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Does Organizational Climate Affect Innovative Work Behaviour? A Study among Employees of F&B Medium Sized Enterprises

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Abstract: Innovative work behaviour plays an important role in an organization. However, the level of innovative work behaviour in Malaysia is only moderate and need to be improved. The objective of this study is to determine the relationship between organizational climate and its components (mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness) with innovative work behaviour among employees of F&B medium sized enterprises. This research were conducted in Johor, Selangor, Penang, Kuala Lumpur and Perak. This was a quantitative study and where questionnaires were used to collect data. The data were analysed using descriptive analysis and correlation analysis. The findings showed that the relationship between organizational climate and its components (mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness) with innovative work behaviour among employees of F&B medium sized enterprises were significant. Empirically, this study contributes to the knowledge reservoir on area of innovative work behavior and organizational climate. It could become the basis for future research and development of robust theories on innovative work behavior.

Keywords: Innovative work behaviour, Organizational climate, F&B medium sized enterprises

1. Introduction

Innovative work behaviour can be defined as the ability of the employees to produce something creative that can contribute to the company. Inevitably, it plays an important role in an organization. When the employees of the company demonstrate innovative work behavior, they give improvement suggestions or provide solutions when the company are facing problems. In fact, Cho and Lee (2007) regarded innovative behaviour as enabler of productivity improvement in an organization by seeking better methods initiative.

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As innovative work behavior has been acknowledged as important, it is crucial to investigate factors affecting it. Solomon et al. (2004) found organizational climate as an essential factor that affects the individual's innovative behaviour. According to Kandemir et al. (2002), organizational climate helps the employees to improve their work behaviours. Moreover, Farmer et al. (2003) found that the employees in an organization that valued creative work will have the highest creativity.

1.1 Research Background

In 2017, the food and beverage services recorded gross output value of RM82.8 billion as compared to RM66.4 billion in 2015. The annual growth rate value is 11.7 per cent. Food services was the largest contributor of gross output value with RM67.1 billion (81.1%) in 2017. The second largest contributor was beverage services with RM8.8 billion (10.7%). In 2017, RM 35.2 billion of total value added was recorded. The annual growth rate is 12.2 percent. The highest value added in 2017 is food services which amounted to RM28.3 billion compared to RM22.4 billion in 2015. This was followed by the beverage services of RM3.9 billion compared to RM3.0 billion in 2015. In comparison, food services posted the highest value added increase of RM5.9 billion with an annual growth rate of 12.5 per cent for the period of 2015 to 2017. These statistics re affirm the importance of F&B industry which would be the focus of this study.

1.2 Problem Statements

As shown in Table 1, the level of innovative work behaviour in Malaysia is only moderate. This indicates that in order for companies to make improvement, they need to improve the level of innovative work behaviour. Thomas (2006) asserts that individuals or teams create the ideas that enables an organization to success. Therefore, innovative work behaviour is able to bring advantages for an organization (de Jong & den Hartog, 2007). Furthermore, both of these studies have been done not in food and beverage industry. This implies a gap in the literature as F&B industry is one of the most dynamic manufacturing industries in Malaysia since consumer preferences keep changing, along side with changes in national and regional statutory regulations and stricter handling of product and materials and others.

Table 1: The mean of innovative work behaviour in Malaysia

Studies	Mean of innovative work behaviour in Malaysia
Mohd Faiz Hilmi, Shahrier Pawanchik, Yanti Mustapha and Nurazree Mahmud (2012)	3.39
Noorsafiza Mohd Sapie, Mohd Yusof Hussain, Abd Hair Awang and Suraiya Ishak (2015)	3.4
	6.79/2 = 3.40

Moreover, among all variables that are claimed to improve innovative work behaviour such as emotional intelligence (Mohammad Reza Shojaei & Mohadeseh Emadi Siuki, 2014), and human resource practice (Sukumari Koednok & Mullika Sungsanit, 2018) among others, organizational climate had received limited attention especially in manufacturing industries.

