite well, where part big informants/employees already have enough own creativity in work, have skills in finish problem, do preparation develop understanding, interested learn information new, care for finish problems that arise moment work, often do reflection thought, have a unique idea, have method alone for can remember the idea, ever do test new, have creative insight, and gain inspiration when to work.

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