INFLUENCE OF WORK MOTIVATION AND WORK ENVIRONMENT ON COMPETITIVE ADVANTAGE: STUDY OF INDONESIA AND CHINA TOURISM WORKERS

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Abstract: This research is a study of the relationship between work motivation and work environment on the competitive advantage that is developed by creativity and innovation. The objective of this research is to analyze the influence of work motivation and work environment on creativity and innovation in creating competitive advantage. This research conducted at tourism location in Indonesia and China. The sample determined by purposive sampling. The total respondent from this research is 368 respondents consist of 181 from Indonesian and 187 from China. Employing Partial Least Square (PLS) analysis, the results from outer models, inner models, and hypotheses testing by t-test are as follows: Work motivation has positive significant influence toward creativity. Work environment has a significant influence on creativity. Creativity has positive significant influence toward innovative. The implication from the conclusion below, suggest that tourism workers should increase work motivation because it could give positive feedback to an organization. Increasing work motivation also can increase creativity on an individual in facing dynamic environment to create competitive advantage and win over competitors.

Keywords: Work Motivation, Work Environment, Creativity, Innovative, Employee

The tourism sector in Asian has developed by increasing the number of tourists who want to get new experience in a different atmosphere and can provide a new experience in the tour activities. This time tendency of people to back to nature is higher because the community saturated with many urban lives busy with various kinds of routine work. As a result, relaxing in nature and special interest related tourist attraction visited by many tourists. The existence of tourism attraction will determine the development of tourism.

The development of tourism nowadays has promising prospects for Asian countries such as Indonesia and China, because it has so many good natural diversity of biological and non-biological. Some aspects must be considered in the development of tourism sector such as the existence of regional social aspects, economic and culture. Tourism attraction management and planning must be managed by well and right to create the appeal of...
tourism attraction sector increased, in order the interests of its presence can be felt by many parties such as local government, tourism attraction management, and local citizen.

Indonesia has so many tourism potentials in the form of natural beauty as a tourist attraction. There are many areas including Central Java that have natural beauty as tourism sector, for example, Lawang Sewu, Borobudur Temple, Jatijajar Cave, Bandungan, Tawangmangu, Batuuraden, Dieng, and others. Natural beauty can attract tourists because tourists interested in activities which carried out in the nature, people often travel on weekends to the rural atmosphere area or outside the city, many tourists seek solace in the midst of hosts, comfortable climate, great scenery and wide open, and nature also often being the subject of study tour (Soekadijo, 1996).

China also has a potential strategy for tourism development and have tourism diversity objects such as Baoding areas. Baoding area the high competitiveness and comparative advantage of tourist attraction such as Ancient Lotus Flower Pond Resort, Baoding Military School, and famous tourist destination in China such as The Great Wall. In order to maintain the interest of visitors toward tourism attraction areas, the country should have to create competitive advantage value that can come from creativity and innovativeness.

One of good management strategy is the development of human resource management because human capital is the main source of an organization to achieve organization goals. Business change environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organizations are undergoing have led to the increased importance of managing human resources (Devanna et al., 1981; Wright, 1998).

Human capital is valuable to the extent that contributes to firm’s competitive advantage by improving efficiency and effectiveness, exploiting opportunities or neutralizing threat. Human capital is the employees’ ability to do things that ultimately make the company works and succeeds (Choudhury and Mishra, 2010). The industry will compete in the global markets not only rely on price and quality but with technology, innovation, creativity, and imagination. Lado, Byod, and Wright (1992) define in sustainable competitive advantage model, managerial productivity in business performance with strategic selection approach will focus on the organization variable which important to create and maintain the competitive advantage. Sefertzi (2000) define that creativity involves the generation of new ideas or recombination of known elements into something new, providing valuable solutions to a problem. Work innovative behavior is individual is a desire to introduce, asking and applying ideas, product, process, and new procedures in his job, unit working or even in the organization (Yuan and Woodman, 2010).

