

Impact of Innovative and Supportive Culture on Employee Motivation

Hani Sakina Mohamad Yusof, Nur Shafini Mohd Said, Siti Rapidah Omar Ali, Khalid Amin Mat

Faculty of Business and Management, Universiti Teknologi MARA, Dungun, Terengganu, Malaysia

Received: May 28, 2016

Accepted: August 31, 2016

ABSTRACT

Today's organization is predominantly create a dynamic environment where it exposed the employee toward more enormous challenges and opportunities. Understanding the organizational culture is very important in determine the level of employee motivation. The primary aim of this paper is to examine the impact of organizational culture on employee motivation in the perspective of innovative and supportive culture in multinational manufacturing companies. In order to achieve the objective of this study, stratified sampling was chosen as the technique of this study. The analysis shows that innovative and supportive culture have strong correlation with the dependent variable, namely employee motivation. The outcome from this study will giving an assistant to the employers in getting a better insight on how innovative and supportive culture can give an affect towards employee motivation.

KEYWORDS: Culture, Innovative, Supportive, Employee Motivation.

INTRODUCTION

A culture consist of expression of a group of people. Organizational culture can be formulated through the relations among the employees at the workplace. Organizational culture is a combination of knowledge, belief, moral and habits of team members in the society[1]. In [12] state that employees need to participate and get involved in the organization in creating a good culture in the organization. The management has to give a space to the employee in making their own decision and control the situation where it can create a positive environment among the employees [16]. Besides, in creating a positive motivation among the employees, organization also need to invest more such as providing more benefits to the employees.

Topologies created by [19] has been used in this study. Elements of innovative and supportive culture is used in examine the culture in the organization. An organization employs various methods towards building a good organizational culture. Generally, organization have invest a lot of money in providing a conducive working environment with the hope of increasing the level of employee's motivation and at the same time driving towards organizational culture [18]. Therefore, it is important to the employers and employees in creating a positive culture where at the same time it will increase the motivation level among themselves.

LITERATURE REVIEW

Innovative

In enhancing the creation and implementation of new ideas in the organization, innovative culture need to be applied. Innovative culture reportedly affect the performance outcomes of organization[14]. Innovative culture can be identified as a creative work environment with the challenges and risk-taking in their daily routine [11]. Meanwhile, in [20] said that creative and challenging work environment is one of the characteristic of innovative culture. In [4] found that employees in any organization is influences by the innovation environment. This is where they can illustrate their creativity with their own style and at the same time, it can increase the level of motivation while working. Employees also will be motivated when they are given a chance in sharing their own innovative ideas with their colleagues. In [3] found in their study that, employees are more motivated when they are given the opportunity in sharing and showing their own idea and receiving any recognition from the organization.

Supportive

Supportive culture in an organization is very important in encourage a friendly and warm environment. Besides, employee tend to be more open minded, fair and honest while working [19]. In [17] stated that supportive culture can creates a positive attitude and well perform in day to day tasks. Other than that, supportive culture can create a good communication among the employees in sharing the information which lead to be more effective in management. In [10] found that supportive culture can reduce work-related stress

and at the same time increase the level of motivation among the employees. This supporting culture can be implement by expressing the support through trusting, encouraging, collaborative and give a personal freedom. Besides, supportive culture also can be defined as a support and success of the organization in bringing the product or service to the new marketplace without major disruptions to its existing operation, line of business and system or operating procedures [13]. With supportive culture, the organization are encourage their employee to create a new business where they are operating with different rules or operating. Besides, they also required to maintain, run and control the operation.

Employee Motivation

Motivation can be considered as the important element in enhancing a driving force of an action toward desired goal. Employee who are satisfied with their environment at the workplace will automatically satisfy with their task. In [15]said that motivation is the set of processes that cause employee to maintain their human behaviour in attaining a goal. Employees prefer to maintain their behaviour in achieving the goals needed such as pay, monetary rewards, opportunity for advancement and promotion can increase their motivation level and this can explain on expectancy theory. In [6]said that expectancy theory can be used in assessing, interpreting and evaluating employee behaviour in learning, decision making, attitude formation and motivation. The following hypotheses were generated:

- H1: Innovative culture is positively related to Employee Motivation
- H2: Supportive culture is positively related to Employee Motivation

