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RESEARCH ARTICLE

THE MEDIATING EFFECT OF ACHIEVEMENT MOTIVATION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND INNOVATIVE BEHAVIOR IN PUBLIC SECTOR

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Abstract

In a dynamic environment, the public sector continues to face pressure to provide the best service and innovation is the key factor to answer the demands of society. This study aims to investigate the mediating effect on the relationship between achievement motivation and innovative behavior. This research was conducted at a government institution namely the Educational Service Unit of Education Department in Bekasi City. The study involved sample of 118 officers taken through simple random sampling. This study revealed that organizational culture and achievement motivation have a positive direct effect on innovative behavior and organizational culture also have a positive direct effect on achievement motivation. Other findings show that achievement motivation mediate the influence of organizational culture on innovative behavior. Based on these results, the organizational culture and achievement motivation in the Educational Service Unit of Education Department in Bekasi City need to be improved in order to improve employees' innovative behavior.

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Introduction:-

Innovation is a very urgent factor required in changing environment conditions. Organizations that fail to innovate will risk losing the competitiveness and survive (Tidd, Bessant, & Pavitt, 2005). Innovation is not only a necessity for the private sector, but the public sector is also constantly being demanded to show the innovation (Clarke & Higgs, 2019; Jordan, 2014; Suseno, Standing, Gengatharen, & Nguyen, 2019), because it is the key in improving the ability of government agencies to provide services efficiently to the public (De Vries, Bekkers, & Tummers, 2016; Osborne & Brown, 2011), and ultimately can improve the service quality and problems solving (Miao, Newman, Schwarz, & Cooper, 2018). Public organizations can no longer be managed in the old-fashioned, reluctant to change and bureaucratic nature (Wynen, Boon, Kleizen, & Verhoest, 2019). This indicated how important the problem of innovation in the public sector must be in following the increasingly critical demands of modern society. Employees in the government environment can't longer use the old way of working by being passive and just following the routine, but must have the initiative and creativity in completing their tasks.

The key to innovation in an organization depends on the ability of organization members to innovate. In other words, employee innovative behavior is a key success factor for an organization to innovate (Park & Jo, 2018). Likewise in the public sector, innovation behavior is also a key to government innovation (Kim, Kim, & Park, 2008). Innovative behavior is determined by many factors such as organizational culture. The organizational values will be a reinforcing and driving factor for members of the organization to innovate in carrying out the work. This is

as seen in previous research which shows that organizational culture plays an important role in influencing innovation (Valencia, Valle, & Jimenez, 2010). Organizational culture that is focused on knowledge is also known to influence process innovation and product innovation (Abdullah, Shamsuddin, Wahab, & Hamid, 2014; Donate & Guadamillas, 2010). Achievement motivation factors are also important drivers for innovative behavior. Achievement motivation is from within a person who drives efforts and hard work to achieve the best results. Such encouragement is very necessary for someone to have innovative behavior. Studies prove that the need for achievement influences innovative behavior (Enkh-Otgon & Bolor, 2016). Achievement motivation is also intrinsic motivation which in studies shows that employees with higher intrinsic motivation will do more innovative (Chen, Wu, & Chen, 2010). This means that in the development of innovative behavior, it is necessary to consider how intrinsic motivation, especially in the form of achievement motivation.

Based on the description above, it is known that efforts to improve the management of the Educational Service Unit of Education Department in Bekasi City in providing responsive and adaptive bureaucratic responses are influenced by a variety of factors. Achievement motivation becomes important and is directly related to innovative behavior and organizational culture is important to support employee to be more innovative. Therefore, the researcher intends to conduct research about the mediating effect of achievement motivation on the relationship between organizational culture and innovative behavior in Educational Service Unit of Education Department in Bekasi City.

Literature Reviews and Hypotheses Development:- Innovative Behavior

Innovation is an important pillar for organizations to develop and survive in the long term. The dynamic and changing environment conditions are the main reason why innovation is needed. According to Lynch (2015, p. 255), innovation is defined as “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations”. Another definition stated by Schilling (2017, p. 19), “innovation is the practical implementation of an idea into a new device or process”. These definitions explain many things that are included in innovation and are not only limited to the findings of objects or services, but can be in the form of processes, management practices, and strategies. This shows that innovation has broad or multidimensional.