1.3 Research Questions

From the discussion of the problem statement above, it has led to three research questions. The research questions need to be solved in order to achieve the research objectives. The research questions are:

(i) What is the level of organizational climate among employees of F&B medium sized enterprises?
(ii) What is the level of innovative work behaviour among employees of F&B medium sized enterprises?
(iii) What is the relationship between organizational climate and its components (mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness) with innovative work behaviour among employees of F&B medium sized enterprises?

1.4 Research Objectives

Research objectives has been concluded from the research questions above. They are:

(i) To determine the level of organizational climate among employees of F&B medium sized enterprises.
(ii) To determine the level of innovative work behaviour among employees of F&B medium sized enterprises.
(iii) To determine the relationship between organizational climate and its components (mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness) with innovative work behaviour among employees of F&B medium sized enterprises.

1.5 Scope of the Study

This research focused on the relationship between organizational climate and innovative work behaviour among employees of F&B medium sized enterprises. This research was conducted in Johor, Selangor, Penang, Kuala Lumpur and Perak. The reason why these states were chosen is due to high concentration of F&B medium sized enterprises located in these states. Moreover, the economic contribution of F&B industry in these states are higher.

For example, statistics from the Malaysian Investment Development Authority (MIDA) showed that Johor had received RM14.4bil, RM21.1bil and RM31bil investment in 2013, 2014 and 2015 respectively. In addition, Selangor is the second highest manufacturing investment destination in Malaysia, which made up RM7.88 billion or 22.7% of total manufacturing investments last year, compared with 22.6% in 2016. According to Department of Statistics Malaysia, Gross Domestic Product (GDP) of Penang contributed RM97,716 million, Kuala Lumpur contributed RM244,410 million and Perak contributed RM79,448 million in 2010.

1.6 Significance of the Study

The study is significant in terms of filling in the empirical gaps with regards to limited studies of innovative work behaviour in the context of F&B industry. Moreover, the current state organizational climate and innovative work behaviour could be measured and necessary counter measures could be taken by the companies' management. This study supports the notion that creating a favourable organizational climate is imperative not only to promote innovative work behaviour but job performance in general. Empirically, this study contributes to the knowledge reservoir on area of innovative work behaviour and organizational climate. It could become the basis for future research and development of robust theories on innovative work behaviour.

2. Literature Review

This part discusses about key concepts of innovative work behaviour, their related theories and previous studies. Models of innovative work behaviour, factors that affecting innovative work behaviour, components of organizational climate, hypothesis and research framework were also described.

2.1 Definition of Innovative Work Behaviour

Hansen & Birkinshaw (2008) speak of a 'diffusion' phase, because you spread developed ideas within and outside the company in the final phase (p.1.). Janssen (2000), innovative work behaviour is generated from the creativeness and the way of implement the new ideas by individual, group or organization.

According to Ramamurthy et al. (2005), innovative work behaviour is very important as they are going to bring innovations in their processes, methods and operations. According to Brown (2007, p. 397-399), "innovative work behaviour is helpful to organizational production and effectiveness requiring deep involvement of the employees in their work by giving them autonomy and making the work experience meaningful to them."

De Jong (2006) claimed that; creativity and IWB has significant relationship. IWB is defined by De Jong (2006) as "Individuals' behaviours directed toward the initiation and intentional introduction of new and useful ideas, processes, products or procedure within a work role, group or organization (p.19)." . It helps to develop new and creative ideas and to encompass their implementation. De Jong (2007, p. 8) described innovative work behaviour as "the intentional behaviour of an individual to introduce and apply new ideas, products, processes, and procedures to his or her work role, unit, or organization".

In this study, definition of innovative work behaviour by De Jong (2010) is used because its IWB interpretation is consistent with majority of empirical studies in the literatures.

2.2 Models of Innovative Work Behaviour

This sub section introduces three models of innovative work behaviour.

(a) Innovative Work Behaviour Model by Russell (1980; 2003)

Russell (1980; 2003) introduced model of innovative work and weekly high-activated positive mood is shown in Figure 1.