Work environment also has the influence to create individual creativity in creating competitive advantage. The work environment is the entire work facilities and infrastructure around employees who are doing the work that may affect the implementation of the work (Sutrisno, 2010). Based on the background this study will examine the influence human resource management on creativity toward innovative though work motivation and work environment in creating competitive advantage.
**THE INFLUENCE OF WORK MOTIVATION TOWARD CREATIVITY IN CREATING COMPETITIVE ADVANTAGE**

Muogbo (2013) examines the impact of employee motivation on organizational performance (a study of some selected firms in Anambra state Nigeria) and the results showed that there is a significant relationship between employee motivation and performance level of an organization. This implies that work motivation can have a positive influence on the performance of manufacturing firms in Anambra State. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization that contributes in efficiency and effectiveness of an organization that leads to maximization of profits (Matthew et al., 2009). Thus from the literature and various studies are fully supported that there exists a positive relationship between employee motivation and organizational effectiveness.

Hassan et al., (2013) examine the study about measuring employee creativity and its impact on organizational innovation capability and performance in the banking sector of Pakistan the result shown this study examined employee creativity as a mediating variable among employee intrinsic motivation and organizational innovation capabilities as well as organizational performance. Since employee, intrinsic motivation affects directly as well as through employee creativity on organizational innovation capability. Therefore, employee creativity has partial mediation between employee intrinsic motivation and organizational innovation capabilities.

Robichaud, McGraw, Roger (2001) surveyed North American entrepreneurs to settle on how motivation affects the business success. They found that there is a positive relationship between motivation and business performance. Zhang and Gheibi (2015) conducted a study about from intrinsic motivation to employee creativity: the role of knowledge integration and team psychological safety and the result has shown although numerous researchers believe that intrinsic motivation drives creativity. Michie, Oughton, and Bennion (2002) identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. How employees feel toward their work and the results received from it directly affects the organization’s performance and stability. For instance, if an organization’s employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of the organization as well as keep track of industry performance to address any potential challenges.

H1: Work motivation has significant influence on creativity

**THE INFLUENCE OF WORK ENVIRONMENT TOWARD CREATIVITY IN CREATING COMPETITIVE ADVANTAGE**

Indrayanto et al. (2014) present a conceptual framework for the effect of personal, social-organizational and physical factors on employee creativity. Based on this framework an instrument to analyze the extent to which the work environment enhances creativity developed. This study shows that the work environment can enhance employee creativity and that practical tools and solutions are available to realize creativity supporting work environments. By focusing on work environments for employee creativity, the ergonomics discipline could help organizations to better use its internal resources (employees) for product and process innovation. Linking ergonomics in this way to creativity and innovation appears to be relatively new for ergonomics (Indrayanto et al. 2014). We suggest that ergonomics can contribute to innovation by designing work environments that foster the creativity of employees at any level in the organization.

Sanny et al., (2013) analyze the effect of the work environment and motivation on creativity to Pawnshop employees, Regional Office of Central Jakarta. The result showed that work environment and motivation have a simultaneous and significant impact on employee creativity at Pawnshop. Work environment and motivation must be kept and need to be better and improved in a positive direction. With the development of communications between supervisor and subordinate, give bonuses or promotion position employee will perform maximally and able to develop creative thinking in solving problems as well as the job they face and it will increase...
employee creativity and will be a positive impact on organization performance in the future.

Indrayanto et al. (2014) indicate that if work environment increase employee work creativity will increase also. The work environment in this research is support from supervisor, colleagues, and work unit and from the interaction around the workplace. Falola et al. (2014) stated that work environment created based on respect and mutual support, collaborate and cooperate. Work environment will generate employee sense to adapt to reality and a common goal. A conducive work environment can grow employee work creativity.

Amabile et al., (1996) describe the development and validation of a new instrument assessing the climate for creativity, designed to assess perceived stimulants and obstacle to creativity in organizational work environments. The study allows for a reasonably confident assertion that perceptions of five work environment dimensions do consistently differ between high and low creativity project and thus these dimensions may play an important role in influencing creativity behavior in organizations: challenge, organizational encouragement, workgroup supports, supervisory encouragement and organizational impediments. However, the result confirmed the prominence given to two dimensions in previous work: organizational encouragement and supervisory encouragement. Perhaps, the most important lesson for management from the result of research is that the perceived work environment does make a difference in the level of creativity in organizations. Managers at all levels who wish to foster creativity and innovation within their organizations can do so not only by paying attention to what sort of individuals they hire to the kind of personal characteristics and skills that early creativity research emphasized but also by paying attention to the environment they create for these potential creative individuals.

