

Factors Affecting the Culture of Innovation in the Activities of Innovative and Creative (KIK) / Innovation Group at Pahang State Secretary Office, Kuantan

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ABSTRACT

The aim of this study is to identify the factors that influence the culture of innovation in Pahang State Secretary Office, Kuantan through the activities of the Innovative and Creative Group (KIK) /Innovation. This study also intends to find the relationship between involvement and cultural factors of creativity and innovation in the Pahang State Secretary Office .Based on the study and knowledge gained from relevant literature, a conceptual framework is gradually built. The sample technique used to fulfil the study's goal was stratified random sampling .The sample size of respondents from the Pahang State Secretary's Office, Kuantan selected is 103 out of 140 total population of the Pahang State Secretary's Office consists of KIK / Innovation group. Descriptive analysis of the data collection found that the framework is dependable and delivers what it was designed for, with significant item-to-total correlations and regression analysis for the dimensions studied and a high Cronbach's alpha value. This methodology is used in this study since it is a convenient way to gather information from respondents. The information was collected using a questionnaire provided. Cronbach Alpha coefficients were used to assess reliability. There were four independent variables and one dependent variable in this study. Studies have found that change management and learning greatly influence and influence engagement and innovation culture. Research in the future should look at how a culture of innovation can be used as a driver to develop creativity and innovation in organisations.

Keywords: *Creative and Innovative Group, Innovation Culture, Creativity*

1.0 INTRODUCTION

Innovation is the process of improving a product or service via change or refining. It is the result of creative and new ideas in all parts of work that increase an organisation's quality and productivity. Changes in systems and processes, techniques and ways of functioning, and the introduction of technology are all examples of ideas. Organisational culture is ingrained in national culture, especially because organisational culture and innovation have been shown to improve performance. Organisational innovation includes the

implementation of reform ideas or cost reductions, enhanced communication, new manufacturing process technologies, new organisational structures, and new employee plans or initiatives. One of the goals of the Pahang State Secretary Office Innovation Action Plan 2016-2020 is to improve the interest, awareness, knowledge, and participation of every Pahang State Secretary Office employee in adopting creativity and innovation as a means of boosting productivity (Innovation Action Plan, 2016-2020, PSUK Pahang). Cultural innovation refers to enhancements to a cultural institution's products or services. This definition does not include organisational or middle management changes related to the structure and management of cultural organisations. From 2017 to 2019, a total of 50 KIK groups took part in the Pahang State Secretary Office level in public service innovation event to encourage innovation and creativity among civil workers. As many as ten organisations took part in the innovation event in 2020. However, the winning groups did not completely apply the innovation initiative to all agencies in the state of Pahang. Organisational culture is an essential tool for bringing about organisational transformation (Yeung et al., 1991). Definitions of organisational culture exist in the literature, and Schein provided one of the most commonly recognised definitions of organisational culture (1992)

The difficulty in cultivating creativity and innovation in the Pahang State Secretary Office is due to a number of factors, including a lack of empowerment, insufficient financial allocation, and staff who are unwilling to implement innovation, are resistant to change, and have ineffective training or learning programs about innovation. The objectives of study are to determine the relationship between factors and to identify the most influential factors in KIK / Innovation activities with innovation culture at Pahang State Secretary Office employees especially for members of KIK / innovation group. In this study, the survey questionnaire has six (6) components. Section A included respondents demographic profile, Section B on involvement in the culturing of KIK / Innovation activities of the department, Section C on empowerment of Creative and Innovative Group Activities (KIK) / Innovation, Section D, implementation of KIK / Innovation activities in the department, Section E, learning in organisations on creativity and innovation and section F, Change Management in Organisations on creativity and innovation in Pahang Secretary State Office. The organisational culture questionnaire adopted from Denison (1996) contained six dimensions of 30 objects. Johannessen et al. (2001) introduced the innovation questionnaire, which contains 12 elements to determine the organisation's level of innovation. A 5-point Likert scale – from 1 – Strongly disagree to 5 – Strongly agree was used by the cultural innovation questionnaire.

