

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

EFFECT OF ORGANIZATIONAL CULTURE ON
EMPLOYEE CREATIVITY AND JOB PERFORMANCE
IN NEW LINK MARKETING LIMITED

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MBA II – 95

MBA 24th BATCH

APRIL, 2022

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ACADEMIC YEAR (2018 – 2022)

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that this thesis entitled **“Effect of Organizational Culture on Employee Creativity and Job Performance in New Link Marketing Limited”** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The main objectives of this study are to examine the effect of organizational culture on employee creativity and to analyze the effect of employee creativity on job performances of the employees in New Link Marketing Limited. For the primary data, two-hundred and fifty respondents are interviewed by using structured questionnaire designed with 5-point Linkert Scale. Secondary data is extracted from relevant text books, international research paper and previous paper, available literatures, journals and internet web search. According to the results, among four influencing factors, clan and hierarchy oriented cultures have highly significant effect on expertise dimension of employee creativity. Then adhocracy and hierarchy oriented cultures have positively significant effect on creative thinking and adhocracy oriented culture has significantly influenced on task motivation dimension of employee creativity. In addition, adhocracy and hierarchy oriented cultures have highly significant effect on employee creativity. Finally, expertise has positively significant effect on job performances of the employees. Therefore, New Link Marketing Limited should focus on clan, adhocracy and hierarchy oriented in order to make employee creativity and promote the job performances of the company.

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CHAPTER (1)

INTRODUCTION

Organizational culture can be defined that it is the proper way how to behave within the organization (Nguwi, 2022). Key of making the organizational culture is to have the kind of culture which is to have the culture which is based on strongly held and widely shared set of beliefs which can be provided by strategy and culture. Organizational culture can also be defined that it involves underlying beliefs, assumptions, values and ways which can be interact and contribute to the unique social and psychological environment of the business. In the organizational culture, it also includes the expectations of the businesses, experiences, philosophy and vales which can direct the behaviors of members. Furthermore, in the organizational culture, it also includes the visions, values, systems, symbols, language, assumptions, beliefs and habits of the businesses (Craig, 2014).

According to Amabile, creativity can be defined as something fictional people have or do (Amabile, 1997). Intelligent people have a few characteristics that set them apart from their less creative peers, that is, they have rich background-related knowledge and well-developed skills; they find it encouraging their work; they are often independent, unusual, and at high risk; and they have a broad interest and greater openness to new experiences (Simonton, 1977). The concept of employee creativity is a growing phase and it is becoming a very widespread research phenomenon. Some of the global corporations such as the Hewlett-Packard software company, Procter and Gamble and the Wal-Mart, have grown to realize, and also appreciate the importance of their employee creativity within their respective workforce. Employee creativity in different kinds of organizations is usually affected differently and this is often because of the distinct operation organizational culture of each organization (Jiménez, 2019).

Except the positions, capabilities and job roles of the employees, creativity should be welcomed and give the exact feedbacks although all of the creative ideas cannot be accomplished by managers. Furthermore, employees should also have some of the levels of freedom to make the choices and take creative risks without the fear of adverse job related consequences from their supervisors. Type of organizational culture which engenders employees to make the engagement in creative risks should

have within the working environment. There should also be the opportunities for high levels of employee creativity development. These could further become plausible when employees' freedom and choices to commit towards the creativity which are supported by strong and suitable organizational culture. So, it can be said that the necessity of paying attention to the organizational culture is to the extent which expects believe that if the effective and suitable changes are expected to be appeared in the business, the culture of the business should be changed (Lander, 2020).

Most of the businesses in Myanmar have the strict organizational culture. It means that some of the businesses strict on the ideas of the employees within the organization. Some of the businesses still have the traditional organizational culture within the businesses. It is very sure that those kinds of organizations will make the strict on the creative ideas of the businesses. In those kinds of businesses, it is very sure that there will be no more creative ideas from the employees because old employees within the organizations have already stopped the creative ideas for the businesses. Sometimes, it has also been found out that existing employee from some of the organizations are not welcome the new employees and they don't welcome the creative ideas of those new employees too.

In this study, it focuses on the effect of organizational culture such as clan culture, adhocracy culture, market culture and hierarchy culture which shapes the culture of the organizations on the employee creativity and job performances of the employees. Different organizations have various kinds of organizational culture. This study aims to examine effect of organizational culture on employee creativity and analyze the effect of employee creativity on job performances of the employees in New Link Marketing Limited.

1.1 Rationale of the Study

A study of organizational culture is to find out the factors how employees within the organizations behave. During these years, organizations are defined by creativity when offering services to the customers. Having creativity is one of the most important factors for organizations. Creativity in business is a crucial first step that needs to be prioritized by senior leadership. A survey by IBM of more than 1,500 chief executive officers shows consensus: Creativity was ranked as the number one factor for future business success above management discipline, integrity, and even

vision (Landry, 2017). The importance of creativity to firm growth and, in turn, a country's economic success is expected to continue increasing in the coming years, due to several broad trends. First, globalization is resulting in increased competition, even in industries that have historically been protected from significant challenges. Second, sophisticated information and communication technologies are resulting in shorter product development cycles. Third, job functions that do not require creativity are being automated or moved to low-wage countries (Hatum, 2017).

The key to an innovative organization is empowerment. The more people who have the power to make a contribution, to develop new ideas, and to innovate, the more likely the organization will be able to cope with a big change, from being the fastest company in the process. Organizational culture has to be that people are not only empowered to design, but also their intellectual capacity. People should be allowed to take responsibility and action, and be provided with support and resources by the organization. Resources should be available in an unexpected budget ideas and new ideas. New design is not usually a matter of great success, but it is a matter of a few steps taken to achieve the same ultimate goal.

A creative approach to employees can improve the efficiency and effectiveness of a variety of business processes. This can be by reducing the required input of various processes or by improving output. Next, the performance of the whole unit or business may improve. Furthermore, while such employee rewards do not directly affect their actual performance or professionalism, their management may also play a role in measuring the performance of their employees (Ahmed, 2020).

In New Link Marketing Limited, there are still employees who cannot produce innovative and creative ideas enough. To encourage employees to generate creative ideas, it is necessary to know about the organizational culture which influence on them. In order to produce high job performances of the employees, New Link Marketing Limited needs to know which organizational culture influence in the organization. Therefore, it is necessary to find out the creativity of employees within the company. This paper tries to examine the effect of organizational culture such as clan organizational culture, adhocracy organizational culture, market organizational culture and hierarchy organizational culture on employee creativity and job performances of the employees in New Link Marketing Limited. This study is expected to support in better understanding of organizational culture, employee creativity and job performances of employees in New Link Marketing Limited.

1.2 Objectives of the Study

The main objectives of this study are

- (1) To examine the effect of organizational culture on employee creativity in New Link Marketing Limited.
- (2) To analyze the effect of employee creativity on job performances of the New Link Marketing Limited.

1.3 Scope and Method of the Study

This study emphasizes on effect of organizational culture on employee creativity and job performance in New Link Marketing Limited. This study uses both analytical and descriptive method based on both primary data and secondary data. The primary data are collected from selected consumers by structured questionnaires with 5-point Linkert Scale. Based on data from New Link Marketing Limited, there are 338 employees in New Link Marketing Limited.

Thus, the sample size is 225 respondents determined by using Cochran's formula with 95% confident interval. To get the required sample size of 225 respondents, the study has to collect the data from 280 respondents by using simple random sampling method. The secondary data is extracted from relevant text books, international research papers and previous papers, available literatures, journals and internet web search. Linear regression analysis is applied to analyze the effect of organizational culture on employee creativity and job performance in New Link Marketing Limited.

1.4 Organization of the Study

This study is organized with five chapters. Chapter one is Introduction which includes Rationale of the Study, Objectives of the Study, Scope and Method of the Study and Organization of the Study. Chapter two is Theoretical Background. Chapter three is Organizational Culture of New Link Marketing Limited. Chapter Four is Analysis on the Effect of Organizational Culture on Employee Creativity in New Link Marketing Limited. As the last one, chapter five includes the Findings and Discussions and Suggestions and Recommendations.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter consists of organizational culture, components of organizational culture, employee creativity, and job performances of the employees. With a thorough understanding of how these factors affect employee creativity and job performance will be able for publishers to know the effect of organizational culture on employee creativity and job performances of employees in New Link Marketing Limited.

2.1 Organizational Culture

Organizational culture is the level of a group of objects that appear in different ways depending on its different dimensions. Organizational culture is a combination of important assumptions shared equally by members of each organization and often unspoken. Organizational culture is basically made up of two main common ideas: values and beliefs. Values are the ideas conveyed by the leaders of the organization and are considered the ideals desired by all members of the organization. Beliefs on the other hand are beliefs about truth and are created by experience (Mullock, 2014).

Organizational culture is also defined as a pattern of shared speculation that is accepted by a group of people as they solve their problems. Because they used these ideas to solve their problems and it worked effectively they have embraced these ideas as practical and thus taught these ideas to new members of the organization as common ways of thinking, seeing and approaching problems. Organizational culture is something that is shared by members of the organization and works unknowingly. To understand the full complexity of organizational culture, many researchers make efforts to identify and evaluate aspects of organizational culture (Cotter-Lockard, 2016).

An organization can also be effective if it focuses on a related or conflicting idea with other organizations outside of its borders. It can also be said that the culture of the organization is seen as a support to building staff when they have a high level of flexibility and trust. In addition, businesses can grow to be more efficient due to flexibility and flexibility in staff establishment (Heywood, 1980).

Cameron and Quinn's Values Framework (1999) is being developed as a supporting framework for evaluating and profiling the organization's dominant culture. This is due to its usefulness in helping individuals identify the root cause of organizational culture change in each organization (Khalifa, 2001). The frame is made up of four sides. The four components included in the model are clan, adhocracy, market and cultural dimension of the organization's culture. It could be said that each of these dimensions has its own dimensions and different approaches. Between those four sides, the size of the family and the section are built on internal focus and integration. The other two dimensions, family size and adhocracy focus on flexibility and ingenuity. In addition, it can be said that the dominance and size of the market reflect the breadth of external focus and differentiation. Like those two dimensions, market and class size are based on stability and control.