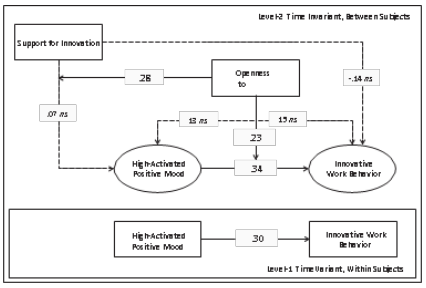

Figure 1 : IWB Model 1 (Russell, 1980; 2003)

One of the factor that explains the effect innovative actions during work which influenced by innovation is high-activated positive mood. The relationship between support for innovation and IWB will mediated by weekly high-activated positive mood. This study results show that IWB has significant relationship with positive feeling.

(b) Innovative Work Behaviour Model by Nagarajan Ramamoorthy et al., (2005)

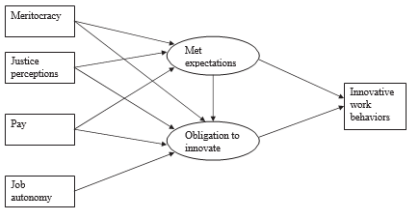

Figure 2: IWB Model 2 (*Nagarajan Ramamoorthy et al, 2005)*

The study shows that the strongest influence on innovative work behaviour was job autonomy. The lesser the organization controls in manners of employees, the employees will generate new methods in their work and implement the IWB. Besides that, pay has the modest influence on IWB. In the study, pay influence the IWB of employees directly.

(c) Innovative Work Behaviour Model by De Jong (2010)

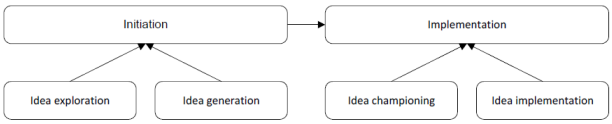

Figure 3 : IWB Model 3 (De Jong, 2010)

Firstly, IWB includes behaviours regarding initiation and implementation phase. Innovation by individuals usually begins by developing of idea such as improvements on current available products or services. Next, idea generation which means generating new concepts regarding the entry of new markets for the current and new products or services. Idea championing is finding support for the new concept of products or services. Secondly, the definition of IWB includes the elements of innovation. Finally, the new products or services is implement in the market.

In this study, the model of IWB by De Jong was chosen. This is because model of IWB by De Jong was most published in the journals.

2.3 Organizational Factors Affecting Innovative Work Behaviour

There are many organizational factors that can affect the innovative work behaviour. For instance, transformational leadership (Mariam Masood et al., 2017), knowledge sharing (VD. Pung et al., 2017), human resource (A Bos-Nehles et al., 2017), organizational supportiveness (B Sonmez et al., 2019), organizational climate (F Ren et al., 2015) and others. According to Tiia Vähälummukka (2012), there are seven dimensions of organizational which are mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness. Although organizational climate also had some researches, but the researches are not done in Malaysia. Therefore, this study is going to do the research related to the organizational climate.

In this study, in line with the definition of innovative work behaviour by De Jong, the model of innovative work behaviour of De Jong will be chosen.

2.4 Organizational Climate

Gilmer (1966, p. 57) defined organizational climate as "those characteristics that distinguish the organization from other organizations and that influence the behaviour of people in the organization." Taguiri (1968, p. 23) noted that "a particular configuration of enduring characteristics of the ecology, milieu, social system and culture would constitute a climate, as much as a particular configuration of

personal characteristics constitute a personality." Litwin and Stringer (1968, p. 1) introduced perception into their definition of climate-"a set of measurable properties of the work environment, based on the collective perceptions of the people who live and work in the environment and demonstrated to influence their behaviour." Schneider's (1975) definition of organizational climate as ''psychologically meaningful molar [environmental] descriptions that people can agree characterize a system's practices and procedures'' prevails as one of the most widely accepted definitions (p. 474).