Table 1: Demographics of Respondents

Background		Frequency (F)	Percent (%)
Gender	Male	50	48.5
	Female	51	49.5
Age	18 – 29 years	13	12.9
	30 – 39 years	49	47.6
	40 – 49 years	29	28.2
	50 years and above	10	9.7
Group Serves	Management and Professional	18	17.5
	Implementer - Support I and II	83	80.6
Grade	11-18	12	11.7
	19-28	47	45.6
	29-40	23	22.3
	41-54	19	18.4
Education	SRP/PMR/PT3	4	3.9
	SPM/STPM	39	37.9
	Diploma / Equivalent Certificate	32	31.1
	Bachelor's Degree / Master's Degree	26	25.2
	Doctor of Philosophy	-	-
Length of Services	Less than 3 years	11	10.7
	4 - 10 years	38	36.9
	11 - 20 years	41	39.8

	More than 20 years	11	10.7
Group of KIK / Innovation	Group 1	7	6.8
	Group 2	8	7.8
	Group 3	7	6.8
	Group 4	8	7.8
	Group 5	7	6.8
	Group 6	7	6.8
	Group 7	7	6.8
	Group 8	8	7.8
	Group 9	8	7.8
	Group 10	7	6.8
	Group 11	7	6.8
	Group 12	7	6.8
	Group 13	6	5.8
	Group 14	7	6.8

2.0 LITERATURE REVIEW

The review of literature on the determinants of cultural innovation in cultural organisations focused on the effect of external versus internal variables. In terms of external impacts, when a cultural organisation wishes to adopt cultural innovation, a primary study focus should be on the relationship between decision-makers and the external environment. West (1990) puts forward four innovation-friendly climate factors for the team: vision, participatory safety, task orientation, and innovation support. Innovation is improved if (1) creativity is understood, respected and welcomed by team members, (2) team members perceive that they can propose new ideas and solutions without being evaluated or criticized, (3) there is a stimulating debate and discussion within the team of various possible approaches that are more likely to be discussed at the same time, and (4) team members perceive suitability.

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According to Pahang Menteri Besar, YAB Datuk Seri Wan Rosdy bin Wan Ismail, who spoke at the Public Service Innovation Conference (MPIPA) and Pahang Level Innovation Day on September 5, 2019, “in producing innovations that benefit the people, civil servants must find good methods through the emergence of creative ideas and innovations and translated into service delivery systems.” As a result, government employees must be critical in fulfilling their obligations and trust by developing unique and original solutions that are out of the ordinary. This culture of innovation must also be incorporated into daily work practices, and it is consistent with the government's aim to turn the civil service into a world-class service. As a result, efforts to nurture innovation and creativity must be applied more swiftly via the production of more new ideas to be incorporated into the administrative structure of the state government in order to serve the people as a whole. The innovations created should be able to add value to present production while also bringing transformation and change to existing procedures. Civil employees, particularly those in the

Pahang State Secretary Office, must be courageous in seeking new improvements and daring to question the status quo. Therein lies the excellence and dignity of knowledge through thinking beyond the box in order to generate high-impact innovation. A country's innovation culture is consistent with Sustainable Development. Globalization in the context of Goal 9: Build physical communities, promote inclusive and sustainable industrialization, and foster innovation, which means that inclusive and sustainable industrialization, when combined with innovation and infrastructure, can unleash dynamic and competitive economic forces that generate jobs and income. They have an important role in the introduction and promotion of new technologies, as well as in facilitating international trade and allowing resource efficiency. The difficulty in cultivating creativity and innovation in the Pahang State Secretary Office is due to a number of factors, including a lack of empowerment, insufficient financial allocation, and staff who are unwilling to implement innovation, are resistant to change, and have ineffective training or learning programs.