In general there are two innovations namely radical innovation and incremental innovation. Radical innovation is defined as innovation that is very new and different from prior solutions, whereas incremental innovation is an innovation that makes a relatively minor change from existing practices (Schilling, 2017). While Sundbo (2003) shows four types of innovation. The first type is product innovation refers to the introduction of new products to the market. Second, process innovation refers to the introduction of new production processes as made possible by new technologies, or new work routines. Third, organizational innovation refers to the introduction of new organizational forms or new management philosophies. Fourth, market innovation that shows the new market behavior of a company such as new strategies, new marketing, new alliances and so on.

One of the innovations needed by an organization is innovation at the individual level or commonly referred to as employee innovative behavior. Carmeli, Meitar, and Weisberg (2006, p. 75) define innovative behavior “as a multiple-stage process in which an individual recognizes a problem for which she or he generates new (novel or adopted) ideas and solutions, works to promote and build support for them, and produces an applicable prototype or model for the use and benefit of the organization or parts within it”. Another definition described by Kleysen and Street (2001, p. 286), “innovative behavior as individual actions directed at the generation, introduction and application of beneficial novelty at any organization level”. Schilling (2017) shows innovative individual characteristics within the organization including mastering equipment and basic operations in the fields found, having curiosity and more interested in problems than solutions, questioning assumptions that have been made in previous work fields, and finding global solutions rather than local solutions.

Some of the opinions above show that innovation behavior takes place in several processes. The process of innovative behavior according to Adair (2004) includes idea generation, harvesting ideas, and developing and implementing ideas. Tidd, Bessant, and Pavitt (2005) show the process of innovation in the four stages i.e. searching, choosing, implementing and learning. While for Kleysen and Street (2001) show five stages in the process of innovative behavior which are also used as dimensions of innovative behavior, namely opportunity exploration, generativity, informative investigation, championing, and application.

Organizational Culture and Innovative Behavior

Cascio (2016: 43) provides an explanation that organizational culture “culture is the pattern of basic assumptions a given group has invented, discovered, or developed in learning to adapt both to its external and internal environments. The pattern of assumptions has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”. The explanation is also in line with stated by Schein (2010, p. 18), "organizational culture is defined as a pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with a problem of external adaptation and internal integration that has worked well enough to be considered perceive, think, and feel in relation to those problems". This definition confirms that organizational culture is an important instrument in organizations to assist employees in adapting to the environment and as a reference in solving problems.

Denison (1990) identified four dimensions of organizational culture, namely mission, consistency, involvement, and adaptability. The mission shows the direction and intensity of the strategy, goals and objectives, and vision. Consistency shows coordination and integration, agreement, and the organization's core values. Involvement is what shows the development of capabilities, team orientation, and empowerment. Adaptability is the organization's ability to respond to changes in the external environment, customer focus, and organizational learning.

Organizational culture has an important role in influencing employee behavior, including innovative behavior. That is because culture is a value that is a reference for individuals in acting and solving problems. Herzog (2011) emphasizes that organizational culture has a strong impact on innovation and innovation success. Previous study also indicated that organizational culture as predictor of innovative behavior (Eskiler, Ekici, Soyer, & Sari, 2016; Rizki, Parashakti, & Saragih, 2019). Thus the following hypothesis can be formulated:

H1. Organizational culture has a positive effect on employee innovative behavior.

Achievement Motivation and Innovative Behavior

One type of motivation is achievement motivation introduced by McClelland (1985). McClelland as quoted by Hellriegel and Slocum Jr. (2011, p. 164) revealed, "the need for achievement that individuals are motivated according to the strengths of their desires either to perform in terms of a standard of excellence or to succeed in competitive situations." How much a person's achievement motivation depends on the period his childhood, personal experience and work experience as well as the type of organization where he works. Miller Jr. (2016) reveal that most achievement motivation theories have a focus on social cognition, which is based on individual beliefs, values, and goals.