(a) Clan Culture

Family culture is a type of family-focused business environment that emphasizes the harmony of principles and values. Tribal cultures are highly interdependent and slightly competitive in the four main business model models. Counseling, employer commitment and employee engagement are thought to promote empowerment and integrity that will drive productivity and business success. Critics of family traditions, on the other hand, argue that businesses that follow that model may suffer from a lack of diversity. It has also been argued that the emphasis on unity can prevent conflicts, and that a supply chain can lead workers to do worse than they could in a highly competitive environment (Wigmore, 2012).

Race cultures are common in small or family-owned businesses that are not inherently compatible. Employees are informed regardless of their level and circumstances. This tradition aims to work together in groups by ensuring that all employees feel equal. They feel free to give honest and open answers. In addition to teamwork, there may be a greater emphasis on job counseling and training as skills and values are passed on from one generation to the next. There is often a lot of staff involvement in this practice, which results in excellent customer service. However the downside to this type of culture is that it is difficult to maintain as the organization grows. Performance may lack focus and flexibility as the organization grows (MacLeod, 2019).

(b) Adhocracy Culture

Adhocracy Culture is a type of organizational culture in which decisions are made in a biological way and focus on getting the job done. There may be little emphasis on position planning, advance planning, or formal procedures focused on the work being done. When beginners become major technology experts like these organizations, a culture of domination will not be possible for the whole organization. There will be certain tasks or business units that will require more structure and slower mobility may actually be better for the organization, for example, in areas of ethics and compliance. Therefore, a culture of adhocracy may be assigned to specific units to ensure that the organization remains intelligent and competitive in the market. The culture of adhocracy emphasizes flexibility and flexibility; centered outside. It is often seen in companies that operate in changing environments and in those who want to be leaders in their markets. Essential values in the adhocracy culture are to establish, trade, and risk. Family culture also emphasizes flexibility but focuses on the inside. The hallmarks of corporate culture firms are collaboration, employee engagement, and business commitment to employees (Chan, 1997).

(c) Market Culture

A market culture created by customer acquisition, competency guidance and departmental collaboration was considered a team culture aimed at maintaining a high level of robust performance by effectively and efficiently the actions required achieving customer value. Thus, a market-focused culture is a functional, action-oriented translation concept, which emphasizes customer value not only within the marketing organization but also throughout the company. Many researches have followed the concept, focusing on the definition and evaluation of the concept of market structure, as well as its implications for robust performance. These market position studies have all shown an important relationship between market position and performance. However, it has been pointed out that these studies share significant differences between their definitions of market structure, and their conceptual compatibility were questioned (Yoon, 2005).

(d) Hierarchy Culture

In this culture, the common themes are control and structure. The rules and procedures are well defined and all staff members have to follow these procedures. The structure provided by the rules and regulations keeps the organization running and leaders are encouraging this. Efficiency and prediction are essential to this setting. The key values in these types of companies are consistency, stability, uniformity, governance, and timeliness. Employees in this culture know exactly where they fit into the set of rules such as that is responsible for them, who they report to, and what the rules say. It is compulsory in this culture to do the right thing. Tasks are clearly defined, and performance is often simplified. Financial institutions, health insurance organizations, and oil and gas companies all have this hierarchy culture. This type of company culture enables them to manage risk better, be more stable and efficient. However, it may prevent them from innovating, speeding up, and responding to rapid changes in their markets and industries. They may lack the necessary flexibility in today and future markets (Editors, 2019).

2.2 Employee Creativity

Innovation can be defined as the production of new ideas; A competent worker is one who is able to come up with new ideas / ideas about the resources to be built, floods of communication and similar understanding that can affect the work done in the course of his or her work. Art is defined as a design in which an employee performs a new construction in which work-related problems are effectively resolved through a step-by-step process, with some interpreting it as an individual's ability to develop practical solutions to the challenges. and overcome the problem themselves (Kampylis, 2016). A fictional worker is one who has the ability to recognize an organization and be sensitive. Therefore, those employees can cope with stress, have a keen mind, be able to remember his work for a long time, and flexibility due to globalization is rapidly changing technologically and culturally. A skilled worker can be one who is able to adapt to all changes ahead of time, in this way he will be called an artist (Siddiqi, 2016).

Staff design can often be passed on to someone with new job ideas and work style, who is more flexible to work as a team rather than completing each task. A design project is one that has better understanding skills and flexibility so that when

new technologies are introduced to a company then they should be able to use them immediately. All of these values indicate that employees are empowered to complete a task as they feel comfortable all of these factors can help identify new opportunities (Runco, 2022). Art is transformed by each person to create productivity with new ideas. Intelligence may depend on the employee or situation; an employee may want to communicate at a very high or low level despite having great power. An employee can use all of his or her skills, knowledge and skills in an effort to produce creative results (Darzin, 1999).

The focus of the study is primarily aimed at understanding the creative process of employees, in order to predict behavioral behavior and influence. Researchers have developed models to establish employee comprehension and to evaluate or predict New Link Marketing Limited's work intelligence. The Hemmatinezhad (2007) study attempts to predict potential job intelligence. It incorporates state-of-the-art work ethic, creative thinking and work ethic.

(a) Expertise

Expertise can be defined as an underpinning factor for all creative labor. He also defined that this is also made up of three different scopes of understandings. They are the memory for factual knowledge, exceptional talents in the target work remain and the technical proficiency. These scopes of understanding can be arranged through a lot of knowledge such as expertise in strategic management (Amabile, 1997).

(b) Creative Thinking

Creative thinking is related to the extra effort of creative work. In creative thinking, it incorporates a creative approach that favors taking new ideas into problems. The extent to which creative skills can be developed also depends on many personal factors such as self-control, freedom, psychological co-operation and risk-taking expertise. Staff mindset thinking can be developed to increase mental flexibility and mental relief (Corgnet, 2016).

(c) Task Motivation

Task Motivation is something that is often driven by deep involvement and interest in the work. In contrast, external motivation is related to the desire to achieve certain goals that are beyond the defined work. Even if technology and creative skills determine the ability of employees in a given environment, task motivation is related to what employees actually do. Intrinsic motivation leads to creativity. Controlling external stimuli is dangerous to creation, but knowledgeable or permissive external inspiration can work, especially if the initial levels of internal motivation are high. Therefore, it can be assumed that the most motivated employee is likely to draw creative skills in other domains (Legg, 2019).

2.3 Job Performances of the Employees

The process of government-mandated economic production is the main concern of the customer and the impact of this type of regulation on business operations. Traditional Views illuminate the costly costs of a company is the result of strict rules, which limit production and output compared to its competitors. Therefore, firms must be provided free of charge in order to bring about environmental change in their company in order to take the organizational performance to the next level (Jaffe, 1995). It is often seen that the size of the firm plays a big role, most people think that big firms will do new things, which leads to better factory performance this is because big firms have high financial and human resources and are therefore in a very good position to fund long-term projects. (McGuirk, 2015).

Job performance is defined as the total amount expected in the organization of the various behaviors that a person performs over a period of time. This definition is a slightly revised version of the performance definition presented in a previous publication regarding the theory of individual differences in work and contextual practice (Hewig, 2015). Another important point in this definition is that performance is a behavioral factor. In particular, it is a compound asset of multiple, varied behaviors that occur over a period of time.

A second important theory is that the area in which performance is referred to is the expected value of an organization. Thus, the functionality formed by this definition is the flexibility that distinguishes between sets of behaviors performed by different people and between sets of behaviors performed by one person at different

times. The difference is based on the extent to which the sets of conduct (in mergers) can contribute to or disrupt the organization's performance. In short, the difference in performance is the difference in the value of the expected behavioral organization.

According to Motowidlo (2003), job performance is defined as the sum of the expected value in determining the various behaviors a person performs over a period of time. Those researchers highlight two important factors in this definition. First, performance is an integrated asset of many, varied behaviors that occur over time. Previous studies have found that moderate performance strongly predicts income variability and wage distribution, mainly because normal, or moderate performance reflects outstanding performance considerations (Blau, 2017). In the case of pay performance, it is very reasonable to expect that higher performance will lead to positive changes in compensation level.

2.4 Empirical Studies

Organizational culture is known for influencing the attitudes, values and behaviors of employees. Hofstede and McCrae (2004) reported in their definition of organizational culture that it contains interrelated features. It is not directly identifiable unless it is expressed through different value systems in the ethical and ethical behavior of employees. According to Christina and Lucy (2004), strong organizational traditions can serve as drivers where employees' creative ideas are applied to organizational survival and creative success (Rhee, 2019). The culture of an organization is about ideas, processes and ideas that are communicable and shared. This can be expressed and reflected in the combination of the values of a senior management leader and those of employees (Jan & Hazel, 2013).

In addition, Anugamini and Rajib (2016) support the need for shared values in order to maintain professionalism. Values in this context may be considered as ideas and factors that have a special impact on the quality of the work and the organization. Similarly, Dollinger (2007) points out that the principles of organizational culture refer to fundamental ideas of behavior and behavior. Martins and Terblanche (2003) also described organizational culture as “the deepest values and beliefs (often unknowingly) shared by employees in the organization”. These values are related to certain beliefs that are considered to be hypotheses over time and are therefore expressed in the attitudes and behaviors of employees.