2.1 Creative and Innovative Group

In order to deliver high-quality services or commodities, all aspects of the workplace must be creative and innovative. This can be done by the implementation of new technology or a shift in behaviors that save energy, time, and money, leading to increased work output. Innovation may also be defined as the process of creating new and intriguing goods or services by altering or improving current ones. It is the result of innovative and creative ideas in any area of work that can improve an individual's or an organisation's quality and productivity. Ability to convert fresh ideas or concepts into a concrete form that may be used to benefit all parties. While successful, worthwhile idea creation requires some structure and even deadlines, a really innovative firm enables its employees to explore, try new ideas, and even fail (Ciit, 2016). According to Ching (2006), continual quality practises that result in top management acknowledgment can have a favourable impact on an organisation's staff's achievement. Employees, on the other hand, are likely to feel challenged if a process improvement or even a time savings, particularly in the manufacturing process, results in a decrease or saving of manpower resources. This is corroborated by Baxter & Hirschhauser (2004), who discovered that ad-hoc quality improvement projects might have detrimental consequences for an organisation's personnel. In KIK, the term innovation refers to a process of identifying ways to improve or modify products and services in order to make them better. It is also the outcome of an outpouring of creative and new ideas in any area of work that might increase the organisation's quality and productivity. Innovation necessitates thinking outside the box. It involves the ability to view things in new ways and the ability to create something wonderful from current elements. Ability to combine and reorganise data in order to generate options (Singh, 2011)

2.2 Innovation

By settling in the organisational culture, innovation must become continuous and deeply rooted. Innovation is essential because it gives a firm a competitive advantage (Thamhain, 1990). For example, new product development, a kind of innovation, is an essential indication of organisational success and a competitive advantage, particularly in times of fierce competition in unpredictable markets (Berthon et al., 2004; Sengupta & Bushman, 1998). Some examples of organisational innovation include the implementation of transformation or cost-cutting strategies, enhanced communication, new manufacturing process technologies, new organisational structures, and new staff plans or projects (Robbins, 1996). New ideas need a certain mind-set (great thought, seeing more opportunities than problems, etc.), which in many situations is exactly the opposite of how people were taught to think in a corporate sense. These are just a few of the many definitions that describe innovation, whatever the situation. What really matters, though, is the definition of the company itself. In other words, each company must describe what it means by innovation, so that the idea is understood by everyone in the organisation (Bayó, 2015). An innovation, according to the Oslo Manual, is something that is new or significantly enhanced (for the firm) that has been applied. The phrase "new or significantly enhanced" in this definition, as well as the idea that an innovation need only be new to their organisation, are well received by public sector executives. Cognitive testing, on the other hand, reveals that their understanding of the term "implementation" is hazy, as many public-sector innovations are services or processes that are gradually adopted over time

Some authors draw a strong connection between creativity and innovation. Creativity is not the same as innovation; it is the first step toward invention (Maier, 2013). There are always two aspects of creativity: novelty and utility, both of which are present in the finished product or service, which is both fresh and original while also being suitable (Sternberg, 1999). The end result of creativity is just a concept that may or may not be realized (Gandotra, 2010), but innovation is the process that pushes this idea to the end result from the start—a new value for the client (McLean, 2005). Most senior executives' attention is largely focused on the immediate concerns of day-to-day management; innovation is frequently overlooked, even if it is seen as an essential concern, and it does not have the same urgency as other pressing issues. When a leadership team recognizes the need for innovation, they identify a variety of obstacles. Typically, these reflections address themes such as the need to protect innovation from possible dangers that might stifle societal regeneration. To be trusted, technology must produce repeatable outcomes. Once, it is not possible to make a significant contribution. By embedding itself in corporate culture, innovation must become ongoing and firmly ingrained. An innovation, according to the Oslo Manual, is something that is new or significantly enhanced (for the firm) that has been applied. The phrase "new or significantly enhanced" in this definition, as well as the idea that an innovation need only be new to their organisation, are well received by public sector executives. Cognitive testing, on the other hand, reveals that their understanding of the term "implementation" is hazy, as many public-sector innovations are services or processes that are gradually adopted over time. What really matters, though, is the definition of the company itself. In other words, each company must describe what it means by innovation, so that the idea is understood by everyone in the organisation (Bayó, 2015).

2.3 Organisational Culture

Organisational structure refers to the way in which managers are structured to execute and track innovation management. Organisational structure may take different forms depending on the size of the company, its innovation policy (centralized or decentralized), the strategy and objectives of innovation, its focus (research-driven or user-driven) or its organisational nature, among other things. That organisation will create its own structure. Maher (2014) identified seven major cultural aspects that differentiate highly innovative organisations. They form a framework that can be used by leaders to evaluate and develop innovation culture within and across organisations. To proceed with, employees should feel free to try new ideas without fear of negative consequences; leaders of innovative organisations should be more interested in learning "by mistakes" than in punishing employees for ill-advised ideas – it's better when mistakes are made when the idea is implemented than when no mistakes are made because there are mistakes. Second, workers who are aware that they have superior support and freedom in practice when executing creative ideas and are prepared to spend financial resources to assist innovation processes are more likely to have a good attitude toward innovation. Knowledge is the key resource for innovation, and better conditions for innovation can be established if information is collected extensively and on a regular basis from both inside and outside the company, is easily and quickly available and clearly communicated, and as related literature suggests, objectives can actually promote innovation; organisational leaders should send a clear signal that innovation is highly desirable, setting ambitious goals in various areas and establishing empowered teams to find ways to implement the vision.