Nicholls quoted by Wigfield and Eccles (2002, p. 1) explains "achievement motivation refers to motivation in situations in which individuals' competence is at issue". Wigfield and Eccles (2002, p. 1) explain "achievement motivation theorists attempt to explain people's choice of achievement tasks, persistence on those tasks, vigor in carrying them out, and quality of task engagement". Motivation for achievement is a need that shows a sense of pleasure in completing a job for its own sake (DuBrin, 2012).

Achievement motivation has certain characteristics. DuBrin (2012) mention some characteristics of high achievement motivation include finding satisfaction when completing challenging tasks, realizing high standards, and developing better ways to do things. McClelland cited by Bowring-Carr (2005) mention five characteristics of achievement motivation, i.e. setting challenging goals, finding ways to improve things, the value of personal responsibility, seeking objective feedback, and preferring to work with experts for friends. Other characteristics of highly motivated people showed by Hellriegel & Slocum Jr. (2011), i.e. like setting their own goals, avoiding very difficult goals, and liking immediate feedback. While McClelland, as quoted by Mullins (2016), found four main characteristics of people who have high achievement motivation, namely choosing tasks with moderate difficulties, preferring personal responsibility for performance, having clear feedback needs, and being more innovative.

Achievement motivation plays an important role in fostering innovative behavior. Aamodt (2010) explains individuals who have strong achievement motivations have a higher chance of success. George dan Jones (2012) also indicates that intrinsic motivation, which includes achievement motivation, plays a role in encouraging employee creativity. Research conducted by Chen et al. (2010) dan Lian dan Gao (2016) also shows that achievement motivation influences innovative behavior. Thus the following hypothesis can be formulated:

H2. Achievement motivation has a positive effect on employee innovative behavior.

Organizational Culture and Achievement Motivation

Organizational culture is the values that serve as a reference for acting in an organization. The conducive condition of organizational culture will be a motivating factor for someone to carry out activities to be more serious. Positive values can also be an inspiration for the organization, so that it can foster a spirit to realize success. The important role of organizational culture in influencing achievement motivation can be seen in the organizational behavior model developed by Colquitt et al. (2019). The organizational culture which is a group of organizational mechanism variables influences motivation as variables that are classified in individual mechanisms. In the study of Sinha, Singh, Gupta, dan Dutt (2010) also explained that the technocratic culture has a positive correlation with motivation. Thus the organizational culture can be a source of energy for members of the organization to work harder and be more enthusiastic in completing their tasks. Such conditions indicate that organizational culture can play a role in increasing achievement motivation, so that a positive organizational culture will have an impact on increasing achievement motivation. Therefore, the following hypothesis can be formulated:

H3. Organizational culture has a positive effect on employee achievement motivation.

Organizational Culture, Achievement Motivation and Innovative Behavior

As explained earlier, organizational culture theoretically influences achievement motivation (Colquitt et al., 2019; Sinha et al., 2010), and on the other hand, achievement motivation influences innovative behavior (Aamodt, 2010; George & Jones, 2012; Ruan, Hong, & Jin, 2010). Such patterns of influence allow indirect influence of organizational culture on innovative behavior through achievement motivation. Organizational culture is known to directly influence achievement motivation, and achievement motivation directly influences innovative behavior. Therefore, achievement motivation can play a role in strengthening the influence of organizational culture on innovative behavior. In other words, a positive organizational culture and supported by high achievement motivation will strengthen the influence of organizational culture on innovative behavior. Therefore, the following hypothesis can be formulated:

H4. Achievement motivation will mediate the effect of organizational culture on innovative behavior.

Research Methods:-

This research uses quantitative approach with survey method. In the context of this study the method is used to explain the influence of organizational culture on innovative behavior by mediating the achievement motivation variable (see Fig. 1). Organizational culture as independent variable, innovative behavior as a dependent variable and achievement motivation as a mediator variable.

