PRIMARY RESEARCH

The relationship between organizational culture and employee motivation as moderated by work attitude

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Abstract. The objective of this study was to examine the relationship between organizational culture and employee motivation as moderated by work attitude among the multinational automotive industries in Selangor. The dimensions of organizational culture are bureaucratic, innovative and supportive culture. The questionnaire was adopted from Abananeh (2010) for organizational culture, Chiang & Jang (2008) for employee motivation and Susaeta *et al.* (2013) for items of work attitude. The items were then adapted to fit the feasibility of this study. In studying the relationship between organizational culture and employee motivation as moderated by work attitude, Pearson Product-Moment Correlation Coefficient and Hierarchical Regression Analysis were used. From the findings, it was found that all the dimensions in organizational culture had strong significant relationship with employee motivation. On the other hand, for moderating variable, work attitude does not significantly moderate the relationship between organizational culture and employee motivation.

INTRODUCTION

Organizational culture is an important determinant of organizational success. Organizational culture is the workplace environment formulated through the interaction of employees at work. It can be learned and shared in the social environment and every field of human lives (Alkailani, Azzam & Athamneh, 2012; Rijal, 2016) and encourages the innovative behaviour among members of the organization (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2011). In trying to better understand the concept of organizational culture, several topologies had been developed. One of the topologies developed by (Wallach, 1983) categorizes organizational culture into three main types: bureaucratic, innovative and supportive. Bureaucratic is viewed as hierarchically structured, orderly, procedural and highly regulated, while innovative is seen as creative, enterprising, risk-taking and result oriented. Innovative culture also enhances the creation and implementation of new ideas and working methods in an organization. In a German manufacturing company Buech, Michel & Sonntag (2010), emphasized that employees' motivation influences innovation. Employees become motivated when they are given a chance in sharing their innovative ideas with others. Supportive culture is characterized by equitable, sociable, trusting and collaborative behaviours (Taormina, 2008). According to Terje Karlsen (2011) a supportive organizational culture creates a well-performing management in day-to-day tasks and encourages a positive attitude in the top management. Mahal (2009) found that motivation is affected by the employee's work attitude. The value of the organizational culture influences the work attitude where it is useful in understanding and explaining the employee's

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motivation. Flavián & Gurrea (2009) defined attitude as an individual's belief that a product, service or concept is a good idea and they show a clear tendency for that element.

LITERATURE REVIEW

Wallach (1983) and Weng & Yang (2016) said that to understand culture, it involves the understanding of the difference between the formal and informal rules, the way of doing things and the real way espoused. Culture will influence all the way people do the things where it will affect their norms and values. According to Taormina (2008) and in the Journal of Leadership and Organization Development, organizational culture can be defined as shared by a particular group of people on common believes, values and behaviours in an organization. Organizational culture gives a sense of what the values of the organization are and how things should be done within the organization. Dubkevics & Barbars (2010) said bureaucratic culture is based on control, power, oriented, cautious, established, solid, regulated, ordered, structured, procedural and hierarchical. According to Hall (as cited in Raub, 2008), bureaucratic is a formalization in decision making power that involves pre-programming of behaviour by the organization which drives the rules, regulations and standard operating procedures in an organization.

This bureaucratic culture is usually based on control and power given by the authority. Steele & Murray (2004) and Na Ayutthaya, Tuntivivat & Prasertsin (2016) said that innovative is a creative environment that changes the device or process to something new that follows the rules of the organization. Besides, the innovative culture also includes the willingness among corporate managers to take risks, wide-spread participation amongst members of the firm, stimulating creativity and shared responsibility. Rasool, Kiyani, Aslam, Akram & Rajput (2012) stated that supportive culture is described as teamwork, trusting, encouraging work and people-oriented environment. This kind of attitude is good in supporting each other when performing a task. Terje Karlsen (2011) said that supportive culture can create a good communication among the employees in sharing the information which leads to effective management. This view is supported by Müller & Turner (2007) who identified communication is the most critical factor in building a supportive culture for effective project management and project success. Roos & Van Eeden (2010), labelled motivation as determinants of the choice to expand a certain amount of effort and the choice to persist in expanding effort over a period of time, the choice to initi-

