

THE INFLUENCE OF CORE VALUES ON EMPLOYEE PERFORMANCE IMPROVEMENT AT ONE CLICK MEDIA AGENCY

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Abstract

This study aims to evaluate the impact of Core Values B-CLOPP on improving employee performance at One Click Media Agency. The Core Values, which consist of Brave, Care, Learn, Open, Positive, and Passionate, are implemented as the foundation of the company's work culture. This research adopts a quantitative approach using a survey method distributed to 35 employees from various divisions. The data were analyzed using multiple linear regression to measure the simultaneous and partial influence of Core Values on employee performance. The findings reveal that Core Values collectively have a significant impact on employee performance, contributing 51.8% as indicated by the R Square value. Partially, the Passionate dimension has the most significant influence with a Sig. value of < 0.001 , emphasizing that enthusiasm and dedication are key factors in enhancing performance. These results align with the theories of Schein (2016) and Brown (2018), while also providing practical implications for management to strengthen the Passionate dimension through training programs and recognition initiatives. This study is expected to serve as a reference for future research in other industrial contexts.

Keywords: Core Values, Employee Performance, Work Culture

Introduction

Core values are recognized as an essential element in shaping a strong organizational culture and improving employee performance. According to Schein (2016), core values provide a framework for companies to guide employee behavior and support decision-making at all levels of the organization. These values serve as the foundation that enables a company to achieve its goals by ensuring that every employee behaves in accordance with the company's values. Coyle (2018) adds that the effective internalization of core values can enhance collaboration and productivity within teams. At One Click Media Agency, the B-CLOPP core values (Brave, Care, Learn, Open, Positive, and Passionate) are implemented with the hope of increasing productivity and employee performance across divisions. The implementation of these values aims to create an adaptive work culture that supports optimal performance. Brown (2018) also emphasizes that core values must be integrated into daily operations so that they do not merely remain rhetoric but instead have a tangible impact on the organization. Therefore, the implementation of core values must be an integral part of the company's strategy to maintain relevance and efficiency.

The application of core values in the digital media industry faces its own challenges due to the fast-paced nature of this industry. Companies in the digital world must be able to adapt quickly to seize opportunities and overcome emerging challenges (Hiatt, 2016). This industry is often confronted with rapid technological changes and dynamic market forces, requiring flexibility in the company's management approach. Kotter (2014) stresses that rapid adaptation and agile strategies are essential to remain relevant in a rapidly changing business environment. If core values are not consistently lived by management and employees, they risk losing their meaning and appeal. Aviani and Trimawarni (2023) highlight that effective implementation of core values can enhance employee commitment and strengthen the organizational culture. While many studies show the benefits of core values, their implementation in the digital media industry requires a more flexible strategic approach. Management and employee commitment to maintaining the relevance of core values is crucial for sustaining their effectiveness in daily operations.

Previous research shows that the effective implementation of core values can positively impact employee performance. Lutfiah and Pujianto (2024) found that core values aligned with the company's vision and mission can strengthen productive work behavior, thus having a beneficial effect on organizational performance. Another study by Aviani and Trimawarni (2023) revealed that strong internalization of core values can enhance employee loyalty and commitment, which ultimately contributes to reducing turnover rates. These studies confirm that the application of core values significantly contributes to creating a conducive work environment. However, in the digital media industry, the implementation of these values requires a flexible approach to remain relevant amidst continuous adaptation challenges. Research on organizational adaptation in the digital era shows that the success of core values implementation is greatly influenced by a company's ability to adjust to external conditions (Hiatt, 2016). Therefore, the right strategy is needed to ensure that core values remain an element that supports employee performance.

Empirical data indicates that core values alone may not be sufficient to address external pressures and business challenges. A report by Kompas (2022) states that, although some technology companies have strong core values, they still face challenges such as operational efficiency and layoffs in order to survive. This suggests that core values need to be supported by more adaptive management strategies to maintain their effectiveness and relevance amidst changing market conditions. Brown (2018) recommends that core values should be accompanied by flexible management policies to continue supporting company performance. Companies in the digital era are required to adopt a holistic approach in integrating core values with change management strategies. Without this adaptation, core values risk losing their impact in the face of dynamic business pressures. Therefore, it is crucial for companies to ensure that core values are not only implemented but also maintained and reinforced through strategic and flexible management.

Based on the background outlined above, this study aims to evaluate the impact of B-CLOPP core values on employee performance at One Click Media Agency. The approach used in this study is a quantitative method, which is recognized as effective for measuring employee perceptions and experiences objectively (Creswell, 2015). A survey was distributed to employees across various divisions, using a 1-5 Likert scale to assess how core values influence their performance. This method allows the researcher to collect valid and reliable data (Bryman, 2015). This study is expected to contribute to the theoretical field by providing a deeper understanding of the role of core values in the digital media industry. Practically, the results of this study are expected to help the management of One Click Media Agency in formulating a more optimal approach to efficiently manage human resources. Therefore, this research can serve as a reference for other companies in similar industries that wish to implement core values more effectively.

