

CHAPTER 6

6. CONCLUSION

This research attempts to identify the determinants that can stimulate and undermine the innovative behaviour among the public servants in Malaysia. The relationship between organizational climate and innovative behaviour was investigated in a sample of 200 employees. A questionnaire was used for the data collection. The results from the study have shown that stimulant scales (organizational encouragement, supervisory encouragement, teamwork support, freedom, challenging work and sufficient resources) have significant positive relationship with the innovative behaviour. Surprisingly this study revealed that organizational impediments have weak significant positive relationship with innovative behaviour. It was also found that workload pressure has no significant relationship with the innovative behaviour among the sample studied. And while, the study reveals that knowledge transfer has a mediating effect in the relationship between organizational climate and innovative behaviour, the result from the multilevel regression analysis indicated that age, level of education and length of working experience moderated the relationship between organizational climate and innovative behaviour.

6.1 Implications management for practice.

Given increased global competition, organizations need their employees to be more innovative regardless of task responsibility or level of organizational hierarchy. Individuals' innovative behaviour in the workplace is the foundation of any high-performance organization. The findings of this study have a number of important implications for future practice.

The organization should provide an environment which is conducive to stimulate innovative behaviour among the employees. Organization encouragement is very important to inspire employees to think creatively and work innovatively. Employees should be rewarded for their creative ideas and tolerance for mistakes needs to be considered so that employees do not shy from taking risks.

To ensure that employees can implement their creative ideas, they must be supported by enough resources. Without resources, creative idea will remain an idea with no chance of implementing it. Sufficient resources not only crucial for R&D work but it is also required for other activities in the organizations.

Assigning challenging tasks to the employees will enhance the innovative behaviour among them because research has shown that employees are inspired to work innovatively when they are challenged.

Giving them a reasonable target, yet challenging enough, will encourage employees to think creatively.

Effective supervisory is one of the most important components of good teamwork. The supervisors should possess the skills to create and maintain a positive working environment and motivate, as well as inspire the team members to take a positive approach to work and be highly committed. An effective supervisor leader will promote a high level of morale and make them feel supported and valued. Supervisor also must have the ability to communicate effectively. Communication is a vital factor of all interpersonal interaction and especially so in a team. Team members must be able to articulate their feelings, express plans and goals, share ideas and see each other's viewpoints.

Working group support must be encouraged. It is absolutely necessary because team members can exchange their ideas especially when working on a challenging project. Team members should be able to voice their concerns without fear of offending others. In order to keep team members positive, committed and motivated, the team leader herself/himself needs to exhibit a good example.

The result of the study has indicated that knowledge transfer plays a mediator role in the relationship between organizational climate and innovative behaviour. In this case, the organization should provide

venues for knowledge to be transferred such as excellent training programmes, intranet facilities and mentor mentee programme. Procedures should be documented and updated so that the knowledge can be easily transmitted. Management could consider giving both monetary rewards and recognition so that employees are prompted to be more open with information and willing to share the knowledge among them.

Age, working experience and level of education of the employees need to be considered when the management want to form a team project. This diversification will help to group a more creative and innovative team.

Government agencies can use these findings as guidance for them in creating conducive work environment for innovative behaviour. Barriers such as extremely formal procedures and structures may need to be revised so that employees can have a greater room for creativity and innovation.

6.2 Implication for research

This study indicates that the organizational climate (organizational encouragement, supervisory encouragement, works group support, challenging work, freedom and sufficient resources,

organizational impediments and workload pressures) is not the only factor that determines innovative behaviour among the employees. There are many other factors that also need to be considered in designing climate for innovation. Leadership style, organizational structure and customer expectation can be one of the determinants for innovative behaviour.

The study also indicates a signal that stimulant scales may have a potential to mitigate the impact of the obstacle scales in stimulating innovative behaviour. Further investigation need to be done to clarify this assumption.

The main theoretical contribution in this study is about the role of Knowledge Transfer in the relationship between Organizational Climate and Innovative Behaviour. It implies that knowledge transfer is a critical element in fostering innovative behaviour among the public servants.

6.3 Suggestions for future work

Stimulant scales together explained 40 percent of the innovative behavior of the respondents. This implies that there are other predictor variables of innovative behavior in the workplace which have not been incorporated in this study. Further studies, which take these variables into account, will need to be undertaken:

- The impact of leadership styles on the innovative behaviour.
- The impact of government regulations and procedures on innovative behaviour.
- The impact of procedure justice, job satisfaction and fatigue on innovative behaviour.

In addition to the above suggestions, a comparison study between government agencies and private agencies can be explored in the future. The comparison can also be done between multinational companies and Malaysian local companies or between Malaysian and other countries like China, Vietnam and Singapore.

6.3 Study Limitations

The research findings reported here should be interpreted carefully as it has a few limitations. The sample used in this study was a convenience sample; therefore its finding cannot be generalised to the whole population. The feedback about the constructs solely based on the respondents' perception, so the tendency for biasness in reporting should be considered. Furthermore, the use of self-reported measures means that the responses have an element of subjectivity. Ideally, both feedback from the supervisors and employees should be garnered when measuring the innovative behaviour.