Martins (2003) also emphasized that the components of practices, philosophies, ethics and values are all part of an organizational culture. Thus, effective integration of values often leads to a strong unity between organizational culture and creative ability. This is because values that enhance employee intelligence often manifest themselves in specific behaviors. These forms of conduct may promote or hinder employee competence. Values may be regarded as important and enduring factors related to individual preferences and workplace characteristics. Employees with the same values as those of the organization's culture are often effectively associated with innovative programs. Successful integration of human resource systems with those of an organizational culture often facilitates work ethic. Highly intelligent employees may hold systems of different values compared to their less capable counterparts. It is therefore argued that a strong sense of youth may be the work of integrated values held by highly skilled workers (Dollinger, 2007). This may be because of what they desire or love. However, the relationship between organizational culture and staff skills remains controversial.

The study aims to explore the relationship between employee design and the efficiency and effectiveness of commercial banks in Uganda. It has been observed that there are inefficiencies in some commercial banks in Uganda, a lack of studies on the relationship between job performance, staff intelligence and the strong performance of Ugandan commercial banks and the calls of previous experts for further research. Research projects of different categories and equal amounts in the study were used.

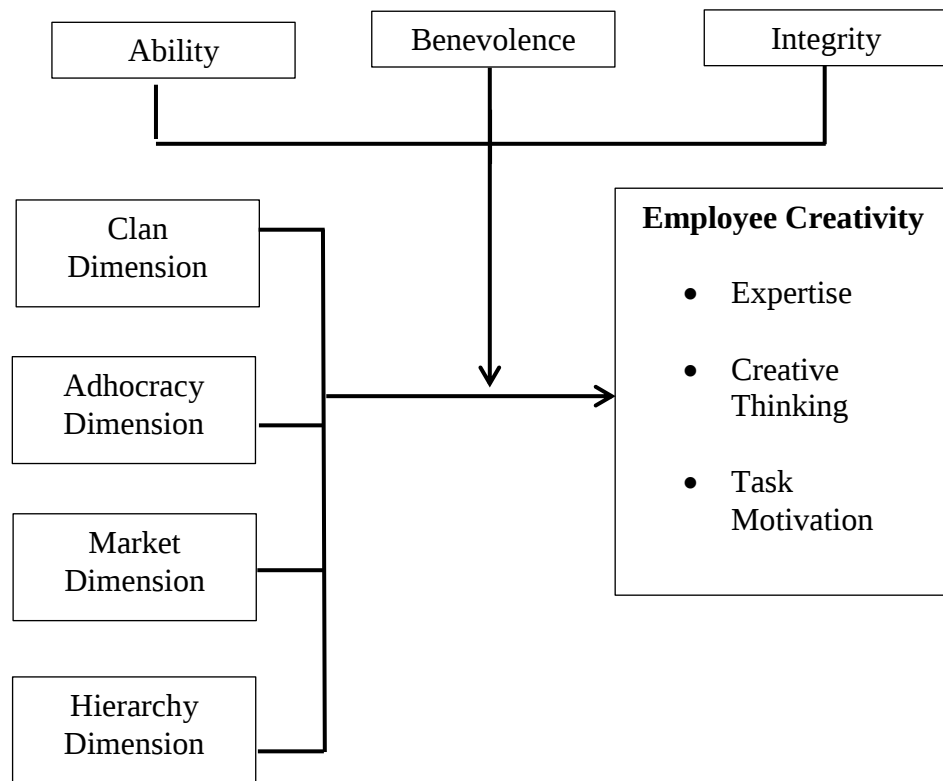
In another notable study conducted by (Humera, 2012) of Azam University in 2016 to assess the Impact of Staff Design on the individual performance of 73 employees, the result was found in linking work ethic to employee performance. the company has an inclusive outcome. There has been a positive impact on each other which explains the fact that it takes certain processes to go through to acquire new knowledge but over time one is able to come up with new strategies that tend to innovate and work effectively and have a positive relationship with the organization. The researchers also tested the R&D unit at a chemical company based in the Midwest. The data were collected as part of a larger study that also provided the basis for an additional article on staff creation.

Geroski (1999) suggested that firms would see an increase in profit growth while promoting creative behavior. Therefore, organizations that promote creative experience grow in profit growth, and thereafter work harder. In addition, Nordenflycht (2007) noted the relationship between design and performance in the 122 U.S. advertising agencies. determine the positive linear relationship between staff establishment and robust performance. It is often thought that art leads to competitive diversity that leads to solid level success. In addition, staffing skills can add value to organizations, especially in overcoming challenges and finding new ways to grow.

This study is based on two previous research papers from overseas universities. The first research paper focused on the results of fidelity to the impact of organizational culture on the creation of workers in the Nigerian manufacturing industry.

In the previous research papers, the researcher aims to explore the impact of organizational culture on job creation in the Nigerian manufacturing industry. The previous framework for research starts with the independent variables that are organizational (family, family culture, adhocracy culture, market organization culture and organizational culture) and then to interdisciplinary variables such as staff innovation (technology, creative thinking and career motivation).

Figure (2.1) Conceptual Framework of Samuel

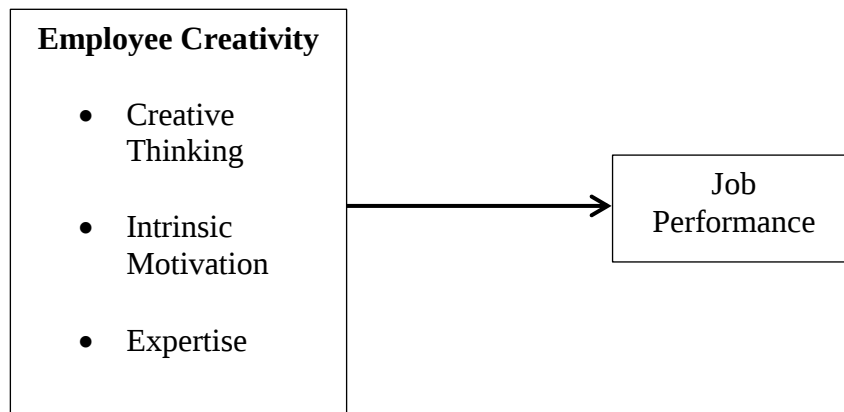


Source: Samuel (2018)

The study was carried out applying the following hypothesis claims. The research found that clan organizational culture has negative effect on employee creativity. On the other hand, adhocracy organizational culture is positively associated with employee creativity. Market organizational culture and hierarchy organizational culture are negatively related with employee creativity. The conceptual framework of this previous research is shown in Figure (2.1).

The purpose of another research is to investigate influence of employee creativity on job performance in Future Link Technology. The conceptual framework of this research starts from independent variables such as creative thinking, intrinsic motivation and expertise, then to dependent variables of job performance.

Figure (2.1) Conceptual Framework of Narcis



Source: Narcis (2019)

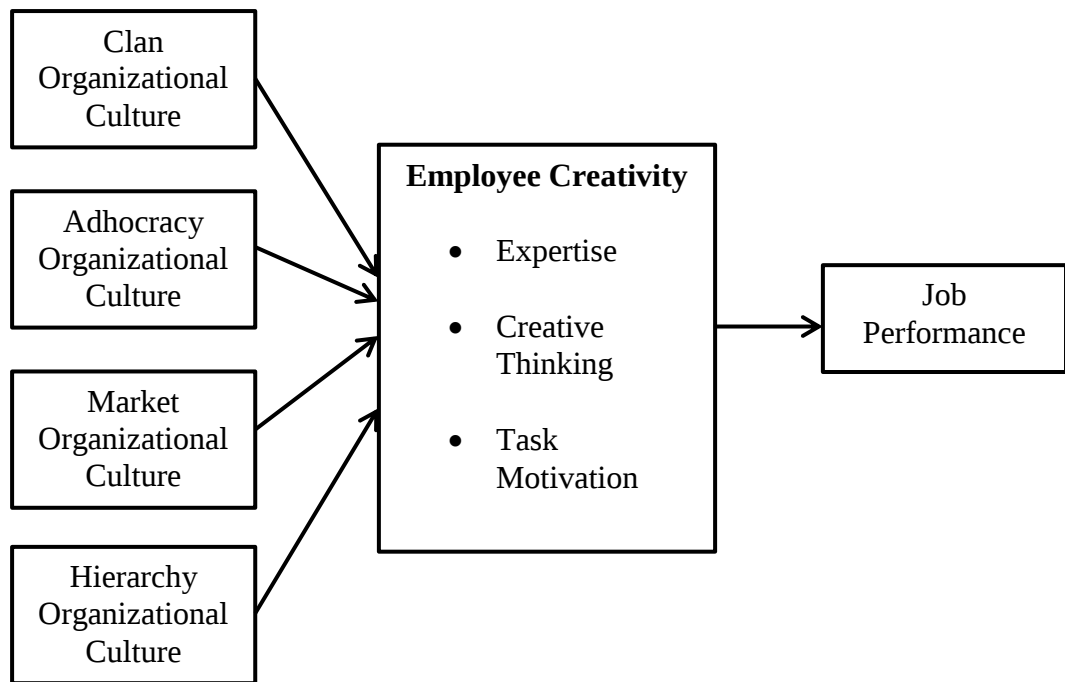
The result of this previous research was that creative thinking; intrinsic motivation and expertise were significantly related to job performance of the employees in Future Link Technology. The conceptual framework of this previous research is illustrated in Figure (2.2).

2.5. Conceptual Framework of the Study

In this study, there are two research objectives applied as the instruction. The objectives are to examine the effect of organizational culture on employee creativity and to analyze effect of employee creativity on job performance of the employees in New Link Marketing Limited.

The conceptual framework for this research study is the combination of theoretical reviews and previous researches. The study focuses on organizational culture, specifically organizational culture upon employee creativity in New Link Marketing Limited. Figure (2.3) starts from the independent variables (influencing factors) of this research which are clan organizational culture, adhocracy organizational culture, market organizational culture and hierarchy organizational culture. Then it leads to dependent variables of the research which are employee creativity (expertise, creative thinking and task motivation) and job performances of the employees.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation based on Literature Review (2022)

Conceptual models are applied to make the analysis and report on a range of responses that can discuss their definition of analysis and the relationship between variables. Understanding effect of organizational culture on employee creativity and job performance behavior will impact to increases sales and profitability of the businesses. Figure (2.3) offers the basis for a deeper understanding effect of organizational culture on employee creativity and job performance. This framework will improve the understanding of organizational culture; employee creativity and job performance that will help New Link Marketing Limited create and improve the performances of the business.