Sulaiman et al., (2015) examine both physical and social predictors of perceived support for creativity in the workplace and their effects on personal and organizational outcomes. Results indicated that both recorded levels of environmental distraction and self-reports of social climate are significantly linked to employees’ perceptions of support for creativity at work. Moreover, employees’ appraisals of support for creativity at work mediated the relationships between their perceptions of social climate and self-reported job satisfaction.

H2: Work environment has significant influence on creativity

THE INFLUENCE CREATIVITY TOWARD INNOVATIVE IN CREATING COMPETITIVE ADVANTAGE

Pratama (2014) examine the influence of work satisfaction toward Organizational innovation through employee creativity. In this study, the researcher found that work satisfaction can influence toward organizational innovation directly and creativity can mediate the influence of work satisfaction toward organizational innovation.

Hutahaean (2005) examine the contribution of individual creativity and organization climate toward innovative behavior. The result shows that creative thinking will increase ideas or the best idea that will be finding or create a new product (novelty) from which already exists. Include the arising implementation new work process and essentially used to promote an organization. Therefore, that shows the existence of the relationship between individual creativity and organization climate toward innovative behavior.

Sulaiman et al., (2015) examine the Impact of creativity to organizational competitiveness. The impact of creativity acquired through learning and demonstrated through innovative strategies has reported. The range of organizational practices depends on creative ability to achieve a competitive advantage that facilitated through knowledge acquisition. Knowledge creation through learning depicts organization’s systematic and strategic tools for creativity and knowledge sharing. Competitiveness has shown characterized by proficiency in dealing with various knowledge assets of the organization. However, acquired transformed into creativity to improve outcome, services processes throughout the organization. In addition, the theoretical model of organization competitiveness used to illustrate pathways to enhance competitive advantages.
Moghimi and Subramaniam (2013) examine the employees’ creative behavior: the role of organizational climate in Malaysian SMEs. Innovation only occurs successfully where there is strong culture or climate supporting followers’ creativity and innovation (West & Sacramento, 2012). This study aimed to contribute to the literature on individual innovation by providing the inventory of organizational climate determinants that may influence employees’ creative and innovative efforts. This study has focused on organizational climate (organizational-level construct), employees’ creative behavior (Individual-level), and the relationship between organizational climate dimensions and employees’ creative behavior. The results of this study indicate that there is a positive relationship between organizational climate and employees’ creative behavior. It seems that employees’ creative behavior related closely to organizational climate.

Mulyana and Sutapa (2014) examine the increase innovation capabilities, competitive advantage and performance through the approach quadruple helix: Study on the creative industry fashion sectors. The result indicated that creativity a significant effect on innovation capabilities. Business players in the creative industries have the ability to think creatively which is simple so that more easily applied in the form of innovative products, market, technology and service with the purpose is consumer expectations.

**H3:** Creativity has significant influence on innovative

**RESEARCH METHODS**

This study is quantitative research that data in the form of numbers and analytical employed the statistics approach. According to Sugiyono (2012), a Quantitative method is called as the traditional method because this method is used for long enough as a method for research. The quantitative method also referred as a positivistic method, scientific method, and discovery method, because of a quantitative method based on the philosophy of positivism and have rules of scientific as concrete or empirical, objective, measured, rational, systematically and can find or develop new science and technology.

The populations of this study are all of the employees at Indonesian and Chinese tourism workers. Indonesia sampling came from Central Java tourism workers; Chinese sampling came from Baoding tourism workers. Sample sizes consist of 368 respondents consisting of 181 from Indonesian and 187 from Chinese. Measurement of variables in the present study is 5-point Likert Scale. Work motivation develops from George and Jones (2012) which is a measured direction of behavior, level of effort, and level of persistence. Work environment developed from Sedarmayanti, (2001) with the Physical and non-physical work environment. Variable creativity adapted from Munandar (2004) with the indicator process dimension and personal dimension. The innovativeness adapted from De Jong and Den Hartog (2008) with the indicators consist of opportunity exploration, idea generation, championing, and application. This research employed based Structural Equation Model (SEM), the researcher uses partial least square (PLS) approach that is one of approach to the method of structural equation method. Analysis on PLS done in three stages is outer analysis models, inner analysis models, and testing hypothesis (Hussein, 2015).