Glick (1985) observes that "climate research has a prominent, if not glorious history in organizational science" (p.601). According to Victor and Cullen (1987), they define this type of climate as ''the shared perceptions of what is ethically correct behaviour and how ethical issues should be handled''(p. 52). Reichers and Schneider (1990) proposed a more precise definition: "Climate is shared perceptions of organizational policies, practices, and procedures, both formal and informal" (p. 22). As Pettigrew (1990, p. 416) observed, "[There is] the impression that climate studies have been boxed in by the appearance in the nest of this rather over nourished, noisy, and enigmatic cuckoo called organizational culture. This pressure from an interloper may, however, be energizing climate researchers to rethink the role of climate studies."

Since Litwin et al (2001, PP. 63-170) proposed the empirical study of organizational climate, the definition of organizational climate by Litwin and Stringer (1968) is used.

2.5 Theories of Organizational Climate

(Stamper et al., 2000) proposed that literature of organizational climate will influence perceptions and behaviour of employees strongly. Some organizational climate theory are employees behave according to the organizational climate of their organization, interaction and communication between employees and managers will affect the organizational climate, perceptions of organizational climate are facet-specific, employees will understand the importance of each facet based on the facet-specific perceptions of organizational climate (Sherman et al., 2018).

According to Luria (2016), the perceive importance of a facet to members of a group is captured by the organizational climate. (Eisenberg et al., 1990; Nicholson and Johns, 1985) proposed that specific facet of organizational climate had proven effect on the employees' behaviour. Zohar and Luria (2005) explained that facet-specific organizational climate is the shared perceptions among the employees in an organization communicate about the behaviour that can be rewarded supported by the organization to what degree. Litwin and Stringer (1968) identified the dimensions of organizational climate such as structure, standards and reward policies through their questionnaires

In this study, in line with the definition of organizational climate by Litwin and Stringer (1968), the theory of organizational climate of Litwin and Stringer (1968) will be chosen.

2.6 Previous Studies

There are several studies on innovative work behaviour and organizational climate. One of the study done by M Anis-ul-Haque (2011). The research was carried out on a selected sample of 320 managers from Fast Moving Consumer Goods organizations from all over Pakistan. The results of multiple regression analysis show that both open system model and rational goal model have a significant positive impact on IWB.

Study done by Chockalingam (2018) is to investigate the effect of organizational climate on innovative work behaviour in manufacturing industries in Asia. Survey was carried out on randomly selected sample of 200 employees of public and private manufacturing industries. Study shows that conducive organizational climate would result in innovative work behaviour. Mohd Faiz Hilmi (2012) surveyed 454 Malaysians and found that innovative work behaviour of Malaysian is moderate.

Roy Shanker (2017) conducted a study among 202 managers working in Malaysian companies and found that IWB has a positive significant relationship with organizational climate.

Based on these studies, this study formulate the hypotheses as follows;

H_1: There are significant relationship of organizational climate and its dimensions with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1a}: There is a relationship of mission and purpose with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1b}: There is a relationship of feedback with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1c}: There is a relationship of teamwork with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1d}: There is a relationship of communication with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1e}: There is a relationship of compensation with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1f}: There is a relationship of fairness and security with innovative work behaviour among employees of F&B medium sized enterprises.

H_{1g}: There is a relationship of meaningfulness with innovative work behaviour among employees of F&B medium sized enterprises.

2.8 Research Framework

This purpose of this study is to identify the relationship between innovative work behaviour and organizational climate. This study will focus on idea exploration, idea generation, idea championing and idea implementation of innovative work behaviour. Figure 4 shows the research framework of this study.

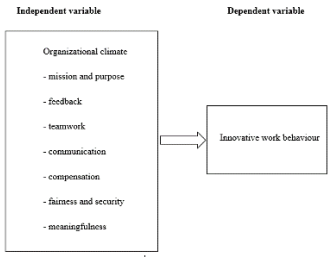

Figure 4 : Research framework

According to Solomon et al. (2004), organizational climate can be considered as one of the essential factor that affects the individual's innovative behaviour. Based on De Jong (2005), studies on organizational climate and innovation are related to the level of individual, team and organization. According to De Jong (2010), organizational climate on innovations brings effects on organizational level is affected by the positive relationship between innovative climate and innovative work behaviour. Although empirical evidence provided is insufficient, there are reasons to anticipate a positive relationship between perceptions of organizational climate and IWB.