CHAPTER (3)

PROFILES AND ORGANIZATIONAL CULTURE OF NEW LINK MARKETING LIMITED

This chapter presents general overview of New Link Marketing Limited. In addition, it presents organizational culture practices of New Link Marketing Limited.

3.1 Profile of New Link Marketing Limited

New Link Marketing Limited is the distribution company which is located in Pin Lone 4th Street, North Dagon Yangon. This New Link Marketing Limited has also existed in Mandalay. In the past days, the company distributed only one brand which is familiar with everyone from Myanmar. It is Revlon Cosmetic which is familiar with everyone who loves to buy the cosmetic and personal care for them. The company was founded since 1996. At the beginning, there is only one brand called Revlon Cosmetics which distributed from New Link Marketing Limited. In Revlon Brand, there are a lot of various kinds of products such as foundation, two-way make-up, powder, lip stick, eye-liner, eye-shadow, eye-bow and other kinds of skin care products. At those times, as there were no too much cosmetic brand like this time, Revlon was the market leader in the cosmetic industry. Among those various kinds of products, it can be said that age defying series is the most popular and most well-known` category.

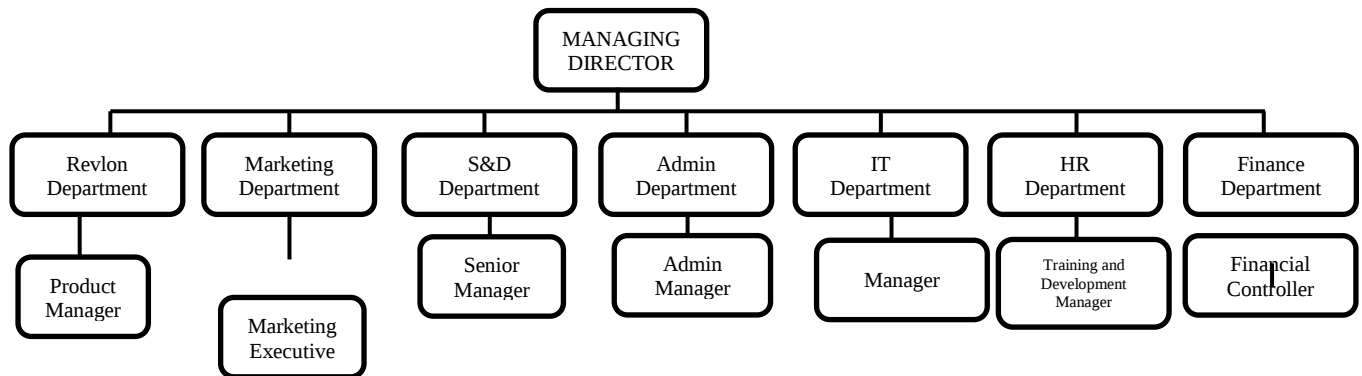
But as the time flies, the company distributed various kinds of brands from New Link Marketing Limited. After the Revlon Cosmetics, the next brand which distribute from New Link Marketing Limited is C'CARE Personal Care Products from Thailand. When saying about the C'CARE brand, it includes facial foam, body lotion, body shower, sun care and other kinds of personal care products. In the past days, C'CARE brand was also the market leader brand in personal care industry. Among the C'CARE products, facial foam is the most well-known category. Nearly everyone who has used the C'CARE facial foam liked to buy again the facial foam. After the facial foam, body lotion is the second kind of category which nearly everyone has known. At those times around 2012, in the market, there is no brand which distributed sun care products such as sun face cream and sun block lotion.

Therefore, it can be said that C'CARE was the very first brand which distributed sun care products into the market. As there are various kinds of competitive brand such as Vaseline, LUX and others, even though C'CARE is not known very well among current customers of personal care industry, it is still the well-known brand because of the loyal customers who always buy and use C'CARE products. But now, C'CARE is not distributed anymore from New Link Marketing Limited. They have decided to discontinue the contract between them. But employees who have worked for C'CARE brand is still working in New Link Marketing Limited.

After C'CARE brand, another brand which used to distribute from New Link Marketing Limited is Ellips. It is the kind of hair care brand which is imported from Indonesia. In Ellips, hair care products such as hair mask, hair serum and vitamin E are included. Among those three categories, it can be said that hair mask the most well-known and popular brand among Ellips users. Even though this brand doesn't use too much market budget, everyone who has already used this brand likes to buy and use again because of its good quality. Therefore, it can be assumed that this brand really has the good quality. Now, this brand also decides to discontinue their contract with New Link Marketing Limited. Since in the hand of New Link Marketing Limited, because of the hard-workings of employees of New Link Marketing Limited, it has already got brand awareness among store owners and end users. Employees who worked for this brand are also same with C'CARE employees. Therefore, even though there is no Eliips in New Link Marketing Limited, those employees are still working in New Link Marketing Limited.

Therefore, there are nearly over 300 employees who are currently working in New Link Marketing Limited including both of Yangon Branch and Mandalay Branch. The organization chart of New Link Marketing Limited is shown in Figure (3.1)

Figure (3.1) Organization Structure of New Link Marketing Limited



Source: New Link Marketing (2022)

According to the Figure (3.1), it has been found out that organizational structure is composed of seven departments. Managing Director is the one who controls the whole organization and all of the activities of the departments are under the control of the Managing Director. Furthermore, in every department, all of the activities related with the department are under the control of the department manager. Therefore, it can be assumed that all of the creative ideas are needed to go to the department manager and employees will have to wait for the permissions from department managers and managing director. Under the product manager, product assistant, executive, demand planner and beauty educator are included. Brand and innovation marketing coordinator, marketing coordinator, sales and marketing coordinator and facilities coordinator are under the control of marketing executive. Under the control of Assistant S&D Manager, there are sales men. In admin department, assistant administration manager and senior store keep are under the control of admin manager. Under manager of IT department, senior sales admin, sales admin and data entry are existed. HR coordinator is in the control of training and development manager. Mangers, senior accountant and cashiers are under the control of financial controller.

3.2 Organizational Culture in New Link Marketing Limited

As already described above, New Link Marketing Limited was founded since 1996. Besides, some of the employees are the ones who have been working starting from the starting time of the company. Therefore, it has been found out that they use

the traditional organizational culture. Even though New Link Marketing is still using the traditional organizational culture, old employees welcome the new employees and employees are also friendly with each other. In addition, it has also been found out that employees have strong common interest. If employees would like to do continuous learning, top management of the company is also supportive. As employees also have the supportive environment, it can be assumed that clan culture influences in New Link Marketing Limited.

In New Link Marketing Limited, there are always training sections on Saturday. Different topics are included in those training sections. The purpose of those training sections is to produce the innovative and creative ideas because of including brainstorming sections. This shows that company shapes their working environment to be the dynamic and entrepreneur place to work. After the training sections, it has also been found out that employees become produce more innovative and creative ideas. According to these factors, it can be assumed that adhocracy culture also influences the culture of New Link Marketing Limited.

Top management focuses on producing new ideas and new products in New Link Marketing Limited. In addition, company also focuses on to be the market leader in their industry. Top management also focuses on results from employees. According to the market culture, results are oriented. It can be assumed that New Link Marketing Limited is also influenced by market culture.

Employees of New Link Marketing Limited have to follow the procedures of the company. For example, if the marketing department would like to get money from finance department, they have to write the proposal as first. Then, employees have to report to department manager. After getting permission from department manager, process will transfer to the managing director. Then, requisition letter will have to be transferred to finance department. According to these factors, it can be assumed that hierarchy culture influences on New Link Marketing Limited.

3.3 Demographic Profile of Respondents

In this study, 225 employees are surveyed to analyze the organizational culture and employee creativity of New Link Marketing Limited. In questionnaire, most of the items are described with 5 Likert Scale. Respondents can show the organizational

culture and creativity with five score (1 to 5: Strongly Disagree to Strongly Agree). The demographic profile of respondents is shown in Table (3.1).

According to the survey data, gender group of respondents are described by male and female with frequency and percentage. Simply, age is described by under 18 years, between 18-25years, between 26-33 years, between 34-41 years and over 42 years respectively. Furthermore, the education sector is described into high school, graduate, master and Ph.D. Then, the service year or tenure of the respondents are categorized into under 1 year, 1year-5years, 6 years - 10 years, 11 years- 15 years, 16 years - 20 years above 20 years The item, the current position of the respondents is set into operational level, middle level and top level Department of working can also be divided into warehouse, sales, marketing, finance, HR, advertising and others.

Table (3.1) shows the respondents by gender, age, education level, working experience and position. Gender of the respondents is represented in table (3.1) above. The respondents include 94 male employees and 131 female employees. New Link Marketing Limited has more female employees because of the nature of the work; sales and marketing.

The ages of respondents surveyed range from under 18 to above 42. It indicates that most of the respondents who are between the ages of 26 to 33 years are 96 employees by (42.67 percent) and the second largest numbers of the respondents who are between the ages of 34 to 41 years are 87 employees and that corresponds to 38.63%. The minority of the respondents 12% belongs to between 18-25 years old.

The education level of employees is classified into four. In this study, most of the respondents are graduate level employees 72.00 percent as the company appoints graduates. The minority of the respondents belongs to Master Degree and 4 employees of total respondents. There are no employees with Ph.D. level because this education level is no need to the nature of work.

Respondents by position in New Link Marketing Limited can be divided into operational level, middle level and top level management. Among the respondents, the group with middle level is the largest. The second largest is operational level with working experience in the range of 1 to 5 years.

