

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND WORK MOTIVATION AMONG EMPLOYEES IN HOTEL INDUSTRY IN KUCHING, SARAWAK

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ABSTRACT

This study is conducted to investigate the relationship between organizational culture and work motivation among employees in the chosen hotel in Kuching, Sarawak. Independent variable in this study is the dimensions of organizational culture; leadership, communication, and reward system. Besides, the dependent variable is the level of work motivation towards organizational culture. This is a survey research which involves the use of questionnaire to collect the data. Sixty-three (63) employees were randomly chosen for this study. The questionnaire used is an adaptation questionnaires from the previous researcher. The data was analyzed using a Statistical Packages for Social Science Version 20.0 (SPSS version 20.0). The result of this study showed a significant relationship between organizational culture and its elements towards work motivation. This significant relationship was shown by leadership, communication as well as reward system.

Keywords: Organizational culture, Work motivation

INTRODUCTION

Nowadays, the concept of organizational culture that applied in an organization has become a significant theme in area of management and business research. It is to deal with a range of organizationally and individually desired outcome such as motivation, loyalty, turnover intentions, and satisfaction. In such a way, organizational culture is used as an effective tool to measure the way a business functions in today's business environment. A positive culture would create a positive work environment and improve the performance of an organization in different ways. Thus, members would possess a positive colleague interactions and approach tasks in a way that helps them to achieve personal satisfaction and meet organizational goals. Takada and Westbrook (n.d.) found that culture plays a significant role in employee retention. This could lead organizations to move toward an organic culture with an emphasis on motivators in order to make their organizational culture more conducive to higher employee retention. Through this research, component that found in the organizational culture includes three main components, which is leadership, communication, and reward system. Based on these three components, this research is to determine whether the organizational culture that applied in the organization can influence employees' work motivation.

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METHOD

Materials and Method

The sample included 63 employees, currently working at three (3) local selected hotel in Kuching, Sarawak. Work motivation was measured using SHL Motivation Questionnaire (MQ). Higher score reflects better work motivation. Good reliability was found with 10 questions of SHL Motivation Questionnaire (MQ) having Cronbach's alpha of 0.88. The reliability of the instrument is considered high if the alpha value is nearer to 1. Fraenkel and Wallen (as cited in Ahmad Sandara Lela Putera, 2009) explained that the alpha value should be at least 0.70 if possible. It should be higher to be used in research purposes.

Data Analysis

Data gathered for this study were processed and analyzed using Statistical Package for the Social Sciences (SPSS) for Windows Version 20.0. In this research, the descriptive analysis was used to organize and present data in convenience by researcher to analyze the participants' demographic background data. From the information collected, frequency and percentage were used to explain the distributions of respondents' demographic characteristics such as gender, age, length of service, educational level and income. At the second stage, the Pearson's Correlation Test was carried out to test the relationship among the two variables and to determine the significance of a result whether the samples can represent the actual population or not.

RESULTS

Data were collected from 63 of employees (27 male and 36 female) from three selected hotels of Kuching, Sarawak. The range of age of all the respondents is between 21 to 45 years old. Majority of respondents were have been in service for 5 to 7 years (38.1%), followed by 1 to 4 years (36.5%), less than 1 year (14.3%) and more than 7 years (11.1%). Most of the respondents in this survey reported their highest level of education as Sijil Pelajaran Malaysia (SPM) (30.2%), followed by Diploma (23.8%), Bachelor's Degree (23.8%) and Sijil Tinggi Pelajaran Malaysia (STPM) (22.2%). Most of them are having a salary more than RM1500 per month (50.8%), followed by RM1201 – RM1500 per month (28.6%), RM901 – RM1200 per month (19.0%) and RM600 – RM900 per month (1.6%). Table 1 provides a summary of the demographic characteristics of the hotel employees.