3. Research Methodology

This part discusses about method used by this research for collecting the data. Main methodology that was used by this research is quantitative method. Research population, sampling technique, data collection instrument, data collection process and data analysis were also discussed in this chapter.

3.1 Research Population

According to Neuman (2012), collection of units from sample is population. Based on Hair JF (2013), population is selecting sample units from data set to measure the individuals in the aspect of attitude. The population of this study is employees of F&B medium sized enterprises in Johor, Selangor, Penang, Kuala Lumpur and Perak. According to Economic Census (2016), Department of Statistics Malaysia, number of small and medium sized enterprise in Selangor is 19.8%, Johor is 3.5%, Penang is 6.3%, Kuala Lumpur is 14.7% and Perak is 8.3%. In 2019, total number of the employees in F&B small and medium sized enterprises is 558880. Therefore, the total number of the employees of F&B medium sized enterprises Johor, Selangor, Penang, Kuala Lumpur and Perak is 293969 employees. Kumar et al. (2013) described sample size in terms of the "total number of subjects in the sample" (p. 122).The sample sizes that are needed for this research is 400 according to the G-Power 3.1.9.7. Power (1-β error probability) is a "statistic's ability to correctly reject the null hypothesis when it is false" (Burns & Burns, 2008, p. 244). "It is good practice to carry out an a priori power analysis to determine the sample size required to be confident in revealing an effect if there is one truly present" (Uttley, 2019, p. 158).

3.2 Research Instrument

In this research, the questions were related to the innovative work behaviour of the employees and the organizational climate. This questionnaire consists of three sections which were Section A, Section B and Section C. A five-point Likert scale was applied for scoring responses in Section B and Section C. In five point Likert scale, the scales are never, seldom, sometimes, often, always and represented by 1, 2, 3, 4, 5 respectively.

For innovative work behaviour, there are 10 items consisted in the questionnaire and the items was based on De Jong (2010). This questionnaire is using 5 point Likert scales ranging from 'never' to 'always'. For organizational climate, there are 10 items consisted in the questionnaire and the items was based on Form B of The Litwin and Stringer Organizational Climate Questionnaire. This questionnaire is using 5 point Likert scales ranging from strongly disagree, disagree, neutral, agree, strongly agree.

3.3 Data Collection

Primary data and secondary data were collected in the research.

(a) Primary Data

The primary data for this research is questionnaire which is constructed based on the information from secondary data. The primary data was derived from the questionnaire which distribute for the employees of F&B medium sized enterprises in Johor, Selangor, Penang, Kuala Lumpur and Perak.

(b) Secondary Data

The secondary data was obtained from websites, library of university, journal, articles and others. In this research, the secondary data used by the researcher were websites, articles, journals, thesis and books. Secondary data was used to reinforce the validity of primary data and to achieve the objective of the research.

3.4 Pilot Study

Before finalizing the research design and questionnaire, a set of questionnaire was distributed to a F&B medium sized enterprise for the purpose of pilot study. The questions were improved based on the feedback of the respondents. Researcher improves the questions that were misleading. Cronbach's α method was used to test the data obtained from the questionnaire in pilot study to determine the reliability of the questionnaire survey through determination number 0 to 1. The closer the value of α to one, the higher the reliability of Cronbach's α. Researcher would then use the corrected questionnaire to determine the validity of the study.

3.5 Data Analysis

Data analysis is a process of analysing the data that had been collected. The purpose of analysing is to examine whether the objective of research had achieved.

(a) Descriptive Analysis

In this research, Statistical Package for Social Science (SPSS) was used as a tool for analysing the data that had been collected. This tool helped to summarize the raw data into simpler form. Descriptive statistics are in the form of frequency, mean, standard deviation and percentage. The data was shown in the form of tables.

(b) Correlation Analysis

The strength of a relationship between two variables was analysed by correlation analysis. Correlation is positive represents that one variable increases simultaneously with the other. Correlation is negative represents that one variable decreases when the other increases. Spearman's rank correlation coefficient was used because the data in this study is non-normal.