Table (3.1) Demographic Profile of Respondents

Sr.No.	Demographics		No. of Respondents	Percentage (%)
	Total Respondents		225	100.00
1	Gender	Male	94	41.80
		Female	131	58.20
2	Age	Between 18-25years	15	6.70
		Between 26-33 years	96	42.67
		Between 34-41 years	87	38.63
		Over 42 years	27	12.00
4	Education	High School	55	24.40
		Graduate	162	72.00
		Master	4	1.80
		Diploma	4	1.80
5	Working Experiences	Under 1 year	6	22.07
		1year-5years	66	2.70
		6 years - 10 years	77	29.30
		11 years- 15 years	33	34.20
		16 years - 20 years	43	14.70
6	Level of Position	Top Level	7	3.11
		Middle Level	157	69.78
		Operational Level	61	27.11
7	Department of Working	Warehouse	7	3.10
		Sales	78	34.70
		Marketing	115	51.10
		Finance	3	1.30
		HR	2	0.90
		Advertising and Promotion	5	2.20
		Data Entry	15	6.70

Source: Survey Data, 2022

It has also been found out that the respondents by years of service in New Link Marketing Limited and years of service are grouped into six. Among the respondents, the group with 6-10 years is the largest. The second largest is 66 employees with working experience in the range of 1 to 5 years. Based on survey data, marketing group is the largest. The second largest is sales department following 34.70 percentages. As New Link Marketing Limited is the sales and distribution company, they need to do more marketing to increase their sales and to get the awareness from the customers. As increasing sales is also the responsibility of sales department, they hire more resources for sales department. This is the reason why sale department follows second place in the department of working.

CHAPTER (4)

ANALYSIS ON EMPLOYEE CREATIVITY AND JOB PERFORMANCE OF NEW LINK MARKRING LIMITED

In this chapter, organizational culture on employee creativity of employees at New Link Marketing Limited is analyzed by the mean value and standard deviation of each factor. Moreover, employee creativity and job performance of New Link Marketing Limited is also analyzed by using the regression analysis.

4.1 Organizational Culture of New Link Marketing Limited

In this section, organizational culture influencing on creativity of employees at New Link Marketing Limited will be analyzed. To make the evaluations on the Organizational Culture, it is based on four factors called clan oriented culture, adhocracy oriented culture, market oriented culture and hierarchy oriented culture. So, there are constructive 20 questionnaires applying five point Likert-scale with 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree and 5 for Strongly Agree.

4.1.1 Clan Culture

Table (4.1) shows the mean value and standard deviation of clan culture which has influences on employee creativity at New Link Marketing Limited. So, this section involves 5 questionnaires to make the analysis on the clan oriented culture.

Based on the results from Table (4.1), it can be assumed that organization culture is the type of clan culture overall mean is 4.29 which are strongly agree level. Largest mean score is 4.36 points out that the success of the company comes from human resource development. It can also be assumed that as the company focuses on this factor more than the other factors, clan oriented culture becomes more significant because of this factor.

Table (4.1) Clan Culture

No.	Statement	Mean	SD
1	A special place where individual seem to share a lot of care for each other and live like a family	4.35	.623
2	For top management, generally perceiving to be organizers, parental figures or even mentors.	4.32	.569
3	For management style, reflecting on participation, agreement and teamwork	4.15	.720
4	Resulting from high commitment, loyalty, honesty and mutual trust as unity of commitment.	4.30	.686
5	Defining on the basic of development of human resource and team work for success of the company.	4.36	.559
	Overall Mean Value	4.23	

Source: Survey Data, 2022

For the management style, reflecting in participation has lowest mean value “4.15” which shows that management style does not reflect on participation and agreement. According to overall mean score, it can be concluded that organization has clan oriented culture where employees can share a lot of values with each other.

4.1.2 Adhocracy Culture

Table (4.2) presents the mean value and standard deviation of adhocracy culture which has influences on employee creativity at New Link Marketing Limited. So, there are 5 questionnaires to make the analysis on adhocracy oriented culture.

When analyzing on the results from Table (4.2), it has been found out that overall mean is 4.35. It points out that most of the respondents their company has adhocracy culture which overall mean is at the acceptance level. Largest mean score is 4.41 which points out that defining the success of the company based on newest products highlights the adhocracy oriented culture of the New Link Marketing Limited.

Table (4.2) Adhocracy Culture

No.	Statement	Mean	SD
1	A very self-motivating and entrepreneurial place where people are willing to engage in risk taking activities.	4.36	.662
2	Considering being risk takers, entrepreneurs or even innovators.	4.36	.686
3	Having management style of innovativeness, individual risk taking, flexibility and creativeness.	4.33	.582
4	Results from orientation towards staying on the cutting edge of technology, creativity and innovation development as the unity of the company.	4.30	.557
5	Defining on the basic of product leader, innovators and newest products for the success of the company.	4.41	.600
	Overall Mean Value	4.35	

Source: Survey Data, 2022

On the other hand, statement, lowest mean value is 4.30 which mean that the unity of the company results from orientation towards staying on the cutting edge of technology, creativity and innovation development. So, to be concluded based on overall mean value, it can be concluded that the company also has adhocracy organizational culture which means that it is the place where it has creativity and entrepreneurs to work.

4.1.3 Market Culture

Table (4.3) is the analysis on the mean value and standard deviation of market culture which has influences on employee creativity at New Link Marketing Limited. It makes the analysis on adhocracy oriented culture, 5 questionnaires are included in this section.

Table (4.3) explores that obtained overall mean score result is 4.09, which means that most of the respondents agree with the statements of market oriented culture. Among five statements of market culture dimension, highest mean value is 4.58 which points that unity of the company focuses on their goal accomplishment

and production accomplishment. The second largest mean score is 4.20 which mean that company defines success based on market share, market penetration and competitive market leadership.

Table (4.3) Market Culture

No.	Statement	Mean	SD
1	Being a place which is a highly production centered, very competitive, achievement oriented and focusing on getting the job done.	3.76	.663
2	Usually perceiving to be competitors, hard drivers or even manufactures for top management.	3.76	.623
3	As management style, identifying by competitiveness, achievement and even goal directedness.	4.16	.618
4	As glue which binds company together, focusing on goal accomplishment, production and marketplace aggressiveness.	4.58	.593
5	As success, defining on the basic of market share, market penetration and competitive market leadership	4.20	.713
	Overall Mean Value	4.09	

Source: Survey Data, 2022

On the other hand, lowest mean value is 3.76 which points out that company is less production centered, less competitive and top management is usually perceived to be competitors, hard drivers or even manufactures. Based on results, it can be concluded that company has market oriented culture which focuses on productive, competitive and directive capabilities.

4.1.4 Hierarchy Culture

Table (4.4) shows the mean value and standard deviation of hierarchy culture which has influences on employee creativity at New Link Marketing Limited. Therefore, this section composes with 5 questionnaires to analyze on hierarchy oriented culture of the company.

Based on the results from Table (4.4), it can be assumed that organization culture is the hierarchy oriented cultures as overall mean is 4.24 which are strongly agree level. Largest mean score is 4.34 which points out that unit of the company comes from policies and formal rules.

Table (4.4) Hierarchy Culture

No.	Statement	Mean	SD
1	A place which is very structured controlled and formalized.	4.00	.710
2	Perceiving to be controllers, coordinators or even efficiency experts.	4.26	.586
3	Identification by watchful monitoring of performance, predictability and longevity in position as management style.	4.28	.604
4	Resulting from policies and formal rules	4.34	.650
5	As company success, defining on the basic of smooth scheduling and low production cost	4.30	.524
	Overall Mean Value	4.24	

Source: Survey Data, 2022

On the other hand, lowest mean value is 4 which show that company is less structured, controlled and formalized. According to overall mean score, it can be concluded that organization has hierarchy oriented culture which focuses on formalized and structured work system.

4.2 Employee Creativity

In this study, employee creativity of New Link Marketing Limited is analyzed by using questionnaire. There are 15 questions on 5-point Likert-scale which is to make the analysis on employee creativity of Employees. There are three dimension called expertise, creative thinking and task motivation to make analysis on employee creativity of New Link Marketing Limited.

4.2.1 Expertise

Table (4.5) discusses the mean value and standard deviation of expertise which has influences on job performances of employees at New Link Marketing Limited. Therefore, this section includes 5 questionnaires to analyze on expertise of the company.

Based on the results which are shown in Table (4.5), it has been occurred that employee creativity comes from expertise as its mean value shows is 4.26 which has strongly agree level.

Table (4.5) Expertise

No.	Statement	Mean	SD
1	Teaching employees how to do creative things	4.28	.661
2	Researching topics by use of various types of sources which may not be readily apparent.	4.24	.690
3	Gathering the best possible collection of documents to provide the extract point of view.	4.27	.757
4	Offering constructive feedback based on my own studying of a text.	4.25	.744
5	Helping to implement workshops from work	4.27	.634
	Overall Mean Value	4.26	

Source: Survey Data, 2022

Largest mean score is 4.28 which points out that New Link Marketing Limited teach their employees to make creative things. The second largest mean score is 4.27 which mean that employees help to implement workshop from the company. On the other hand, lowest mean value is 4.24 which show that employees research fewer topics by using various types of sources. According to overall mean score, it can be concluded that employee creativity comes from expertise which has quality for doing specific task or solving the particular problems.

4.2.2 Creative Thinking

Table (4.6) focuses on the mean value and standard deviation of creative thinking which influences on job performances of employees at New Link Marketing

Limited. So, to make analysis on creative thinking, this section focuses on 5 questionnaires.

Based on the results which are shown in Table (4.6), it has been found out that obtained overall mean score result is 4.14, higher than cut off mean 3, pointing out most of the respondents agree with the statements of creative thinking. Largest mean score is 4.42 which points out that that employees of the New Link Marketing Limited can produce creative ideas and solutions to solve the problems of the company.