The fifth and sixth major cultural aspects are innovation assistance, which resides within symbols and rituals whose primary goal is to recognize innovative behaviour. Symbols and rituals relating to the internal and social encouragement of individual employees are the triggers for this type of behaviour and in organisations with a high level of innovation-based efficiency, innovation is the product of the intended use of practical tools; leaders need to consider how to build potential and capacity for employees who are aware of creative thinking, managing and implementing ideas. The last major cultural aspect is an aspect of the partnership, referring to the models of interaction within the organisation; innovative ideas are seldom the result of a single genius, thereby creating a collaborative environment, embracing different ways of thinking, different points of view and diversity providing a good basis for innovation development.

2.4 Innovation Culture

All innovative firms should become smart organisations, which implies that firms that learn to learn and know how to exploit mistakes and failed initiatives to return to the drawing board and continue to develop will be more successful (Terrei, 2002; Maier, 2014). The five factors are used to give an overview of studies

on the culture of innovation (Losane, 2013). The first set of values includes independence, risk-taking, trust, openness, creativity, adaptability, and lifelong learning. According to experts, the leader of innovation's duty is to foster a culture in which innovation and creativity can be found in everyone's work. Innovation requires proclaimed commitment from upper management, backed up by resource allocation and opportunity. These signals of openness to innovation must be received by all workers. Leadership emphasizes the crucial role of higher management in delivering innovation by setting direction and engaging people to achieve change goals. Developing an innovation strategy and creating an organisational culture that promotes innovation across the organisation is essential in this sense (Popescu, 2016). Understanding how management innovation is shaped necessitates the application of organisational culture. Each organisation has its own culture, which is formed by the organisation's core beliefs, assumptions, interpretations, and practices (Rahman & Ismail, 2018).