4. Results and Discussion

In this section, reliability analysis, demographic analysis, descriptive analysis, normality test and correlation analysis were discussed.

4.1 Reliability Analysis

Returning to reliability, is the degree to which "measurements of individuals on different occasions, or by different observers, or by similar or parallel tests, produce the same or similar results" (Streiner & Norman, 1995, p. 6). If the alpha value greater or equal with 0.9 indicated as excellent. If the alpha value is between the range of 0.8 to 0.9 indicated as good. If the alpha value is between the range of 0.7 to 0.8 indicated as acceptable. If the alpha value is between the range of 0.6 to 0.7 indicated as questionable. If the alpha value is between the range of 0.5 to 0.6 indicated as poor. If the alpha value is below 0.5 indicated as unacceptable.

(a) Reliability for Pilot Study

Cronbach's Alpha of pilot test for innovative work behaviour is 0.893 and Cronbach's Alpha of pilot test for organizational climate is 0.907. The pilot test involved of 30 respondents. The values showed that the internal consistency of innovative work behaviour is good and organizational climate is excellent. For the actual test, the values of innovative work behaviour and organizational are 0.807 and 0.809 respectively. This showed that both have the good internal consistency and meet the reliability level required for the analysis.

4.2 Demographic Analysis

Demographic analysis is the quantitative study of the populations.

(a) Respondent Demographic Background

Participated respondents need to answer the demographic profile that has been divided into five categories. They are gender, age, race, highest educational level and working experience. The total of participated respondents are 400 employees. The results showed that the number of male respondents are 234 respondents with 58.5% while the number of female respondents are 166 respondents with 41.5%. The results showed that the number of male respondents is higher than the number of female respondents.

The respondents of 25 years old and below are the highest in the age group that participated the online questionnaire which are 154 respondents with 38.5%. The respondents of 26 to 35 years old have 125 respondents with 31.3%. The respondents of 36 to 45 years old have 61 respondents with 15.3%. The respondents of 46 years old and above are the lowest in the age group that participated the online questionnaire which are 60 respondents with 15%. Next, Malay is the largest race group that participated the online questionnaire which is 165 respondents with 41.3 %. Chinese race group has 124 respondents with 31%. Indian race group has 84 respondents with 21%. Others race group has 27 respondents with 6.8%.

From the 400 respondents, 71 respondents (17.8%) have the highest educational level of secondary school, 128 respondents (32%) have Pre-University / Diploma, 178 respondents (44.5%) have Bachelor Degree, 17 respondents (4.3%) have Master, 6 respondents (1.5%) have Doctorate (PHD) Degree. Working experience for 3 years and below has 138 respondents with 34.5%. Working experience for 4 to 6 years has 114 respondents with 28.5%. Working experience for 7 to 9 years has 57 respondents with 14.2%. Working experience for 10 years and above has 91 respondents with 22.8%.

4.3 Descriptive Analysis

Descriptive analysis was done to determine the mean, standard deviation (SD) and central tendency level of each factor by using frequencies. There are two main parts in the questionnaire which are Part A and Part B. Part A is related with innovative work behaviour while Part B is related with organizational climate.

For dependent variable, idea implementation has the highest mean which is M = 3.680, (SD = 0.699). Idea exploration M = 3.608, (SD = 0.860), idea generation M = 3.581 and (SD = 0.710), idea championing M = 3.525, (SD = 0.896). Overall, innovative work behaviour had a mean of 3.598 and standard deviation of 0.797 which is at moderate level. For independent variable, mission and purpose has the highest mean which is M = 3.948, (SD = 0.936). Meaningfulness, M = 3.818, (SD = 0.901), compensation M = 3.769, (SD = 0.763), fairness and security M = 3.715, (SD = 0.957), teamwork M = 3.695, (SD = 0.964), communication M = 3.673, (SD = 0.789), feedback M = 3.655, (SD = 0.823). Overall, organizational climate had a mean of 3.753 and standard deviation of 0.884 which is at high level.