Research Method

Type of Research

The explanatory method is applied in this study as the approach, with the aim of uncovering causal relationships between the independent variables, represented by the B-CLOPP Core Values dimensions as predictor factors, and the dependent variable, which is employee performance as the outcome influenced. According to Edison (2019), explanatory research focuses on analyzing cause-and-effect relationships to provide a deeper understanding of the influence between variables.

Research Approach

This study adopts a quantitative approach, which allows for the systematic collection of data and analysis of causal relationships between the variables being studied. According to Creswell (2015), a quantitative approach is highly relevant for answering research questions that require objective and measurable data. Ghoni (2022) also mentions that this approach is effective in evaluating the impact of core values on performance within organizations.

Theoretical Framework

The conceptual framework of this research is designed to represent the relationship between the independent variables and the dependent variable. According to Creswell (2015), a research framework helps to map the relationships between the variables being tested, thus providing clear guidance for the

data analysis process. Additionally, Sekaran and Bougie (2017) emphasize that the research framework serves as a conceptual foundation that helps direct the research process in analyzing the connections between the independent and dependent variables. In this study:

Independent variables: B-CLOPP Core Values, which consist of the dimensions of Brave (X_1), Care (X_2), Learn (X_3), Open (X_4), Positive (X_5), Passionate (X_6). Dependent variable: Employee performance (Y).

Based on a review of previous research and theoretical studies, the conceptual structure of this research is presented in Figure 1 below:

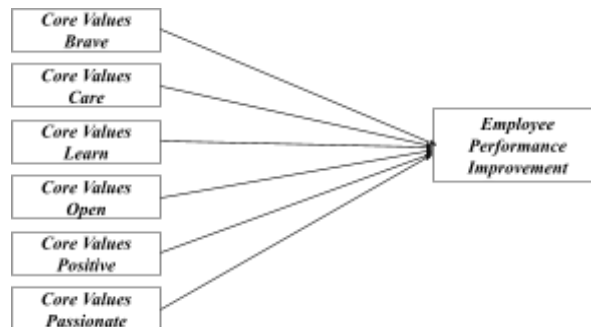


Figure 1
Conceptual Framework

Research Hypothesis

This hypothesis is a preliminary answer to the research problem formulation, presented in the form of a statement (Sugiyono, 2016). Based on the established research problem, this research hypothesis can be formulated as follows:

Simultaneous Hypothesis

H_0 : There is no significant effect of the B-CLOPP Core Values dimensions on employee performance simultaneously.

H_1 : There is a significant effect of the B-CLOPP Core Values dimensions on employee performance simultaneously.

Partial Hypothesis

H_2 : The Brave dimension has a significant effect on employee performance. H_3 : The Care dimension has a significant effect on employee performance.

H_4 : The Learn dimension has a significant effect on employee performance.

H_5 : The Open dimension has a significant effect on employee performance.

H_6 : The Positive dimension has a significant effect on employee performance.

H_7 : The Passionate dimension has a significant effect on employee performance.

The following explains the variables used in this study: B CLOPP Core Values:

Brave: The courage to take calculated risks and innovate in the workplace. According to Kotter (2014), organizations that integrate bravery and innovation into their core values tend to outperform competitors in dynamic markets.

Care: Concern for colleagues and customers. Coyle (2018) explains that care within a team enhances mutual trust and collaboration.

Learn: The willingness to continuously learn and develop skills. Brown (2018) mentions that ongoing learning builds courage and self-confidence within an organization.

Open: Openness to new ideas and feedback. Schein (2016) emphasizes that an organizational culture that is open to input fosters a healthier work environment.

Positive: A positive attitude in facing challenges. According to Lutfiah and Pujianto (2024), optimism at work can increase productivity and employee loyalty.

Passionate: Enthusiasm and dedication to work. Hiatt (2016) states that motivation driven by core values strengthens employee commitment.

Employee Performance:

Employee performance is measured through efficiency, effectiveness, and contribution to achieving organizational targets. Bryman (2015) explains that efficiency and effectiveness are key elements in measuring organizational performance.

Research Location

This research was conducted within the working environment of One Click Media Agency. This location was chosen because the implementation of the B-CLOPP Core Values has become an integral part of the company's work culture, making it relevant to the research objective of evaluating the impact of core values on employee performance.