Table (4.6) Creative Thinking

No.	Statement	Mean	SD
1	Thinking about the ideas than most employees in the company	4.17	.660
2	Producing ideas or solutions which have never been thought by other employees.	4.42	.776
3	Having good skills at integrating ideas.	3.82	.678
4	Thinking intensely for several hours as long as I think things though	4.02	.678
5	Having ideas concerning new ways to improve things or new inventions.	4.25	.792
	Overall Mean Value	4.14	

Source: Survey Data, 2022

On the other hand, lowest mean value is 3.82 which show that employees are rarely produce ideas or solutions which have never been thought by other employees. According to overall mean score, it can be concluded that employee creativity also comes from creative thinking of the employees.

4.2.3 Task Motivation

Table (4.7) discusses the mean value and standard deviation of task motivation which has influences on job performances of employees at New Link Marketing Limited. So, this section includes 5 questionnaires to make the analysis on task motivation of New Link Marketing Limited.

Table (4.7) Task Motivation

No.	Statement	Mean	SD
1	Strong motivation such as recognition from company.	4.47	.670
2	Willing to find out from company how much employees can do at work	4.18	.749
3	Enjoying to try to solve complex challenges	4.31	.689
4	Enjoying attempting challenges which are entirely new to me.	4.29	.598
5	Being aware of salary goals	4.40	.612
	Overall Mean Value	4.31	

Source: Survey Data, 2022

Based on the results of Table (4.7), it has been found out that obtained overall mean score result is 4.31, higher than cut off mean 3, pointing out most of the respondents agree with the statements of task motivation. Largest mean score is 4.47 which mean that employees got their motivation from the recognition of the company. On the other hand, lowest mean value is 4.18 which points out that employee do not have too much willing to find out from company how much they can do at work. According to overall mean score, it can be concluded that employee creativity also comes from task motivation which is normally driven by deep involvement and interest in work.

4.2.4 Employee Creativity

Table (4.8) discusses the mean value and standard deviation of task motivation which has influences on job performances of employees at New Link Marketing Limited. So, this section includes 5 questionnaires to make the analysis on task motivation of New Link Marketing Limited.

Table (4.8) Employee Creativity

No.	Statement	Mean
1	Expertise	4.26
2	Creative Thinking	4.14
3	Task Motivation	4.31
	Overall Mean Value	4.24

Source: Survey Data, 2022

Based on the results of Table (4.8), it has been found out that obtained overall mean score result is 4.31, higher than cut off mean 3, pointing out most of the respondents agree with the statements of employee creativity. Largest mean score is 4.47 which mean that employees got their motivation from the recognition of the company.

It also highlights that employees of the New Link Marketing Limited are motivate to generate their creative ideas for the company when top management of the company gives the recognitions to the employees of the company. In New Link Marketing Limited, if the performance of one employee increases significantly, employees from top management level gives the recognition to their employees. Giving bonuses, celebrating the annual party which recognizes the performances of the employee are also the ways which company gives recognition to their company. Therefore, most of the respondents believe that their motivation to create new things come from recognition of the company.

On the other hand, lowest mean value is 3.82 which show that employees are rarely produce ideas or solutions which have never been thought by other employees. According to overall mean score, it can be concluded that employees of New Link Marketing Limited has creativity and can produce creative ideas for the company.

4.3. Job Performances

In this study, job performances of New Link Marketing Limited analyzed by using 15 questions using the 5 Likert Scale are asked to make the analysis on job performances. Table (4.9) discusses the mean value and standard deviation of job performances at New Link Marketing Limited. So, this section includes 15 questionnaires to make the analysis on job performances.

Based on the results of Table (4.9), it has been found out that New Link Marketing Limited has high job performances as its overall mean value which shows strongly agree level. Among those 15 statements, highest mean value is 4.50 which points out those employees of New Link Marketing Limited attend work regularly. This also shows that this behavior of employees increases the job performance of New Link Marketing Limited. When employees work attends regularly, they don't lace most of the information with colleague and this is helpful for them while they work.

Table (4.9) Job Performances

No.	Statement	Mean	SD
1	Reporting on duty on time as always.	4.43	.556
2	Completing work on time	4.44	.541
3	Being comfortable with job flexibility	4.36	.654
4	Following company regulations and procedures	4.43	.563
5	Making innovative suggestions to improve the organizations	4.21	.711
6	Concerning with standards of work performances	4.44	.610
7	Attending work regularly	4.50	.568
8	Informing others before taking important actions	4.42	.637
9	Getting a great deal done with a set time frame.	4.46	.590
10	Consulting other people who may be affected by actions or decisions.	4.39	.596
11	Being very passionate about work	4.44	.541
12	Maintaining good communication among fellow workers	4.44	.532
13	Participating in group discussion and work meeting	4.37	.599
14	Using to share knowledge and ideas	4.34	.584
15	Communicating effectively with my colleague for problem solving and decision making	4.35	.564
	Overall Mean Value	4.40	

Source: Survey Data, 2022

Depending on this result, lowest mean value is 4.21 which show that employees can make less innovative suggestions to improve the organizations. According to overall mean score, it can be concluded that New Link Marketing Limited has high job performances.

4.4 Analysis on the Effect of Organizational Culture on Employee Creativity

In this section, the effect of organizational culture on employee creativity is identified by using Linear Regression Analysis. In this study, there are four factors of organizational culture (clan culture, hierarchy culture, market culture and hierarchy culture). In each regression model, organizational culture factors are used as independent variables and employee creativity is used as the dependent variable.

4.4.1 The Effect Organizational Culture on Expertise

To identify organizational culture on employee creativity towards expertise, creative thinking and task motivation is regressed with clan culture, adhocracy culture, market culture and hierarchy culture. The result of regression analysis is shown in Table (4.10).

In Table (4.10), R square and adjusted R square are at 0.433 and 0.423 respectively. This indicates that the model can explain 42.3 percent about variance of independent variable organizational culture (clan culture, hierarchy culture, market culture and hierarchy culture) with independent variable (influencing factors). The value of F-test, the overall significant of the model is highly significant at 1% level. According to the variance inflation factors (VIF), it is found that there is no multicollinearity.

The significance value of clan culture indicates that the variable is significant at 1% level. This indicates that organizational culture has positive effect on expertise. The positive effect means that the increase in clan organizational culture leads to more effect on employee creativity towards expertise.

According to the results, hierarchy culture also has significant effect on the expertise at 1% level. It explores that New Link Marketing Limited has more hierarchy culture leading to the more favorable employee creativity towards expertise.

Table (4.10) The Effect Organizational Culture on Expertise

Variable	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std.				
(Constant)	-.153	.353		-.432	.666	
Clan Oriented Culture	.368***	.084	.279	4.386	.000	1.568
Adhocracy Oriented Culture	.130*	.078	.111	1.673	.096	1.715
Market Oriented Culture	.098	.099	.077	.987	.325	2.331
Hierarchy Oriented Culture	.441***	.106	.336	4.170	.000	2.517
R Square	.433					
Adjusted R Square	.423					
Durbin-Watson	1.048					
F Value	42.065***					

Source: Survey Data, 2022

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

Among the variables, clan culture shows the highest standardized coefficient (Beta) which means that company is the place where it has creativity and entrepreneurs to work. This also shows that clan culture is the most contributed variable on employee creativity towards expertise. The second largest value of standardized coefficient (Beta) of adhocracy culture indicates that respondents from New Link Marketing Limited can share a lot of values with each other.

4.4.2 The Effect Organizational Culture on Creative Thinking

This section reports effect of organizational cultures on employee creativity towards creative thinking using linear regression analysis. Table (4.11) presents the regression result between organizational culture and employee creativity towards creative thinking.

Table (4.11) The Effect Organizational Culture on Creative Thinking

Variable	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std.				
(Constant)	-.394	.371		-1.063	.289	
Clan Oriented Culture	.012	.088	.008	.131	.896	1.568
Adhocracy Oriented Culture	.270***	.082	.213	3.296	.001	1.715
Market Oriented Culture	.068	.104	.050	.658	.511	2.331
Hierarchy Oriented Culture	.714***	.111	.504	6.437	.000	2.517
R Square	.464					
Adjusted R Square	.454					
Durbin-Watson	1.150					
F Value	47.617***					

Source: Survey Data, 2022

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to the Table (4.11), R^2 and adjusted R^2 are at 46.4 and 45.4 percent . dependent variable (employee creativity towards expertise, creative thinking and task motivation) with independent variable (clan culture, hierarchy culture, market culture and hierarchy culture). The value of F-test, the overall significance of the models, turned out highly significant at 1% level; this specified model can be said valid. According to variance inflation factors (VIF), it states that there is no problem in correlation between independent variables because all VIFs of influencing factors are less than 10.

The significance value of hierarchy culture is 0.000, indicating the variable is significant at 1% level. This indicates that hierarchy organizational culture has positive effect on creative thinking. The positive effect means that the increase in hierarchy culture leads to more effect on employee creativity towards creative thinking.

According to the results, adhocracy culture also has significant effect on the expertise at 1% level. It explores that New Link Marketing Limited has more adhocracy culture leading to the more favorable employee creativity towards creative thinking.

The standardized coefficient (Beta) of hierarchy culture indicates the highest value. This shows that to produce the creative ideas from the employees, hierarchy culture is the variable that contributes most. The second largest value of standardized coefficient (Beta) of adhocracy culture indicates that respondents from New Link Marketing Limited can share a lot of values with each other.

4.4.3 The Effect Organizational Culture on Task Motivation

This section identify the effect of organizational culture (clan culture, hierarchy culture, market culture and hierarchy culture) on employee creativity towards task motivation by using linear regression. Organizational cultures are independent variables and employee creativity towards task motivation is the dependent variable. The result for the effect of organizational culture on employee creativity towards task motivation is as shown in the Table (4.12).