4.4 Normality Analysis

The normality test used Kolmogorov-Smirnov statistics method. Kolmogorov-Smirnov is a nonparametric test. Kolmogorov-Smirnov test was used to test the normality of the data. Data is indicated as normal if the significance value is greater or equal with 0.05. Data is indicated as non-normal if the significance value is below than 0.05 (Ghasemi and Zahediasl, 2012). The significant value of innovative work behaviour and organizational climate in Kolmogorov-Smirnov test is

0.0001. The significant value of innovative work behaviour and organizational climate is less than 0.05. Thus, the data is not normally distributed. Therefore, non-parametric test would be used.

4.5 Correlation Analysis

Table 2: Spearman's Correlation analysis

	MAP	FB	TW	CM	CP	FAS	IWB
MAP	1.000**						
FB	0.433**	1.000**					
TW	0.390**	0.515**	1.000**				
CM	0.273**	0.522**	0.407**	1.000**			
CP	0.301**	0.335**	0.327**	0.419**	1.000**		
FAS	0.225**	0.344**	0.243**	0.425**	0.358**	1.000**	
M	0.285**	0.370**	0.324**	0.437**	0.409**	0.385**	1.000**
IWB	0.242**	0.485**	0.338**	0.495**	0.268**	0.334**	0.299**

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

Based on Table 2, the relationship between mission and purpose with innovative work behaviour is weak which has a correlation coefficient of 0.242 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between mission and purpose with innovative work behaviour so H_{1a} is supported. The relationship between feedback with innovative work behaviour is moderate which has a correlation coefficient of 0.485 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between feedback with innovative work behaviour so H_{1b} is supported. The relationship between teamwork with innovative work behaviour is weak which has a correlation coefficient of 0.338 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between teamwork with innovative work behaviour so H_{1c} is supported. The relationship between communication with innovative work behaviour is moderate which has a correlation coefficient of 0.495 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between communication with innovative work behaviour so H_{1d} is supported.

The relationship between compensation with innovative work behaviour is weak which has a correlation coefficient of 0.268 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between compensation with innovative work behaviour so H_{1e} is supported. The relationship between fairness and security with innovative work behaviour is weak which has a correlation coefficient of 0.334 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between fairness and security with innovative work behaviour so H_{1f} is supported. The relationship between meaningfulness with innovative work behaviour is weak which has a correlation coefficient of 0.299 and p-value of 0.0001. The correlation analysis supports a significant positive relationship between meaningfulness with innovative work behaviour so H_{1g} is supported.

5. Conclusion

In this chapter, discussions and conclusions of this study were discussed. Recommendations and limitations also involved in this chapter.

5.1 Discussion on Findings

(a) Discussion on the first research objective

The first research objective is to determine the level of organizational climate among employees of F&B medium sized enterprises. Based on the findings, mission and purpose had received the highest mean which is 3.948 among the dimensions of the organizational climate. Next was followed by meaningfulness, compensation, fairness and security, teamwork, communication and feedback. As Ali and Patnaik (2014) discussed, climate may be influenced by the various conditions of the organization, in terms of systems, structure, and managerial behaviour (p. 3). Wilderom et al. (2000) argue, 'it seems crucial that researchers investigate all sorts of organizational members, representative of all the various hierarchical, departmental, divisional and/or professional entities' (p. 207). In conclusion, the findings indicated that the level of organizational climate among employees of F&B medium sized enterprises is high.

(b) Discussion on the second research objective

The second research objective is to determine the level of innovative work behaviour among employees of F&B medium sized enterprises. Based on the findings, idea implementation had received the highest mean which is 3.680 among the dimensions of the innovative work behaviour. Next was followed by idea exploration, idea generation and idea championing. According to Brown (2007, p. 397-399), "innovative work behaviour is helpful to organizational production and effectiveness requiring deep involvement of the employees in their work by giving them autonomy and making the work experience meaningful to them. De Jong (2007, p. 8) described innovative work behaviour as "the intentional behaviour of an individual to introduce and apply new ideas, products, processes, and procedures to his or her work role, unit, or organization". In conclusion, the findings indicated that the level of innovative work behaviour among employees of F&B medium sized enterprises is moderate.