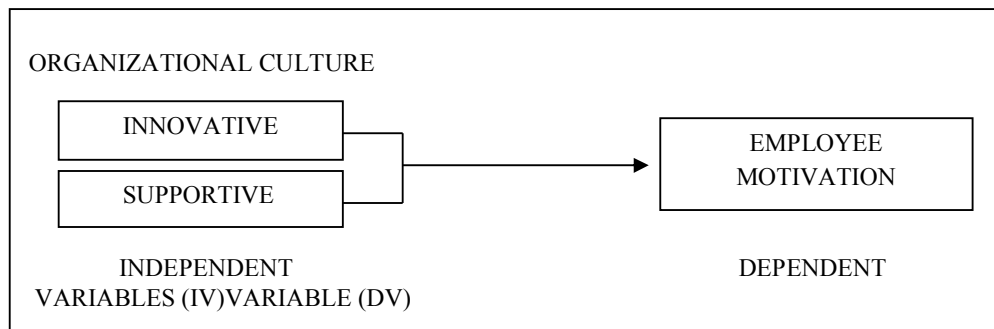


Figure 1: Conceptual framework of relationship between independent variables and dependent variable

METHODOLOGY

This research carried out a correlation type of study to investigate the relationship between organizational culture which include innovative and supportive culture with employee motivation among employees of multinational manufacturing company located in the state of Selangor. In [9] said that a correlation research study is an opportunity to foretell results and explain the relationship among variables. A questionnaire served as the instrument in this research. The questionnaire was made up of four different sections. Section A contains demographic information of the respondents with items such as age, gender, race, educational level, present position, level of management and working experience. Section B, C and D focus on the Relationship between Organizational Culture and Employee Motivation. All of that, used a 5-point Likert Scale, with a value of 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree. A total of 357 questionnaires were distributed to the employees of multinational manufacturing company located in the state of Selangor. From the distributed, a total of 260 questionnaires were received which equals to 72 percent of response return rate. The stratified sampling was chosen for this study. The self-administered questionnaire was distributed to the targeted respondents in private sector in Selangor by applying the drop-off and pick-up method. According to [2], the drop-off and pick-up technique is an effective technique as it reduces the potential non-response bias through increased response rate and enables a face-to-face contact and verbal communication with the respondents. Data was analysed using the Statistical Package for the Social Sciences (SPSS version 21.0). The SPSS is to provide a broad range of capabilities for the entire analytical process. Descriptive statistics included percentages, present the main characteristic of the respondents. Since this study was interested in examining the relationship of the variables indicated bureaucratic and supportive culture with employee motivation the Pearson Product-Moment Correlation Coefficient was applied.

FINDINGS AND DISCUSSION

This study discussed two variables namely innovative culture and supportive culture that influence employee motivation. Here are the descriptive statistics for the demographic profile of the respondents. The results indicate that a total of 51.9% of the respondents are male as opposed to 48.1% female. In terms of race, majority of the respondents, 85.8% are Malay. While, in the age group, the total of 38.1% are in the range of between 28-38 years old. Employee with bachelor degree is the biggest number of respondents who participated in this study, comprises of 37.7%. It was also found that most of the respondents, that is, 35.8% served as executive and 43.5% are from the middle level management. A total of 37.7% of them had a working experience of between less than 5 years.

Table 1: Correlation analysis result (n=260)

Variables	Mean	Standard Deviation	Pearson Correlation
Innovative	3.8317	0.71099	0.724**
Supportive	4.0263	0.64981	0.645**
Employee Motivation	4.0590	0.60834	

Notes: **Correlation is significant at the 0.01 level (1-tailed)

Pearson Product-Moment Correlation Coefficient was used to assess the relationship among the independent and dependent variables. Table 1 illustrates the relationship between Innovative Culture, Supportive Culture and Employee Motivation. A guideline provided by [7] was used as a measurement in examining the relationship between organizational culture and employee motivation. The values of the correlation coefficient tabulated in Table 1 indicate that there is a positive large significant relationship between innovative culture and employee motivation ($r=0.724$, $p<0.05$). Meanwhile, the correlation between supportive culture and employee motivation is $r=0.645$, $p<0.05$ also a positive large significant relationship between supportive culture and employee motivation. Therefore, hypothesis 1 and 2 was accepted. The result indicated that, innovative culture is more correlated with employee motivation compared to supportive culture.

Table 2: Regression analysis (multiple regression) (n=260)

Independent Variables	Beta	T-Value	Durbin Watson
Innovative	0.528	8.247	
Supportive	0.281	4.390	
Employee Motivation		7.510	
R		0.756	
r ²		0.571	
F Value		144.532	
Sig. Value		0.000	
			1.553

**Significant at 0.01

Multiple regression analysis was conducted in testing the direct relationship between organizational culture and employee motivation. In this analysis, the value of R, R-square with Durbin and Watson were analysed. The value of R-value is 0.756. It also demonstrate the R-square is 0.571. Therefore, it can be conclude that organizational culture influence employee motivation by 57.1%. According to [8], Durbin-Watson statistics can be test to detect the presence of autocorrelation in residuals from a regression analysis. The values below 2 indicate positive serial correlation and the value above 2 indicate negative serial correlation. Thus, the finding of Durbin-Watson statistics with 1.553 represent positive serial correlation.