According to the Table (4.12), R^2 and adjusted R^2 are at 0.401 and 0.390 respectively. This states that the model can explain 39 percent about the variance of dependent variable (employee creativity towards expertise, creative thinking and task motivation) with independent variable (clan culture, hierarchy culture, market culture and hierarchy culture). The value of F-test, the overall significance of the models, turned out highly significant at 1% level, this specified model can be said valid. According to variance inflation factors (VIF), it states that there is no problem in correlation between independent variables because all VIFs of influencing factors are less than 10.

The significance value of adhocracy organizational culture is 0.000, indicating the variable is significant at 1% level. This indicates that organizational culture has positive effect on task motivation. The positive effect means that the increase in adhocracy oriented culture leads to more effect on employee creativity towards task motivation.

Table (4.12) The Effect Organizational Culture on Task Motivation

Variable	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std.				
(Constant)	.555	.355		1.564	.119	
Clan Oriented Culture	.079	.084	.061	.940	.348	1.568
Adhocracy Oriented Culture	.551***	.078	.480	7.027	.000	1.715
Market Oriented Culture	.112	.099	.090	1.124	.262	2.331
Hierarchy Oriented Culture	.132	.106	.103	1.241	.216	2.517
R Square	.401					
Adjusted R Square	.390					
Durbin-Watson	1.356					
F Value	36.747***					

Source: Survey Data, 2022

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

The highest standardized coefficient (Beta) of adhocracy culture that employees of New Link Marketing Limited can share a lot of values with each other. This also shows that to increase the employee creativity towards task motivation, adhocracy oriented culture has contributed most among four variables of organizational culture.

4.4.4 The Effect of Organizational Culture on Employee Creativity

This section states the effect of organizational culture on employee creativity using linear regression. Table (4.13) expresses the regression result between organizational culture and employee creativity.

In Table (4.13), R^2 and adjusted R^2 square are 51 % and 50.1 % respectively. It indicates that the model can explain about 50% of variance of the dependent variable (employee creativity) with independent variable (organizational culture). Based on Table (4.13), the VIF values stand below the cut-off value of 10 which means there is no correlation among the independent variables.

Table (4.13) The Effect of Organizational Culture on Employee Creativity

Variable	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std.				
(Constant)	.000	.296		.001	.999	
Clan Oriented Culture	.154	.070	.129	2.189	.030	1.568
Adhocracy Oriented Culture	.319***	.065	.302	4.886	.000	1.715
Market Oriented Culture	.093	.083	.080	1.117	.265	2.331
Hierarchy Oriented Culture	.426***	.089	.360	4.805	.000	2.517
R Square	.510					
Adjusted R Square	.501					
Durbin-Watson	1.106					
F Value	57.324***					

Source: Survey Data, 2022

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

Independent variable (adhocracy culture and hierarchy culture) are highly significant at 1% level by regression analysis. Respondents accept that New Link Marketing Limited has the organizational culture which focuses on creativity and entrepreneurs to work and it is also the place which focuses on formalized and structured work system and these reasons leads to positive effect on employee creativity.

Furthermore, it also shows that respondents believe that adhocracy and hierarchy culture makes the culture of the company. This leads to more employee creativity. In addition, respondents have had positive experiences with hierarchy culture leading to positive effect on employee creativity.

Moreover, according to standardized coefficient (Beta) value, hierarchy culture is the highest among four variables. It shows that if New Link Marketing Limited has hierarchy culture, they tend to produce more creative ideas and hierarchy culture has the greatest contribution to increase the employee creativity.

4.5 Analysis on the Effect of Employee Creativity on Job Performance

Job performance is the final decision of the New Link Marketing Limited need to find out which employee creativity can affect the employee creativity. Subsequently, the effect of employee creativity on job performance is analyzed by using linear regression model. In order to find out the importance of employee creativity to job performance, linear regression correlation analysis is used.

Table (4.14) The Effect of Employee Creativity on Job Performance

Variable	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std.				
(Constant)	2.761	.166		16.609	.000	
Expertise	.360***	.067	.563	5.379	.000	3.774
Creative Thinking	.024	.056	.040	.428	.669	3.023
Task Motivation	.001	.047	.002	.025	.980	1.778
R Square	.357					
Adjusted R Square	.349					
Durbin-Watson	2.270					
F Value	40.973***					

Source: Survey Data, 2022

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

In Table (4.13), R^2 and adjusted R^2 square are 35.7 % and 34.9 % respectively. It indicates that the model can explain about 34.9 % of variance of the dependent variable (job performance) with independent variable (employee creativity towards expertise, employee creativity towards creative thinking and employee creativity towards task motivation).

Independent variable (task motivation) is highly significant at 1% level by regression analysis. Respondents accept that employee creativity comes from expertise which is an underpinning factor for all labor and that reason leads to positive effect on job performance of the employee.

Expertise has significant effect on job performance in this research. Moreover, according to standardized coefficient (Beta), expertise is the highest among three variables. It shows that if employees of New Link Marketing Limited have creativity called expertise, company tends to produce more job performance and employee towards expertise has the greatest contribution to increase the job performances of the New Link Marketing Limited.

CHAPTER (5)

CONCLUSION

This chapter presents with the overall summary and findings, suggestions and recommendations of effect of organizational culture on employee creativity in New Link Marketing Limited. This chapter is concluded with some suggestions for the further study needs to extend this research in the future.

5.1 Findings and Discussions

The objective of this study is to examine the effect of organizational culture on employee creativity and to analyze the effect of employee creativity on job performance in New Link Marketing Limited. In New Link Marketing Limited, there are still employees who cannot produce innovative and creative ideas enough. This study collects the primary data by delivering questionnaires to two hundred and fifty respondents who are currently working in New Link Marketing Limited.

Regarding with the organizational culture, adhocracy culture is the highest score mean which is creative and entrepreneurial place to work. It is found out that most of the respondents believes that New Link Marketing Limited creates the culture which they can product creative and innovative ideas. They also assume that company is also the place where can provide them to be entrepreneurs in work. Regarding with the employee creativity, it has also been found out that task motivation has the highest mean value. This indicated that employees are normally driven by deep involvement and interest in work. Besides, employees also have the desires to accomplish the objectives of the company. It can be concluded that most of the New Link Marketing Limited has adhocracy oriented culture and employee creativity comes from their task motivation.

By using linear regression model in analyzing the effect of organizational culture on employee creativity towards expertise, among the organizational cultures, clan and hierarchy cultures have the highest effect on employee creativity towards expertise. It is found out that employees of New Link Marketing Limited have expertise creativity because of clan and hierarchy cultures. In addition, adhocracy and hierarchy cultures have the highest effect on employee creativity towards creative thinking. This indicates that as the company is the dynamic, creative place and has

formalized and structure work system, employees are able to generate creative ideas. It has also been found out that adhocracy oriented culture has the highest effect on employee creativity towards task motivation. This shows that respondents believe that as the New Link Marketing Limited is the dynamic and creative place to work, they are driven by deep involvement and interest in work.

This study highlights that among the influencing factors, adhocracy and hierarchy culture has significant effect employee creativity. It is found that most of the respondents assume that their company has adhocracy and hierarchy culture. They believe that New Link Marketing Limited is the place where is the dynamic and creative place to work and focuses on formalized and structure work systems. Moreover, respondents also believe that they could produce creative ideas because their company has been influenced by adhocracy and hierarchy oriented culture. It can be concluded that employee creativity of New Link Marketing Limited comes from the adhocracy and hierarchy oriented culture of the company.

The second objective is to analyze the effect of employee creativity on job performance. It is found out that employee creativity towards expertise has significant effect on job performance. It has the contribution to increase job performance of the company. Furthermore, it is sufficed to conclude that employee creativity towards expertise has positive effect on job performance that employees are willing to focus more on expertise to have high job performance for the company.

5.2 Suggestions and Recommendations

According to the survey results, it is found out that among five influencing factors, clan and hierarchy cultures have the highest effect on employee creativity towards expertise. Therefore, New Link Marketing Limited should put much effort on clan oriented culture and boost hierarchy oriented culture. The company should create better responsive place where employees can share a lot of values with each other. Thus, New Link Marketing Limited should respect the relationship between each employee. Moreover, the company should provide the more formalized and structured work systems. Moreover, they should provide the enjoyable activities to increase the relationship between each employee.

Then adhocracy and hierarchy cultures have the highest effect on employee creativity towards creative thinking. Therefore, New Link Marketing Limited need to

explain more about more activities related with creativity leading to generate creative ideas more. Moreover, New Link Marketing Limited should give more empowerment to increase their creative thinking. New Link Marketing Limited should welcome ideas from employees more.

Furthermore, adhocracy culture has the highest effect on employee creativity towards task motivation. Creative ideas of the employees may not always work out. Thus, the New Link Marketing Limited should keep in control and checking the ideas from employees. They also need to create the reward systems for employees and provide activities which can fulfill the needs for consumers. Moreover, company needs to be more effort on performances of the employees.

Among the influencing factors, adhocracy and hierarchy culture has significant effect employee creativity. Company needs to make more effective training program to produce more creative ideas to increase the job performances of the employees. After that, the company should review their ideas and their creativity to provide employees to produce more creative ideas to increase the performances. On the other hand, company needs to make motivational programs can increase their staff emotional and moral attachment toward the organization to the creativity of their employees.

Employee creativity towards expertise has positive effect on job performance. Therefore, New Link Marketing Limited needs to administer some of their systems that they can produce more creative ideas for the performances of the organization. Training to the employees in the organization could address the promotion of employee creativity and encourage the job performance to value the company as a whole. Therefore, the New Link Marketing Limited should focus on employee creativity to increase the job performances.

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5.3 Needs for Further Research

The current study possesses some limitations. This study analyzed the impact of organizational culture, employee creativity and job performances of the New Link Marketing Limited. It also needs to research the impact of employee creativity on job performance. Employee creativity can impact many factors however this research only emphasized on the organizational culture, employee creativity and job performance of New Link Marketing Limited. Therefore, the results are not enough

valid to cover the whole organization's branches and distribution industry of Myanmar. Furthermore, there can also be other independent variables which can effect on employee creativity except organizational culture. Those independent variables can include relationship with supervisors, intrinsic motivation and other variables which can still effect on employee creativity. Therefore, this study can also extend to study on those variables. In addition, it needs to explore the job retention, job satisfaction and organizational commitment factor to know more about the human resources in New Link Marketing Limited.