Population and Sample

The population in this study includes all employees of One Click Media Agency, totaling 35 individuals. Sekaran and Bougie (2017) explain that the population encompasses all elements with characteristics relevant to the research objectives, not just the number of individuals in the group. This study uses a total sampling method, where all members of the population are included as part of the sample. This approach was chosen due to the small population size, allowing for a representative analysis of all respondents (Bryman, 2015).

Research Instruments

The primary data collection tool in this study is a questionnaire that uses a Likert scale ranging from 1 to 5, designed to measure:

B-CLOPP Core Values: Brave, Care, Learn, Open, Positive, Passionate (18 indicators).

Employee Performance: Efficiency, effectiveness, adaptability (8 indicators).

This questionnaire was designed based on the core values theory outlined by Aviani and Trimawarni (2023) and Schein (2016), to ensure content validity and relevance to the research objectives.

Data Processing and Analysis Techniques

The data processing in this research was conducted through structured steps to ensure the validity and accuracy of the results obtained. The first step was descriptive statistical analysis, which aimed to describe the characteristics of the respondents and the distribution of data on each research variable. Descriptive statistics provide information such as frequency, mean, and standard deviation, which help in understanding the general patterns in the data (Sekaran & Bougie, 2017). This analysis serves as the basis for evaluating whether the data align with the research objectives and are ready for further analysis.

The next step involves testing classical assumptions to ensure that the multiple linear regression model used complies with the basic principles of regression. This testing includes normality, multicollinearity, heteroscedasticity, and autocorrelation. Normality testing was performed using the Kolmogorov-Smirnov method to examine whether the residuals follow a normal distribution. According to Ghazali (2018), normality of residuals is important for generating unbiased and efficient regression parameter estimates. Next, multicollinearity analysis was performed using the Variance Inflation Factor (VIF) to verify that no significant linear correlation exists between the independent variables. Sekaran and Bougie (2017) emphasize that multicollinearity can affect the stability of the regression model, making it essential to ensure that it remains within acceptable limits. Furthermore, heteroscedasticity testing was conducted using the Glejser method to ensure that the residual variance is constant across different levels of the independent variables. Ghazali (2018) explains that heteroscedasticity can reduce the accuracy of the regression model, making its detection an important step in data processing. Autocorrelation analysis was

applied using the Durbin-Watson statistic to identify any correlations among residuals from one observation to the next. According to Sekaran and Bougie (2017), autocorrelation can lead to biased regression results, particularly with time-series data. By meeting all basic regression assumptions, the regression model used in this study can be categorized as valid and provides credible and trustworthy output.

To answer the research objectives, multiple linear regression analysis was performed to evaluate the simultaneous and partial effects of the Core Values dimensions on employee performance. This approach provides valid and reliable quantitative data to support strategic decision-making. In this analysis, the F-test was used to measure the simultaneous effect of all Core Values dimensions on employee performance, while the t-test was used to measure the partial effect of each dimension. The linear regression equation helps evaluate the causal relationship between the independent and dependent variables, and provides a deeper understanding of which dimensions have the most significant impact on performance. This approach aligns with the research methods recommended by Creswell (2015) and Kotter (2014) for analyzing complex organizations. The following regression equation is used:

$$Y = a + b_1 (BRV) + b_2 (CAR) + b_3 (LEA) + b_4 (OPN) + b_5 (POS) + b_6 (PAS) + \epsilon$$

Explanation:

Y: Employee Performance.

BRV, CAR, LEA, OPN, POS, PAS: Core Values

Dimensions. a: Constant.

b1 –b6: Coefficients of the independent variables. ϵ : Error.

Results And Discussion

Respondent Characteristics

The majority of participants in this study fall within the age range of 23 to 29 years, with most being between 24 and 26 years old. This reflects that the workforce at One Click Media Agency is predominantly made up of younger individuals, who are often considered more adaptive to changes and innovations.

The respondents come from various operational divisions within the company, including the Advertiser Team, Content Team, Sales, Graphic Design Team, Admin, and General Manager. This distribution provides a good representation of the entire operational function of the company, ensuring that the data collected reflects a more holistic perception of core values and employee performance.

Most of the respondents have been with the company for less than 1 year up to more than 3 years, showing a diversity in work experience levels. This allows the study to evaluate how core values impact performance based on employee seniority.

Descriptive Statistics

Descriptive statistics show the average scores for the Core Values B-CLOPP dimensions, with a summary of the mean and standard deviation for each dimension presented in Table 1 as follows:

Table 1. Mean and Standard Deviation Results for Each Dimension

Dimension	Mean	Standard Deviation
<i>Brave</i>	4.12	0.56
<i>Care</i>	4.15	0.48
<i>Learn</i>	4.2	0.42
<i>Open</i>	3.95*	0.6
<i>Positive</i>	4.1	0.55

<i>Passionate</i>	4.3**	0.5
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Based on Table 1, the descriptive statistics show the mean and standard deviation for each of the B-CLOPP Core Values dimensions. The Passionate dimension has the highest mean score of 4.3, indicating that employees feel the most enthusiasm and dedication in performing their tasks. This dimension also has a standard deviation of 0.5, suggesting a relatively consistent perception among respondents.