(c) Discussion on the third research objective and hypotheses

The third research objective is to determine the relationship between organizational climate and its components (mission and purpose, feedback, teamwork, communication, compensation, fairness and security, meaningfulness) with innovative work behaviour among employees of F&B medium sized enterprises. There was one study showed the positive relationship between organizational climate and innovative work behaviour which is study done by Roy Shanker (2017). Therefore, H_1: There are significant relationship of organizational climate and its dimensions with innovative work behaviour among employees of F&B medium sized enterprises was supported.

Weak relationship between mission and purpose with innovative work behaviour which has a correlation coefficient of 0.242. The central importance of the idea of winning is also shared by Welch and Welch (2005, p. 14), who state: "an effective mission statement basically answers one question: How do we intend to win in this business?" This showed that mission and purpose plays an important in improving innovative work behaviour. Thus, H_{1a}: There is a relationship of mission and purpose with innovative work behaviour among employees of F&B medium sized enterprises was supported. Moderate relationship between feedback with innovative work behaviour which has a correlation coefficient of 0.485. This result was same with the result of Arif et al. (2002) who showed that feedback and innovative work behaviour had significant relationship. Thus, H_{1b}: There is a

relationship of feedback with innovative work behaviour among employees of F&B medium sized enterprises was supported.

Weak relationship between teamwork with innovative work behaviour which has a correlation coefficient of 0.338. According to (Luca & Tarricone, 2001), team members must be flexible enough in doing their works so they need to have innovative work behaviour. Thus, H_{1c}: There is a relationship of teamwork with innovative work behaviour among employees of F&B medium sized enterprises was supported. Moderate relationship between communication with innovative work behaviour which has a correlation coefficient of 0.495. This result is same with the result of (Ruppel & Harrington, 2000), communication and innovative work behaviour had positive relationship. Thus, H_{1d}: There is a relationship of communication with innovative work behaviour among employees of F&B medium sized enterprises was supported.

Weak relationship between compensation with innovative work behaviour which has a correlation coefficient of 0.268. Andre et al (2015) proved that there is relationship between compensation and innovative work behaviour, the more the employee has a fair compensation, the less innovative of the employee. Thus, H_{1e}: There is a relationship of compensation with innovative work behaviour among employees of F&B medium sized enterprises was supported. Weak relationship between fairness and security with innovative work behaviour which has a correlation coefficient of 0.334. The results same with the results of D'Arcy (2014) that fairness and security has relationship with innovative work behaviour. Thus, H_{1f}: There is a relationship of fairness and security with innovative work behaviour among employees of F&B medium sized enterprises. Weak relationship between meaningfulness with innovative work behaviour which has a correlation coefficient of 0.299. According to Pradhan et al (2019), their findings proved the significant relationship between meaningfulness with innovative work behaviour. Thus, H_{1g}: There is a relationship of meaningfulness with innovative work behaviour among employees of F&B medium sized enterprises was supported.

5.2 Limitations

This research has some limitations.

(a) Limitation 1

This research only conducted in F&B medium sized enterprises in five states which are Johor, Selangor, Penang, Kuala Lumpur and Perak. Therefore, the generalization of finding need to be cautiously done.

(a) Limitation 2

Limited to employees of F&B medium sized enterprises. It is only limited enterprises willing to cooperate in answering the questionnaire. Many foreigners in the enterprises and they are not familiar in answering questionnaire with Bahasa Malaysia or English.

(a) Limitation 3

Limited articles or journal in F&B medium sized enterprises. The researcher had limited available resources to carry out this research.

5.3 Recommendations

Researcher had some suggestions that can be a reference and improvement for the future researchers. The scope of this research was limited within five states only. Therefore, researcher suggests that the scope of the research could be expanded. The research is focused on the relationship between innovative work behaviour and organizational climate among the employees of F&B medium sized enterprises. Organization can increase the innovative work behaviour of the employees by giving rewards to the employees that are most innovative. Giving rewards such as vouchers,

increase salary, vacation can encourage them to have more innovation when doing their jobs. This can be a win-win situation for the organization and the employees.

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