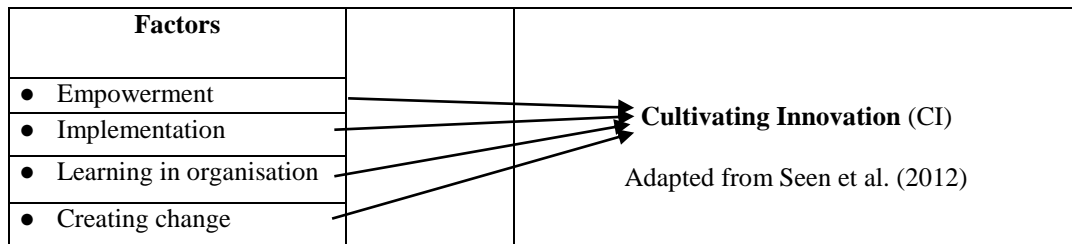


Figure 1: Conceptual Framework

3.0 METHODOLOGY

A review of articles was undertaken using the key terms "innovation factors" and "innovation culture." Following an evaluation of the data gathered, two strategies were chosen. Items from the literature that have been identified as measuring variables and innovation culture. Questionnaire containing self-created elements to assess empowerment, implementation, organisational learning, and change management in the context of innovation culture. The items include a five-point Likert scale approach for collecting responses from respondents. The study was conducted at the Pahang State Secretary Office, Kuantan. The questionnaire (google form) was used to collect the data. The questionnaires were distributed to several divisions / units under the Pahang State Secretary Office, Kuantan. Every respondent in the population has an equal chance of being included in the sample when using probability sampling. A researcher could use a random number generating computer programmer to select a sample from the sampling frame after first constructing a sampling frame (Zikmund, 2002). A cluster sampling was used to divide the entire population into sections or clusters that represent a population. Clusters are identified and included in a sample based on demographic parameters like gender, age, position's grade, length of services, etc. The goal of this method and technique was to select a sample that was involved in innovation as a representative of the population in the Pahang State Secretary Office. Cluster sampling divides the entire population into groups or clusters. Following that, a random sample of these clusters was collected, and all of them are used in the final sample (Wilson, 2010). Employees from several divisions / units of Pahang State Secretary Office, Kuantan, are the unit of analysis in this study. A formal questionnaire was employed as the sampling strategy in this study. The population is made up of members of the KIK/Innovation group and staff in the Pahang State Secretary Office. Employees in the Pahang State Secretary Office, Kuantan were given questionnaires. The relevant statistical analysis of the survey results was carried out using structural equation modelling techniques. An exploratory factor analysis, reliability analysis, and confirmatory factor analysis was used to establish the reliability, durability, and measures. The structural model was examined and validated after the measurement model had been evaluated. To evaluate preliminary data and undertake extensive analysis of the sample of theses, such as means, standard deviations, skewness, kurtosis and frequencies, SPSS version 21 was employed. The Pahang State Secretary Office's innovation culture is in line with Thrust 1: Improving Organisational Governance Effectiveness in the Pahang State Secretary Office Innovation Action Plan, 2016-2020. As a result, the analytical unit will be among the Pahang State Secretary Office, Kuantan employees. Many diverse genders, ages, and grade positions were represented in this study. According to Salkind's (2014) study, the optimum sample size is 30-500 respondents. According to the chart created by Krejcie and Morgan (1970), the sample size of respondents in Pahang

State Secretary Office is 103 out of 140 especially to the employees involved in KIK / Innovation activities. Based on Stratified Random Sampling method, respondents were selected based on the availability of the respondents especially employees who involved with KIK / Innovation activities at Pahang State Secretary Office, Kuantan. In this study, the researcher examined the relationship between organisational culture and innovation; specifically, it intended to evaluate the factors effect on organisation innovation culture.

Organisational culture was analysed by referring to the Denison Organisational Culture Model as it is grounded in research that has already defined the key characteristics of organisational culture as major drivers of improved organisational success (Denison, 1990). It is important to identify and apply cultural aspects that could positively improve innovation in order to develop a better understanding of organisational culture in the Pahang State Secretary Office. The Pahang State Secretary Office's Corporate Unit provided a list of KIK / Innovation groups from various divisions / units working at Wisma Sri Pahang, Kuantan. As a result, the researcher chose the respondents from this list. Due to the outbreak of COVID-19, pilot testing was conducted online using googleform. This pilot test was given to 30 employees from several divisions / units at the Pahang State Secretary Office, Kuantan at random for the pilot study. The following formula and calculation were used to describe the relationship between the independent and dependent variables in this study: $CI = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$. The data was analysed using the Statistical Package for Social Science (SPSS) version 21 after it was collected. SPSS was employed as the analytic tool, and it provided a wide range of possibilities throughout the analysis phase. As a result, the descriptive statistic was used to calculate the mean, median, mode, and frequency is depicted in the table and figure. Meanwhile, correlation analysis was used to determine the relationship between two variables which is expressed by either + 1 or -1. When one variable increases as the other increases the correlation is positive;

4.0 RESULT AND DISCUSSION

In this study, Table 2, shows the normality test for all the variables. The value of skewness and Kurtosis is zero if the observed distribution is perfectly normal (Coakes, 2013). The low value indicated the symmetry of the distribution. A normality test was used to verify whether sample data was collected from a population with a normally distributed distribution within some tolerance during pandemic. The skewness and Kurtosis values were utilized by the researcher to estimate the normality range of skewness. The result of skewness and Kurtosis between -2 and +2 is acceptable to represent normal distribution, according to the normality test (George & Mallery, 2019).