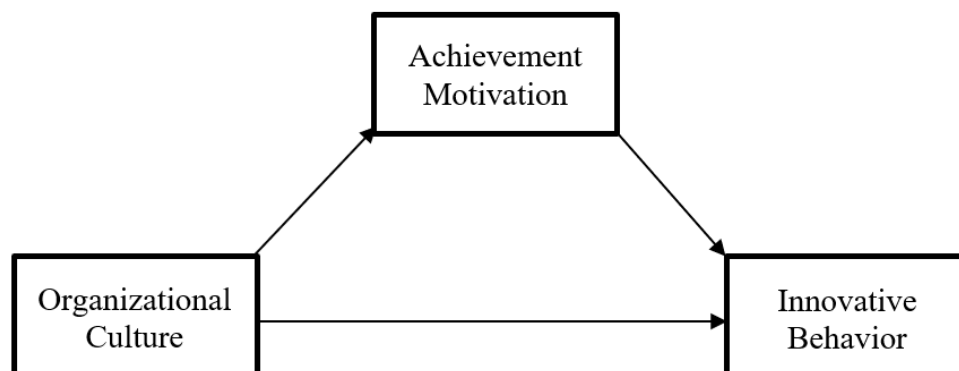


Fig 1:- Research model

The research population consists of all officers in Educational Service Unit of Education Department, Bekasi City, Indonesia. The questionnaires were randomly distributed among officers and 118 complete questionnaires were collected. The respondent profile consisting of gender, age, education, tenure, and marital status shown in Table 1. Based on the gender, majority of respondents in this study were female, as many as 69 peoples (58.5%) and its age majority were 41-50 years (37.3%). The education of participants generally is bachelor (67.8%), working period most of respondents have worked > 15 years (45.5%), and the marital status it is known that the most is married (94.1%).

Table 1:- Demographic description of the sample (n= 118)

Description	Frequency (F)	Percentage (%)
Gender		
Male	49	41.5
Female	69	58.5
Age		
< 30	14	11.9
31 – 40	29	24.6
41 – 50	44	37.3
> 50	31	26.2
Education		
Senior High School/equivalent	8	6.8
Diploma	7	5.9
Bachelor	80	67.8
Magister	23	19.5
Tenure		
< 5	15	12.7
5 – 10	22	18.6
11 – 15	27	22.9
> 15	54	45.8
Marital status		
Married	111	94.1
Single	7	5.9

Data collection was carried out using a questionnaire. Innovative behavior is measured using a 5-point Likert scale from Never (1) to Always (5). The questionnaire developed refers to five dimensions of innovative behavior from Kleysen and Street (2001), namely: opportunity exploration, generativity, informative investigation, championing, and application. The reliability calculation results obtained coefficient of Alpha 0.944 > 0.7 which can be concluded that the innovative behavior instrument is reliable.

Organizational culture is measured by a 5-point Likert scale questionnaire from Strongly Disagree (1) to Strongly Agree (5). The questionnaire developed refers to four dimensions of organizational culture from Denison (1990) including mission, consistency, involvement, and adaptability. The reliability results obtained coefficient of Alpha 0.959 > 0.7, so it can be concluded that the instruments of organizational culture are reliable.

Achievement motivation was measured using a 5-point Likert scale questionnaire from Never (1) to Always (5). The questionnaire was developed by referring to the characteristics of achievement motivation which consists of setting challenging personal goals, finding ways to make improvements, liking tasks with moderate difficulties, personally responsible, seeking feedback, seeking excellence and looking for more expert friends (Bowring-Carr, 2005; DuBrin, 2012; Hellriegel & Slocum Jr., 2011; McClelland, 1985; Mullins, 2016). The reliability test results obtained Alpha coefficient 0.924 > 0.7, so it can be concluded that the achievement motivation instrument is reliable.