ate effort on a certain task. How and why people behave the way they do on the job will explain the personal and workplace characteristics (Roos & Van Eeden, 2010). Kappagoda (2012) stated that work attitude can be found on how an individual managed his or her work. Individuals with positive attitude will satisfy their performance and those who are dissatisfied with, have a negative attitude towards it. Positive attitude can inspire and motivate others to become more independent and open in accepting any decision from top management. Employees with positive work attitude will expect a positive outcome and results that make them more successful and become more motivated while doing a task. The theoretical framework above explained the relationship between organizational culture and employee motivation as moderated by work attitude.
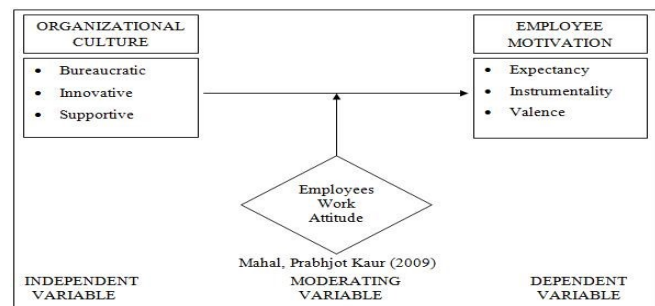

FIGURE 1. Conceptual Framework on Moderating effect of Employees' Work Attitude between Organizational Culture and Employee Motivation

RESEARCH METHODOLOGY

The instrument for this study was a questionnaire which was adapted from Ismail Ababaneh (2010) for organizational culture, Chiang & Jang (2008), for employee motivation and Susaeta et al. (2013) for items of work attitude. A survey was conducted to the employees of multinational industries, categorised as automotive, located in the state of Selangor. From a population of 1196, a total of 357 questionnaires were distributed to the selected samples. A total of 30% for the population is taken as a sample size for this study. A total of 260 questionnaires were received and that yields 72 percent response return rate. The questionnaire was made up of four different sections. Section A captures the demographic information of the respondents. Sections B, C and D required them to rate their organizational culture, motivation and work attitude with a 5-point Likert scale measuring from 1, being "Strongly Disagree" to 5, "Strongly Agree". The validation process of instrument is to ensure that the questionnaire is relevant to the respondents

(Sekaran & Bougie, 2010). Validity refers to how well an instrument that is developed measures what it intends to measure (Sekaran & Bougie, 2010). This study uses both the face and content validity. For face validity, the items were built through discussion with colleagues who had strong management background. Content validity is important to indicate the extent to which a test represents the universe of items from which it was drawn and it is very helpful when evaluating the usefulness of achievement tests (Salkind, 2006). The content validity identifies a total of three experts from the discipline of management with the main purpose of ensuring that the instrument is in accordance with the research objectives and research questions stipulated in the study.

RESEARCH FINDINGS

Table 1 displays the descriptive statistics for the demographic profile of the respondents. The table shows 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 Malays. While, in the age group, 38.1% are at the range of 28-38 years old. Employee possessing bachelor's degree is the biggest number of respondents who participated in this study, comprising 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 less than 5 years.

TABLE 1 *.* Demographic profile of the respondents (n=260)

Respondents' Profile	Classification	Frequency	Percent
Gender	Male 7	112	51.9
	Female	108	48.1
Race	Malay	223	85.8
	Chinese	18	6.9
	Indian	15	5.8
	Others	4	1.5
Age	18-27 years old	95	36.5
	28-38 years old	99	38.1
	39-49 years old	55	21.2
	Above 50 years old	11	4.2
Highest Education	Doctor of Philosophy	6	2.3
	Master	29	11.2
	Bachelor Degree	98	37.7
	Diploma	63	24.2
	Certificate	21	8.1
	STPM	10	3.8
	SPM	33	12.7
Present Position	Director	2	0.8
	Manager	15	5.8
	Executive	93	35.8
	Secretary	11	4.2
	Administrative Assistant	34	13.1
	Clerk	41	15.8
	Others	64	24.6
Level of Management	Top Level Management	2	0.8
	Middle Level Management	113	43.5
	Lower Level Management	145	5
Working Experience	Less than 5 years	98	37.7
	6-10 years	68	26.2
	11-15 years	42	16.2
	16-20 years	21	8.1
	More than 21 years	31	11.9

TABLE 2 *.* Cronbach's alpha results for all variables

Variables	Cronbach's Alpha	No. of Items
Independent Variables (Organizational Culture)	.793	15
• Bureaucratic	.866	5
• Innovative	.859	5
• Supportive	.836	5
Dependent Variable		
• Employee Motivation	.966	12
Moderating Variable		
• Work Attitude	.812	7

The Cronbach's Alpha results for all variables are shown in Table 2 above. The finding of this study shows that all variables have higher value of reliability analysis whereby all variables have greater than 0.7 Cronbach's alpha coefficient. The Cronbach's alpha for the dependent variable for employee motivation was .966. Meanwhile, independent variable for organizational culture was .793, a value of .866 for bureaucratic, innovative .859 and .836 for supportive. The alpha value for the moderating variable was .812. Therefore, based on the findings of reliability analysis, the measurements used in this study were highly reliable and completely valid for further analysis.