Table 2: Normality Test for All Variables (n = 101)

Variable	Skewness	Kurtosis
Empowerment	0.070	-0.369
Implementation	0.547	0.401
Learning in organisation	0.216	0.268
Change management	-0.036	1.618
Cultural Innovation	-0.066	0.487

Furthermore, positive skewness indicates positive skew, while positive Kurtosis values indicate a peaked distribution, according to Coakes, S. (2013). Negative skewness numbers suggest negative skew, whereas negative Kurtosis values indicate a flatter distribution. When the skewness scores are within the permitted range, we can conclude that the data is distributed normally. Reliability refers to a test or scale's consistency and stability (George & Mallery, 2019). If the findings of numerous tests are consistent and the attribute did not change between measurements, the test is accurate. The data obtained in this study demonstrated a substantial value of outcome for both the pilot study and the actual study, according to Salkind (2014)'s Reliability Rule of Thumb. According to Table 3, all independent variables; empowerment, implementation, learning and change were tested and the R square result was obtained. An equation was formed to identify the relationship between creative and innovative group activities (KIK) / innovation and cultural innovation. The following formula and calculation were used to describe the relationship between

the independent and dependent variables in this study: $CI = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$ As a result, the regression equation for this study is as follows: Cultural Innovation = -0.494 + 0.010 Empowerment + 0.312 Implementation + -0.197 Learning + 0.857 Change Management.

Table 3: Summary of Multiple Regression Analysis between KIK / Innovation activities factors and Cultural Innovation

Summary		ANOVA		
R	R ²	F	Sig	
0.681 ^a	0.464	20.809	.000 ^b	

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.494	0.474		-1.041	0.301
Empowerment	0.010	0.181	0.007	0.053	0.958
Implementation	0.312	0.191	0.209	1.635	0.105
Learning	-0.197	0.209	-0.135	-0.945	0.347
Change	0.857	0.185	0.604	4.626	0.000

a. Dependent Variable: Cultural Innovation (CI)

Predictors: (Constant), Empowerment, Implementation, Learning and Change Management

Based on the multiple regression analysis of this study, it was discovered that the change management variable was significant in affecting the cultural innovation of the KIK / Innovation group of the Pahang State Secretary Office.

Table 4, below depicted the Descriptive Analysis for Empowerment, Implementation, and Learning in organisation and Change Management in relation to Cultural Innovation in this study. In order to discover the most influenced factors involved among the respondents, the mean for each of the independent variables must be determined. Several types of descriptive analysis were used throughout the data analysis: means, ranges, and the number of good ease of one variable. The scale used to measure the variable was 1=strongly disagree, 2= disagree, 3=neutral, 4=agree and 5=strongly agree.

Table 4: Descriptive Analysis for of Mean and Standard Deviation (n=101)

Variable	Mean	Standard Deviation
Empowerment	4.03	0.572
Implementation	3.80	0.528
Learning in organisation	4.02	0.539
Change management	3.82	0.556
Cultural innovation	3.21	0.788

The mean of empowerment, (4.03), is the highest among all elements, with a standard deviation of 0.572, according to the descriptive result in the table. Next, learning has a mean of 4.02 and a standard deviation of 0.539. The mean for change management is 3.82, and the standard deviation is 0.556. Next, the implementation factor has a 3.80 mean and a 0.528 standard deviation. Finally, the dependent variable cultural innovation has a mean of 3.21 and a standard deviation of 0.788. Based on this information, we can deduce that empowerment is the highest average in KIK / Innovation group activities that Pahang State Secretary Office employees participate in when they develop a culture of innovation.

This correlation determines the strongest association of an independent variable with the dependent variable. To answer the first research question, it is critical to figure out how the variables were related and associated. The Pearson correlation coefficient in Table 5, represented the direction and intensity of the linear relationship between two variables, and it was used to measure correlations.

Table 5: Pearson Correlation between involvement of Creative and Innovative (KIK) / Innovation group activities and Cultural Innovation in Pahang State Secretary Office, Kuantan

		Cultural Innovation	Empowerment	Implementation	Learning	Change
Cultural Innovation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	101				
Empowerment	Pearson Correlation	0.469**	1			
	Sig. (2-tailed)	.000				
	N	101	101			
Implementation	Pearson Correlation	0.580**	0.698**	1		
	Sig. (2-tailed)	.000	.000			
	N	101	101	101		
Learning	Pearson Correlation	0.477**	0.803**	0.734**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	101	101	101	101	
Change	Pearson Correlation	0.669**	0.702**	0.769**	0.750**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	101	101	101	101	101

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

Based on Table 5, there is a strong relationship and significant value between Change Management or creating change and Cultural Innovation with ($p = .000 < 0.01$, $n = 101$, $r = 0.669$). Next, there is also a moderate relationship between Implementation of KIK / Innovation activities in the department and Cultural Innovation with ($p = .000 < 0.01$, $n = 101$, $r = 0.580$). The same applies to Learning in Organisations on cultural innovation with ($p = .000 < 0.01$, $n = 101$, $r = 0.477$) and Empowerment of Creative and Innovative Group (KIK) / Innovation activities with ($p = .000 < 0.01$, $n = 101$, $r = 0.469$). The outcome was acceptable and logical, according to the finding.