CONCLUSION AND RECOMMENDATIONS

The finding indicate an important of culture to the organization in maintaining the level of employee motivation. The research findings are very useful for organization in recognize and applying the good culture in their organization. The level of employee motivation will improve if the organization apply the suitable culture with their duty. The top management should play an important role in showing a good culture that should be apply in their organization in increasing the motivation of their employee and at the same time will increase the production of their service. Furthermore, the study has proven the relationship between innovative and supportive culture towards employee motivation. Where it contribute to a better understanding of each element of organization culture which innovative and supportive has emerged as key in determining the level of employee motivation in the organization. All the generated hypotheses for this study was supported by the findings. The finding also showed that organizational culture is important factor in boost up the level of motivation among the employees. In order to increase the level of motivation among the employee, employers need to implement the best culture in their work environment since employee motivation places a very significant role towards the growth and establishment of the organization. Other than that, research findings

were very useful for the organization in recognize and evaluate each culture in the organization in increasing the level of motivation among the employee.

REFERENCES

1. Alkailani, M., I.A. Azzam and A.B. Athamneh, 2011. Replicating Hofstede in Jordan: Ungeneralized, Reevaluating the Jordanian Culture. *International Business Research*, 5 (4): 71-80.
2. Allred, S.B. and A.R. Davis, 2010. The Drop-off and Pick-up Method an Approach to Reduce Nonresponse Bias in Natural Resource Surveys. *Small-Scale Forestry*, 10 (3): 305-318.
3. Ayupp, K. and W. Kong, 2010. The Impact of Task and Outcome Interdependence and Self-Efficacy on Employees' Work Motivation: An Analysis of the Malaysian Retail Industry. *Asia Pacific Business Review*, 16 (1-2): 123-142.
4. Buech, V.I.D, A. Michel and K. Sonntag, 2010. Suggestion Systems in Organizations: What Motivates Employees to Submit Suggestions? *Journal of Innovation Management*, 13 (4): 507-525.
5. Cesare, J.D. and G. Sadri, 2003. Do All Carrots Look the Same? Examining the Impact of Culture on Employee Motivation. *Management Research News*, 26 (1): 29-40.
6. Chiang, C.F. and S.C. Jang, 2008. An Expectancy Theory Model for Hotel Employee Motivation. *International Journal of Hospitality Management*, 27 (2): 313-322.
7. J. Cohen, 1988. *Statistical poser analysis without anguish: Version 20.0 for Windows*. John Wiley and Sons.
8. Cramm, J.M., M.H. Strating, R. Bal and A.P. Nieboer, 2013. A Large-Scale Longitudinal Study Indicating the Importance of Perceived Effectiveness, Organizational and Management Support for Innovative Culture. *Journal of Social Science and Medicine*, 83: 119-124.
9. John W. Creswell, 2015. *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. Pearson.
10. Karlsen, J.T., 2011. Supportive Culture for Efficient Project Uncertainty Management. *International Journal of Managing Project in Business*, 4 (2): 240-256.
11. Koberg, C.S. and L.H. Chusmir, 1987. Organizational Culture Relationships with Creativity and Other Job-Related Variables. *Journal of Business Research*, 15 (5): 397-409.
12. Mahal, P.K., 2009. Organizational Culture and Organizational Climate as a Determinant of Motivation. *Journal of Management Research*, 8 (10): 38-51.
13. Nadim, A., 2004. Supportive Culture as a Co-Producer of Successful New Business Development. In the Proceedings of the 2004 Education that Works: The NCIIA 8th Annual Meeting, pp: 227-236.
14. Ogbonna, E. and L. Harris, 2000. Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. *International Journal of Human Resources Management*, 11 (4): 766-788.
15. Roos, W. and R.V. Eeden, 2010. The Relationship between Employee Motivation, Job Satisfaction and Corporate Culture. *SA Journal of Industrial Psychology*, 34 (1): 54-63.
16. Sysinger, Y.E., 2012. A study of organizational culture and commitment in manufacturing organizations, Phd thesis, Purdue University, Indiana.
17. Taormina, R.J., 2007. Interrelating Leadership Behaviours, Organizational Socialization and Organizational Culture. *Journal of Leadership and Organization Development*, 29 (1): 85-102.
18. Vignali, C., 2001. Motivation Factors that Force a Sales Training Programme and the Experience within the Brewing Industry. *Journal of Industrial and Commercial Training*, 29 (1): 10-15.
19. Wallach, E.J., 1983. Individuals and Organization: The Cultural Match. *Training and Development Journal*, 37 (2): 28-36.
20. Yiing, L.H. and Ahmad, K.Z. 2008. The Moderating Effects of Organizational Culture on the Relationships between Leadership Behaviour and Organizational Commitment and between Organizational Commitment and Job Satisfaction and Performance. *Leadership and Organization Development Journal*, 30 (1): 53-86.