Data analysis techniques used in this study include descriptive statistical analysis and inferential statistics. Descriptive statistics present information about the minimum score, maximum score, mean score, standard deviation, and correlation coefficients. Inferential statistics are used to test research hypotheses namely by path analysis. The goodness of fit index of the model is also used to see the fit between the theoretical models tested with empirical models. The software of LISREL 8.8 is used to help calculated the path analysis.

Results and Discussion:-

Descriptive Statistics

Table 2 shows the correlation coefficient that indicated the relationship between variables and descriptive statistics for each variable. The results show that all correlation coefficients between variables indicate a positive and significant relationship. The strongest correlation is a relationship between achievement motivation and innovative behavior ($r = 0.677$) and the lowest correlations is a relationship between organizational culture and achievement motivation ($r = 0.540$). The descriptive statistics indicated that the organizational culture variable has scored of 2.5 to 4.7 with mean score of 3.9 and a standard deviation of 0.5; achievement variable shows a score range from 3.3 to 4.9 with a mean score of 4.2 and a standard deviation of 0.4, and variable innovative behavior have a score range from 3.1 to 4.9 with mean score of 4.0 and a standard deviation of 0.4.

Table 2:- Correlation and descriptive statistics

Variables	1	2	3
1. OC	1.000		
2. AM	0.540**	1.000	
3. IB	0.620**	0.677**	1.000
Minimum	2.5	3.3	3.1
Maximum	4.7	4.9	4.9
Mean	3.9	4.2	4.0
Standard deviation	0.5	0.4	0.4

** p-value < 0,01

OC= Organizational Culture, AM= Achievement Motivation; IB= Innovative Behavior

Hypothesis Testing

The results of the calculation of the path coefficient of influence of organizational culture and achievement motivation on innovative behavior are shown in Table 3. The goodness of fit test results show the p-value of Chi Square 1,000 and RMSEA = 0,000. The results show that p-value > 0.05 and RMSEA < 0.08, it means that theoretical model fit with an empirical model. In the context of this study, the theoretical model the influence of organizational culture and achievement motivation on innovative behavior in fit with empirical data, or the theoretical model can be applied in the context of Educational Service Unit of Educational Department at Bekasi City.

Table 3:- Path coefficients and t-value

No.	The effect of variables	Path coefficients	t-value	Decision
1.	OC → IB	0.359	4.853	Supported H1
2.	AM → IB	0.483	6.525	Supported H2
3.	OC → AM	0.540	6.915	Supported H3
4.	OC → AM → IB	0.261	4.746	Supported H4

The path coefficient of the direct influence of organizational culture on innovative is 0.359. The t-value obtained is 4.853, while the t-table at the 95% confidence level ($\alpha = 0.05$) is 1.96. The results show that the path coefficient is positive and t-value > t-table, which means it supported H1. Thus the organizational culture has a direct positive effect on innovative behavior. The path coefficient of the direct effect of achievement motivation on innovative behavior is 0.483 with t-value of 6.525 > 1.96, thus supported H2. This means that achievement motivation has a positive direct effect on innovative behavior. The path coefficient of the direct effect of organizational culture on achievement motivation is 0.540 with t-value of 6.915 > 1.96 which means supported H3. Thus the organizational culture has a positive direct effect on achievement motivation. The path coefficient of indirect effect of organizational culture on innovative behavior through achievement motivation is 0.261 with t-value 4.746 > 1.96 so that it supported H4. Thus it can be concluded that there is an indirect effect of organizational culture on innovative behavior through achievement motivation.

Organizational culture has proven have a direct effect on innovative behavior. This means that changes in organizational culture will have an impact on changing of innovative behavior. Thus, if the organization can develop a positive culture, such as having an orientation on innovation, it will provide encouragement for members of the

organization to carry out an innovation in work. Organizational culture is also a factor that encourages organizational climate to be conducive, so that it can provide comfort and flexibility for organization members to bring out creative ideas. This finding is relevant to the theory that explains organizational culture has an impact on innovation (Herzog, 2011; Zopounidis & Pardalos, 1998) and support previous studies that proves organizational culture as predictor of innovative behavior (Eskiler et al., 2016; Martins & Martins, 2012; Rizki et al., 2019; Stoffers, Neessen, & Dorp, 2015). Thus, the findings of this study strengthen the theory and previous research regarding the important of organizational culture in influencing innovative behavior.