Table 1: Demographic Characteristics of Survey Respondents (n=63)

Characteristics	Frequency (n)	Percent (%)
Gender		
Male	27	42.9
Female	36	57.1
Age		
21 – 25 years	17	27.0
26 – 30 years	25	39.7
31 – 45 years	21	33.3

Length of Service		
Less than 1 year	9	14.3
1 to 4 years	23	36.5
5 to 7 years	24	38.1
More than 7 years	7	11.1
Educational Level		
SPM	19	30.2
STPM	14	22.2
Diploma	15	23.8
Degree	15	23.8
Monthly salary		
RM600 – RM900	1	1.6
RM901 – RM1200	12	19.0
RM1201 – RM1500	18	28.6
More than RM1500	32	50.8

Table 2: Bivariate Correlations between the Work Motivation, Leadership, Communication and Reward System (n=63)

Variable	(1)	(2)	(3)
1. Work motivation	1		
2. Leadership	0.61**	1	
3. Communication	0.53**	0.69**	1
4. Reward system	0.46**	0.48**	0.41**

**Correlation is significant at the 0.01 level (2-tailed)

Table 2 showed that there was a significant relationship between leadership and work motivation among the hotel employees in which the significant value was smaller than 0.01 ($p < 0.01$), $p = 0.0001$ at the significant level of 0.01. Therefore, alternative hypothesis was accepted. The value of $r = 0.61$, indicated that there is a moderate relationship between leadership and work motivation.

This is also determined that the leadership factor influenced the level of work motivation of the employees in hotel industry. Results of this study supported the research that have been conducted by Chaudhry, Javed, & Sabir (2012) on the effect of transformational and transactional leadership styles on the motivation of employees in Pakistan. Besides, the result also revealed that there was a significant relationship between communication and work motivation among the hotel employees with the significant value was smaller than 0.01 ($p < 0.01$), $p = 0.000$ at the significant level of 0.01. Thus, alternative hypothesis was accepted. The value of $r = 0.531$, showed that there was a moderate relationship between communication and work motivation. This indicated that the work motivation of the employees in hotel industry was determined by the factor of communication. These findings were supported by the research done by Rajhans (2012) on organizational communication and motivational practices followed in a large manufacturing company. He found that facilitating effective communication has helped

to improve employee motivation and performance in the organization. In addition, the result revealed that there was a significant relationship between reward system and work motivation among the hotel employees in which the significant value was smaller than 0.01 ($p < 0.01$), $p = 0.000$ at the significant level of 0.01. As a result, alternative hypothesis was accepted. The value of $r = 0.455$, showed that the strength of relationship between reward system and work motivation was moderate. Findings of this study showed that the reward system were related with the level of work motivation of the employees in the hotel industry. These findings were consistent with the study that have been done by Bishop (as cited in Hafiza, Shah, & Jamsheed, 2011) in which he indicated that the reward system can influence work motivation. He emphasized the impact of reward on employee motivation and have also suggested that pay is directly related with productivity.

DISCUSSION AND CONCLUSION

This research was conducted to discover the relationship between organizational culture and work motivation among the employees in hotel industry. Our results indicated that the organizational culture variables which consist of leadership, communication, and reward system positively correlated with work motivation. This is due to the fact that hotel industry has provided great organizational culture to those working in the hotel. Our study identified organizational culture as a powerful effect on employees by steering them to act or to behave in a certain way when the path is otherwise unclear.

Organizational culture is shaped mostly by how the leaders act in order to make sure the leadership team embodies the type of organization an individual want to be. This is because every leader has the utopian vision of running an organization where everyone's happy, has fun, loves their coworkers, brings their dogs to the office and specialize at various departments such as marketing, design, engineering and sales. Of course, always communicate the organization's values and culture explicitly and continuously, both internally and externally. Employees must understand an organization's culture, and why it is important. In addition, reward employees who advance the organization's culture, and be open and honest with those who do not.

Several limitations constrain the interpretation and application of the study's findings. Firstly, this study only focused to the respondents at local area of Sarawak state which is Kuching, such that the results may not apply directly to all states in Malaysia. The restriction of this study makes it difficult to verify results and interpretations with similar studies in other organizations in Malaysia. Secondly, the respondents of this study only consisted of employees in hotel industry. This might be influence employees' perception due to its practices and other factors. Thirdly, this study was limited to a certain dimensions of organizational culture and covers only one type of employee attitude which is employees' work motivation. It is important that other main constructs related to organizational culture dimensions such as innovation, effective decision making, risk taking for creativity, supportiveness, and stability should be included in the conceptual framework underlying this study. Also, a wider range of employees' work-related outcomes such as job characteristics, role ambiguity, role conflict, career satisfaction, and job satisfaction can be included in a more comprehensive study.

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