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APPENDIX I

QUESTIONNAIRE SURVEY

Questionnaire for Effect of Organizational Culture on Employee Creativity in New Link Marketing Limited

The questionnaire is only for MBA thesis about organizational culture, employee creativity and job performance in New Link Marketing Limited. It is highly appreciation on your participation. All information provided will not be revealed to any other person definitely.

Part I: Demographic Information of Respondents

1. Gender
 - ☐ Male
 - ☐ Female

2. Age
 - ☐ Under 18 years old
 - ☐ 18 years- 25 years old
 - ☐ 26 years – 33 years old
 - ☐ 34 years – 41 years old
 - ☐ 42 years and above

3. Educational Level
 - ☐ High School
 - ☐ Graduate
 - ☐ Master
 - ☐ PhD
 - ☐ Others

4. How long have you been attached to the New Link Marketing Limited?
 - ☐ Under 1 year
 - ☐ 1 year – 5 years
 - ☐ 6 years – 10 years
 - ☐ 11 years – 15 years
 - ☐ 16 years – 20 years
 - ☐ Above 20 years

5. Level of Position in the Company
 - Operational Level
 - Middle Level
 - Top Management Level

6. Which department are you currently working with?
 - Warehouse
 - Sales
 - Marketing
 - Finance
 - HR
 - Advertising and Promotion
 - Others

Following are that ask your opinions about Organizational culture and Employee Creativity in New Link Marketing Limited. Circle one number per statement using the following scale:

1. **STRONGLY DISAGREE**
2. **DISAGREE**
3. **NEUTRAL**
4. **AGREE**
5. **STRONGLY AGREE**

7. **Clan Culture**

No	Item	1	2	3	4	5
1.	My company is a special place where individual seem to share a lot of care for each other and live like a family					
2.	Top management is generally perceived to be organizers, parental figures or even mentors					
3.	Management style reflects participation, agreement and teamwork					
4.	The unity of the company results from high commitment, loyalty, honesty and mutual trust					
5.	Success for my company is defined on the basic of human resource development and team work					

8. Adhocracy Culture

No	Item	1	2	3	4	5
1.	My company is a very self-motivating and entrepreneurial place where people are willing to engage in risk taking activities.					
2.	Top management is usually considered to be risk takers, entrepreneurs or even innovators.					
3.	Management style is identified by innovativeness, individual risk taking, flexibility and creativeness.					
4.	The unity of the company results from orientation towards staying on the cutting edge of technology, creativity and innovation development.					
5.	Success for my company is defined on the basic of remaining product leader, innovative					

9. Market Culture

No	Item	1	2	3	4	5
1.	My company is a highly production centered, very competitive, achievement oriented and focus on getting the job done.					
2.	Top management of my company is usually perceived to be competitors, hard drivers or even manufactures.					
3.	Management style is identified by competitiveness, achievement and even goal directedness.					
4.	The glue which binds my company together is a focus on goal accomplishment, production and marketplace aggressiveness					
5.	Success is defined on the basic of market share and market penetration.					

10. Hierarchy Culture

No	Item	1	2	3	4	5
1.	My company is a place which is very structured, controlled and formalized.					
2.	Top management is generally perceived to be controllers, coordinators or even efficiency experts.					
3.	Management style is identified by watchful monitoring of performance, predictability and longevity in position.					
4.	The unity of the company results from policies and formal rules					
5.	Success is defined on the basic of smooth scheduling and low production cost.					

11. Expertise

No	Item	1	2	3	4	5
1.	I teach employees in my company how to do creative things					
2.	I research a topics by use of various types of sources which may not be readily apparent.					
3.	I gather the best possible collection of documents to provide the extract point of view.					
4.	I am able to offer constructive feedback based on my own studying of a text.					
5.	I help to accomplish workshops from work					

12. Creative Thinking

No	Item	1	2	3	4	5
1.	I often think about the ideas than most employees in the company					
2.	I produce ideas or solutions which have never been thought by other employees.					
3.	I am really good at integrating ideas.					
4.	I am able to think intensely for several hours as long as I think things though.					
5.	I do have ideas concerning new ways to improve things or new inventions.					

13. Task Motivation

No	Item	1	2	3	4	5
1.	I am strongly motivated by the recognition I can get from company.					
2.	I want my company to find out how good I can really at my work.					
3.	I enjoy trying to solve great complex challenges.					
4.	I enjoy attempting challenges which are entirely new to me.					
5.	I am very aware of salary goals.					

Following are that ask your opinions about Job performance in New Link Marketing Limited. Circle one number per statement using the following scale:

1. Never
2. Rarely
3. Sometimes
4. Frequently
5. Always

14. Job Performance

No	Item	1	2	3	4	5
1.	I always report on duty on time					
2.	I complete my work on time					
3.	I am comfortable with job flexibility					
4.	I conscientiously follow company regulations and procedures					
5.	I make innovative suggestions to improve the organizations					
6.	I am concerned with standards of work performances					
7.	I attend work regularly					
8.	I always inform others before taking my important actions					
9.	I get a great deal done with a set time frame.					
10.	I consult other people who may be affected by actions or decisions.					
11.	I am very passionate about my work					
12.	I always maintain good communication among fellow workers					
13.	I always participate in group discussion and work meeting					
14.	I use to share knowledge and ideas among team members					
15.	I communicate effectively with my colleague for problem solving and decision making					

APPENDIX II

STATISTICAL OUTPUT

Regression Analysis Result for Effects of Organizational Culture on Expertise

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	1	.658 ^a	.433	.423	.39309	.433	4	220	.000	1.048

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.999	4	6.500	42.065	.000 ^b
Residual	33.994	220	.155		
Total	59.994	224			

a. Dependent Variable: Expertise Average

b. Predictors: (Constant), Hierarchy Oriented Culture Average , Adhocracy Organizational Culture Average , Clan Organizational Culture Average , Market Oriented Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.153	.353		-.432	.666	-.849	
Clan Oriented Culture	.368	.084	.279	4.386	.000	.202	1.568
Adhocracy Oriented Culture	.130	.078	.111	1.673	.096	-.023	1.715
Market Oriented Culture	.098	.099	.077	.987	.325	-.097	2.3317
Hierarchy Oriented Culture	.441	.106	.336	4.170	.000	0.397	2.517

Regression Analysis Result for Effects of Organizational Culture on Creative Thinking

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	1	.681 ^a	.464	.454	.39309	47.617	4	220	.000	1.150

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.456	4	8.114	47.617	.000 ^b
Residual	37.488	220	.170		
Total	69.944	224			

a. Dependent Variable: Creative Thinking Average

b. Predictors: (Constant), Hierarchy Oriented Culture Average , Adhocracy Organizational Culture Average , Clan Organizational Culture Average , Market Oriented Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.394	.371		-1.063	.289		
Clan Organizational Oriented	.012	.088	.008	.131	.896	.638	1.568
Adhocracy Organizational Culture	.270	.082	.213	3.296	.001	.583	1.715
Market Oriented Culture	.068	.104	.050	.658	.511	.429	2.331
Hierarchy Oriented Culture	.741	.111	0.504	6.437	.000	.496	2.517

Regression Analysis Result for Effects of Organizational Culture on Task Motivation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.633 ^a	.401	.390	.39530	.401	36.747	4	220	.000	1.356

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.969	4	5.742	36.747	.000 ^b
	Residual	34.378	220	.156		
	Total	57.346	224			

a. Dependent Variable: Task Motivation

b. Predictors: (Constant), Hierarchy Oriented Culture Average, Adhocracy Organizational Culture Average, Clan Organizational Culture Average, Market Oriented Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.555	.355		1.564	.119		
Clan Organizational Oriented	.079	.084	.061	.940	.348	.638	1.568
Adhocracy Organizational Culture	.551	.078	.480	7.027	.000	.583	1.715
Market Oriented Culture	.112	.099	.090	1.124	.262	.429	2.331
Hierarchy Oriented Culture	.132	.106	.103	1.241	.216	.496	2.517

Regression Analysis Result for Effects of Organizational Culture on Employee Creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.714 ^a	.510	.501	.32968	.510	.714 ^a	4	220	.000	1.106

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.922	4	6.231	57.324	.000 ^b
	Residual	23.912	220	.109		
	Total	48.834	224			

a. Dependent Variable: Employee Creativity

b. Predictors: (Constant), Hierarchy Oriented Culture Average, Adhocracy Organizational Culture Average, Clan Organizational Culture Average , Market Oriented Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.000	.296		.001	.999		
Clan Organizational Oriented	.154	.070	.129	2.189	.030	.638	1.568
Adhocracy Organizational Culture	.319	.065	.302	4.886	.000	.583	1.715
Market Oriented Culture	.093	.083	.080	1.117	.265	.429	2.331
Hierarchy Oriented Culture	0.426	0.809	.360	4.805	.000	.397	2.517

Regression Analysis Result for Effects of Employee Creativity on Job Performances

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.598 ^a	.357	.349	.26701	.357	40.973	3	221	.000	2.270

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.764	3	2.921	40.973	.000 ^b
	Residual	15.756	221	.071		
	Total	24.520	224			

a. Dependent Variable: Job Performance Average

b. Predictors: (Constant), Hierarchy Oriented Culture Average , Adhocracy Organizational Culture Average , Clan Organizational Culture Average , Market Oriented Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.761	.166		16.609	.000		
Expertise Average	.360	.067	.563	5.379	.000	.265	3.774
Creative Thinking Average	.024	.056	.040	.428	.669	.331	3.023
Task Motivation Average	.001	.047	.002	.025	.980	.562	1.778