Table 6: Change Management

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	-0.413	0.410		-1.007	0.316
Change Management	0.949	0.106	0.669	8.954	0.000

a. Dependent Variable: Cultural Innovation (CI)

According to Table 6, change management has a p-value of 0.000. The p-value is less than the alpha value of 0.05, it suggested that the change management was significant in predicting the dependent variable. However, the other three variables, empowerment, implementation, and learning, were shown to be insignificant in predicting cultural innovations with p-values greater than the alpha value of 0.05, with p-values of empowerment (0.958), implementation (0.105), and learning (0.105) respectively (0.347). To put it another way, innovation is aided by change. According to Seen et al. (2012), creating change and organisational learning has a big impact on innovation, and it may be used as a model for Malaysian organisations. Change is a side outcome of innovation that is frequently intended in tandem with the introduction of the innovation. Support is necessary for effective and efficient innovation and change management. This is accomplished through bringing people on board with the change (Bucciarelli, 2015).

The Pearson Correlation was used to determine whether or not the variables were related and associated. The correlation study discovered a link between the cultural characteristics of creativity in KIK / Innovation groups and their potential to nurture innovation. According to Coakes (2013), if the value for two-tail significance is less than 0.01 ($p < 0.01$), the difference between the variables is significant. Pearson Correlation between Empowerment and Cultural Innovation depicts the favourable link between empowerment and cultural innovation. The relation between empowerment and cultural innovation is favourable and modest ($p = .000 < 0.05$, $r = 0.469$). This result is supported by this study (Cakar & Ertürk,

2010), which showed a link between empowerment and creativity (parameter estimate = 0.218, t-value = 2.792**). However, these findings contrasted those of Seen et al. (2012). They discovered that empowerment had no significant association with creativity ($\beta = .088$, $p > 0.05$) in their study. Similarly, multiple regression analysis found that the p-value for empowerment has a result above 0.05 which is 0.958. It indicates the empowerment is not significant in affecting innovation culture at Pahang State Secretary Office.

The second positive relationship between the independent and dependent variables is the implementation of the KIK / Innovation group at the Pahang State Secretary Office. The link between implementation and cultural innovation is favourable and modest ($r = 0.580$, $p < 0.01$). This assertion is supported by prior research by Ali and Buang (2016). The findings of defining the link between participatory groups and innovation show a positive and substantial correlation ($r = .647$) between these parameters. This demonstrates how participatory management may influence individual and group creativity, particularly when it comes to information exchange and collaboration in the Pahang State Secretary Office's KIK / Innovation programs. Another study published in 2012 by Seen et al. showed that team or group orientation had no significant association with innovation ($\beta = -.050$, $p > 0.05$). Despite the fact that the link is not significant, the negative score indicates that less team or group orientation encourages innovation. Additionally, multiple regression analysis revealed that the p-value for implementation is 0.105, which is greater than 0.05. It shows that implementation has no impact on the Pahang State Secretary Office's innovation culture.

Learning is the third positive link between the independent and dependent variables with a positive and moderate relationship ($r = 0.477$, $p < 0.01$) between learning and cultural innovation. In addition, Seen et al. (2012) discovered a substantial positive association between organisational learning and creativity ($\beta = 0.139$, $p < 0.05$). In other words, among the other variables examined in their study, organisational learning promotes creativity. Hui et al. (2013) discovered in their study that organisational learning had a positive connection with creativity ($r = 0.44$, $p < 0.01$). However, multiple regression analysis revealed that the p-value for learning in organisation is 0.347, which is greater than 0.05. It shows that learning in organisation has no effect on cultural innovation at Pahang State Secretary Office.