On the other hand, the Open dimension has the lowest mean score of 3.95, indicating that openness to new ideas or feedback can still be improved. The standard deviation of 0.6 for this dimension indicates greater variation in perceptions among employees regarding openness.

Overall, the average scores above 4.0 suggest that the B-CLOPP Core Values are positively acknowledged by employees, with Passionate being the most dominant dimension and Open being an area that requires further strengthening.

Regression Test Results

The results of the multiple linear regression test show a significant relationship between Core Values and employee performance. Below is a summary of the regression model presented in Table 2:

Table 2. Results of Multiple Linear Regression Test between Core Values and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.72	0.518	0.411	0.23724

The results of the ANOVA test indicate that the regression model is statistically significant ($F = 4.841$, $Sig = 0.002$). This means that, simultaneously, the dimensions of Core Values have a significant impact on employee performance.

The regression coefficients for each independent variable are summarized in Table 3 below.

Table 3. Results of Multiple Linear Regression Test between Each Core Value and Employee Performance

Independent Variable	Coefficient B	t	Sig.
(Constant)	1.45	1.872	0.072
<i>Brave</i> (X_1)	0.27	1.614	0.118
<i>Care</i> (X_2)	-0.136	-0.883	0.385
<i>Learn</i> (X_3)	0.072	0.507	0.616
<i>Open</i> (X_4)	-0.147	-1.228	0.23
<i>Positive</i> (X_5)	0.209	1.801	0.083
<i>Passionate</i> (X_6)	0.405	4.169	<0.001**

The Passionate dimension has a significant impact ($Sig < 0.05$) on employee performance, while the other dimensions do not show a significant partial effect.

The Influence of Core Values on Employee Performance

The results of the study indicate that the B-CLOPP Core Values, as a whole, have a significant influence on employee performance, with an R Square value of 0.518, indicating that 51.8% of the variability in employee performance can be explained by the Core Values dimensions. This finding supports the research by Lutfiah and Pujianto (2024) that structured implementation of core values can enhance employee productivity. However, 48.2% of the variability is attributed to external factors such as leadership style and work environment.

The Passionate Dimension as the Main Factor

The Passionate dimension proves to have the most dominant impact on employee performance (Sig. < 0.001). This finding is consistent with Brown's research (2018), which emphasizes that enthusiasm and employee motivation play a significant role in creating a productive work environment. Passionate is also a key element in the digital media industry, where enthusiasm and dedication help employees adapt to rapid changes (Kotter, 2014).

Insignificance of Other Dimensions

Although other dimensions such as Brave, Care, Learn, Open, and Positive do not show significant partial effects, they remain important for creating a conducive work environment. Schein (2016) highlights that core values must be integrated comprehensively to have a consistent impact on employee performance.

Implications of the Findings

The findings provide practical implications for company management to strengthen the Passionate dimension through training programs and performance-based awards. Additionally, enhancing the dimensions of Brave, Care, Learn, Open, and Positive through regular training, evaluations, and policies supporting team collaboration can create a more balanced impact on the work environment.

Future Research

This study provides a foundation for further research, particularly in exploring the relationship between core values and other external variables such as leadership style and reward systems. Future studies could also explore the impact of core values across different industries to gain a broader understanding.

Conclusion And Recommendations

The findings of this study reveal that the B-CLOPP Core Values play an important role in influencing employee performance at One Click Media Agency. The Passionate dimension emerged as the main factor significantly impacting employee enthusiasm and dedication, while other dimensions such as Brave, Care, Learn, Open, and Positive continue to contribute significantly to building a conducive workplace atmosphere and supporting productivity. Consistent implementation of core values proves to create a strong work culture and support the achievement of organizational goals.

To improve the effectiveness of B-CLOPP Core Values, the company is advised to focus on the Passionate dimension with award and training programs that can increase employee enthusiasm. This approach is essential for maintaining optimal performance in a dynamic work environment such as the digital media industry. While Brave, Care, Learn, Open, and Positive are not significant on their own, they should still be reinforced through training, routine evaluations, and policies that support team collaboration. These values remain essential for creating a synergistic work culture.

Future research could explore external factors such as leadership style, technology, or market dynamics for a deeper understanding. A comparative study with other industries could also provide insights into how core values impact employee performance in different sectors.

Core values implementation should also be tailored to the needs of each division. This approach ensures relevance and impact on employee performance according to the specific challenges of each division. With this strategy, B-CLOPP Core Values are expected to optimally support employee performance.

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