TABLE 3 *.* Correlation coefficient analysis between organizational culture and employee motivation

		Employee Motivation
	Pearson Correlation	0.546**
Bureaucratic Culture	Sig. (1-tailed)	.000
	N	260
Innovative Culture	Pearson Correlation	0.724**
	Sig. (1-tailed)	.000
	N	260
Supportive Culture	Pearson Correlation	0.645**
	Sig. (1-tailed)	.000
	N	260

The correlation coefficient analysis was performed to examine the relationship between organizational culture and employee motivation among multinational automotive industries' employees in Selangor. The results indicated that innovative culture is the main variable indicating that there is a positive strong significant relationship between innovative culture and employee motivation ($r = 0.724$, $p<0.05$), followed by supportive culture ($r = 0.645$, $p<0.05$)

and bureaucratic culture (r = 0.546, r = 0.05).

TABLE 4 *.* Hierarchical regression analysis between moderating effect of work attitude on the relationship between organizational culture and employee motivation

Variables	Employee Motivation		
	Model 1 Standard β	Model 2 Standard β	Model 3 Standard β
Independent Variables			
• Bureaucratic Culture	0.374***	0.374***	0.094
• Innovative Culture	0.264***	0.266***	1.241*
• Supportive Culture	0.062	0.019	0.013
Moderating Variables			
• Work Attitude		0.072	0.656
Interaction			
• Work Attitude X			
Bureaucratic Culture			0.370
• Work Attitude X			
Innovative Culture			-1.246*
• Work Attitude X			
Supportive Culture			0.015
R	0.567	0.570	0.580
R^2	0.322	0.325	0.337
Adjusted R^2	0.314	0.314	0.318
F Change	40.449	1.227	1.497
Significant F Change	0.000***	0.269	0.216
Durbin Watson			1.575

Table 4 above shows the finding of the moderating effect of work attitude on the relationship between organizational culture and employee motivation. From the findings, Model 1 explains 32.2% of the variance. Model 2 explains 32.5% of variance and additionally 0.2% higher than variance in the Model 1. Model 3 explains 33.7% of the variance, 1.2% increment in the variance explained. Model 3 shows significant F change (p<0.05, F = 0.216).

Referring to Model 1, the finding indicated that the two dimensions of independent variables; bureaucratic and innovative culture are significant predictors of employee motivation. Meanwhile, supportive culture does not act as a significant predictor to employee motivation. The value for bureaucratic culture is (β = 0.374, p<0.01), innovative culture (β = 0.264, p<0.01) and supportive culture (β = 0.062, p>0.05). In interpreting the moderating existence of work

attitude with employee motivation, Model 2 illustrates the value for the moderating variable. The value for work attitude as moderator is (β = 0.072, p>0.05). Thus, work attitude can be regarded as it is not having direct significant relationship with employee motivation as dependent variable.

Pertaining to the moderating effect of work attitude on the relationship between organizational culture and employee motivation, Model 3 indicates the value of work attitude. Work attitude indicates (β = 0.656, p>0.05). Thus, work attitude can be regarded as not having direct significant relationship with organizational culture and employee motivation. Therefore, it can be summarized that work attitude significantly moderates the relationship between innovative culture and employee motivation. Cramm, Srating, Bal & Nieboer (2013) said that innovative culture reflects attitude of the employees as well as the organization which will provide a link between effective practice and high quality of productivity. It is not only knowledge and processes needed in creating a culture, but attitude of employees is also important for innovation to occur (Škerlavaj, Song & Lee, 2010). However, work attitude does not significantly moderate the relationship between bureaucratic and supportive culture to employee motivation.

CONCLUSION

It can be concluded that organizational culture has an impact towards the employees' motivation. Culture in an organization is really important in developing a good level of motivation among the employees. From the findings of this study, it is suggested to the managers to continue with the current practices of bureaucratic, innovative and supportive culture in their organization. For future study, it is suggested to consider other elements that could affect the organizational culture. Those elements are communication, leadership, decision making and empowerment, education and development.

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