Pearson Correlation between Change Management and Cultural Innovation revealed that the independent and dependent variables had a positive and strong association, with a substantial positive and strong link between Change Management and Cultural Innovation ($r = 0.669$, $p < 0.01$). The KIK / Innovation groups at the Pahang State Secretary Office understood that their success in producing a new product or method in the service delivery innovation or social innovation division would enhance the quality of services delivered, therefore they established a close partnership. These changes include system enhancements, new work practices, and the introduction of new cost-effective technology. This is also confirmed by Seen et al. (2012) prior research, which showed a positive link between change management and cultural innovation ($\beta = .084$, $p > 0.05$). Furthermore, regression analyses indicated that the p-value for empowerment is 0.000, which is less than 0.05. It shows that change management has strong relations with the Pahang State Secretary Office's innovation culture. Finally, change management played an important part in cultural innovation and may serve as a model for other KIK/Innovation groups in Malaysia

As a consequence, it is clear that the KIK / Innovation group's goal for joining is to effect change in the department by implementing continuous improvement in work procedures, work processes, and service delivery. Furthermore, the achievements of the KIK / Innovation Group that have been acknowledged at the state or national levels must be pushed through commercialization and standardization. As a motivator to serve more effectively, the department's management could honour the KIK / Innovation Group with prizes such as the Innovation Staff Award, Creative Employee Award, and others. The transformation or realignment of an organisation's present services is referred to as change. Change effects are really created by strategic action, whether structural, functional, or influenced by external circumstances, which necessitates the modification or realignment of some (or all) organisational assets (Bucciarelli, 2015). Change is often characterised by "soft complexity," as described by Senior and Fleming (2006), implying the need for system redesigning at many levels of the organisation of doing things, as well as the effective contribution that new ideas may make to organisations and social contexts. Furthermore, the change management approach has been shown to be successful in anticipating cultural innovation among Pahang

State Secretary Office personnel. Previous research found a favourable relationship between bringing about change and creativity ($\beta = .168, p < 0.05$). To put it another way, change fosters creativity (Seen et al., 2012)

5.0 CONCLUSION

The word "cultural innovation" refers to changes in a cultural organisation's products or services. This definition excludes administrative or managerial improvements that affect the structure and management of cultural organisations. The majority of studies on cultural innovation has focused on cultural organisations' repertoire or programmatic innovation (Martorella, 1977; Heilbrun, 1998; Neligan, 2006; Pierce, 2000). According to the findings of this study, change management is a necessary component in the promotion of innovation. According to statistical results, this variable is an important factor in the growth of innovation at the Pahang State Secretary Office. Pahang State Secretary Office innovation cultivation may be found in the upgrading of the service system and manual work processes to technology-based services, work procedures, and applications towards the Industrial Revolution 4.0 (IR 4.0). In contrast, organisational empowerment, implementation, and learning have a modest association with the growth of innovation in the Pahang State Secretary Office. According to the research of Seen et al. (2012), substantial correlations exist between generating change, organisational learning, and creativity. Adaptability encompasses the elements of change management and organisational learning.

The goal of this study is to establish the link between the elements influencing the KIK / Innovation group's activities in the Pahang State Secretary Office in Kuantan and the culture of innovation. Based on the data analysis and conclusions of this study, the researcher makes some recommendations and ideas for the Pahang State Secretary Office to foster innovation through KIK / Innovation group activities, as well as for future research. As a member of the KIK / Innovation Convention Panel at the Department and State levels, the researcher recommended that the activities of the KIK / Innovation group in Pahang State Secretary Office be disseminated through appropriate mass media such as Facebook, Instagram, and the official Twitter of Pahang State Secretary Office. This digitalized notice would successfully support the Pahang State Secretary Office's innovation culture. In line with this, the researcher proposed various proposals for completing five (5) strategic frameworks for the execution of the Pahang State Secretary Office's Innovation Action Plan, 2016-2020 such as the implementation of a culture of creativity and innovation, creation of innovative employees, cultivation of knowledge based on innovation, recognition of innovation and empowerment and commercialization of innovation products. To develop an innovative culture in the public sector, all stakeholders in a department, whether federal, state, or local, must make a commitment. According to the survey findings, the degree of innovation culture among the Pahang State Secretary Office, Kuantan personnel has to be improved. According to gender demographic statistics, women were more active in KIK / Innovation activities of 51 workers (49.5%) than males of 50 people (48.5%). This indicates that female KIK / Innovation members are more active in the functioning of the department than male members.

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