Achievement motivation has a positive direct effect on the innovative behavior. The importance of motivation in influencing innovative behavior was stated by George and Jones (2012) that intrinsic motivation, one of which is in the form of achievement motivation, originated from the work itself, can encourage employees to feel happy and love their work, so that they do good work or often bring creative idea. Creative ideas are an inseparable part of innovative behavior. Therefore, individuals who have a strong inner drive tend to be more creative and carry out their duties in order to provide better results. This is also confirmed by the study of Ruan et al. (2010) which explains that internal motivation or achievement motivation has a positive relationship with employee innovative behavior. The results of previous studies also emphasize the important role of achievement motivation in influencing innovative behavior. An example is the study conducted by Chen et al. (2010) who found that employees with higher intrinsic motivation will do more innovative behavior. The study of Lian and Gao (2016), Schoen (2015), Collins, Hanges, and Locke (2004) also concluded that achievement motivation has a significant influence on innovative work behavior. Intrinsic motivation, which includes achievement motivation, has also been shown to have a significant influence on innovative behavior (Nasir et al., 2019; Fischer, Malycha, & Schafmann, 2019).

Organizational culture besides have a direct effect on innovative organizational behavior is also known to directly influence the achievement motivation. The conducive condition of organizational culture will be a motivating factor for someone to carry out activities to be more serious. Positive values can also be an inspiration for the organization, so that it can foster a spirit to realize success. Colquitt et al. (2017, p. 4) in the organizational behavior model identified that motivation in individual mechanism variables is influenced by organizational culture. In the study of Sinha et al. (2010) explained that culture, especially technocratic culture, is known to have a positive relationship with motivation. Waters quoted by Marquis and Huston (2009, p. 279) also confirms that organizational culture is a source of motivation. The results of previous studies also confirm the important role of organizational culture in influencing achievement motivation, as indicated by study of Yusof et al. (2016) who found that supportive and bureaucratic organizational culture had a significant effect on employee motivation. Other research also confirms the influence of organizational culture on achievement motivation (Anra & Yamin, 2017; Achmadi, 2018; Sinaga, Siburian, & Lubis, 2018).

In addition to having a direct effect on innovative behavior, organizational culture is also known to have an indirect effect on innovative behavior through achievement motivation. The occurrence of these indirect effects because of organizational culture theoretically influences achievement motivation (Colquitt et al., 2019; Sinha et al., 2010), and on the other hand achievement motivation influences innovative behavior (Aamodt, 2010; George & Jones, 2012; Ruan et al., 2010). The results of previous hypotheses testing also proved that organizational culture directly influences achievement motivation, and achievement motivation also directly influences innovative behavior. Such an influence pattern allows the indirect effect of organizational culture on innovative behavior through achievement motivation. Achievement motivation can play a role in strengthening the influence of organizational culture on innovative behavior.

Conclusion and Recommendation:-

The results of this study has proven the importance of organizational culture and achievement motivation in influencing innovative behavior in the public sector. Achievement motivation is the factor that has the most dominant effect on officer innovative behavior and also mediating the effect of organizational culture on innovative behavior. Therefore the leaders in public sector organizations must pay close attention to internal factors in formulating strategies to enhance innovative behavior.

Based on the conclusions, then organizational culture and achievement motivation should be improved. Relating to organizational culture, the leadership will try to make the organizational culture as a strategic factor in the organization to develop innovative behavior. A comprehensive evaluation of the culture of the organization will be carried out to find out the weaknesses in the application of cultural values. Organizational cultural values that will be

developed are visionary cultural values and set forth in the organization's mission, teach the principle of consistency, ability to adapt, and strengthen the involvement of organizational members. These dimensions will become the main reference in developing organizational cultural values. Meanwhile, to increase achievement motivation, leaders need to inspire the need to implement a reward system for outstanding employees, both financial and non-financial rewards.

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