**RESULT**

**Data Analysis**

Loading factor is influence values between construct score and indicator score. According to Ghozali (2008) stated that an indicator has good reliability if the value is greater than 0.70 and for loading factors value between 0.50-0.60 still can be maintained for the exploratory model. In this study will get a high degree of convergent validity if has loading factor greater than 0.70 for each variable indicator. Composite reliability can be testing from composite reliable value, Cronbach’s alpha and average variance extracted (AVE). According to Hair et al., (2011) to get reliable of each construct must a composite reliable value ≥ 0.70, Cronbach’s alpha > 0.70, and AVE > 0.50.
The result of this research shows that work motivation has a positive significant effect on creativity toward innovative in creating competitive. This condition indicates that work motivation on the individual has contributed to creating creativity in individual performance in creating competitive advantage in an organization. This result was consistent with previous research conducted by Michie et al., (2002). The finding met the relevant with the theory of need by Mc Clelland are 1) Need of achievement (nAch) that employees attempt to reach the highest achievement and the achievement of the goal is realistic and challenging in the work progress and employees also need to get feedback from their environment as a form of recognition achievement. 2) The need of power (nPow) is employees motivation to affect their surroundings and have a strong character to lead with dominant ideas in workplace, but employees have the motivation to increase their status and personal prestige to achieve personal success in their performance. 3) Need of affiliation (nAff) that individual reflects the desire to have close relationship and cooperation with other parties indicated with most of the respondent obedient with work regulations.

If an individual is highly motivated to work, they will do whatever is necessary to achieve organization goals or they will be looking for new ideas in facing any potential challenge to achieve organization goals. This condition can be occurring because many respondents have initiated to fix their job when they think their performance not good enough and adroitness with the job, they did not give up easily during work and respondents always try to focus with their job.

The result of this research shows that work environment has a significant effect on creativity toward innovative. This condition indicates that work environment has significant influence to create creativity on individual performance in creating competitive advantage. The higher of work environment always followed by the higher of creativity on an individual. This result consistent with previous research conducted by Sanny et al., (2013) that work environment significantly influence creativity. Because it supported with communications development between supervision and subordinate and bo-
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nurses or promotion position in developing creative ideas in facing dynamic environment. In this study, the condition can occur because of management policies related to the work environment. It is assessed by some employees are unfairly or not in accordance with their contribution to the organization or individual personality which rarely socialize and not interested in using new methods or procedures to get effectively and efficiently during do the job because facilities or infrastructure sometimes still not supported to work or others.

The result of this research shows that creativity has a significant effect on innovative in creating competitive advantage. This condition indicates that creativity on an individual has significant contributes to create innovative in individual performance in creating competitive advantage in an organization. This result was consistent with previous research conducted by Hutahaean (2005) stated that creativity has significant influence toward innovative. It is shown that according to empiric value showed that most of the subject tend to be creative people and it supported by organization climate that really encourages individual to create creative ideas and implement it.

CONCLUSION

The consistent relationship was found for work motivation toward creativity both theoretical expectations and predictions. Work motivation has a positive effect and significant influence toward creativity in creating competitive advantage. Work environment toward creativity has consistency relationship with previous theories and research. Work environment has a positive significant influence on creativity in creating competitive advantage. Creativity toward innovative has consistency relationship with previous theories and research. Creativity has positive significant influence toward innovative in creating competitive advantage.

The government should increase work motivation on an individual because it could give positive feedbacks to an organization such as give them reward or gift. The employee can obey the regulations in an organization when they work by adroitness at the workplace it will motivate them to find ideas to solve the problem. When motivation of work is high creativity on the individual also will increase. The government should develop both physically and non-physically work environment such as facilities and infrastructure to increase creativity and make the society warmth in order employees can share their ideas easily with their subordinates or supervision. The organization should apply their creative ideas in an organization because it will help an organization to achieve competitive advantage. The limitation of this study is respondent are busy or long work hours, bored, and less time when they are filling the questionnaires. There is further research recommendation from this study as follows; it is suggested that further research should find comparative the characteristic of the workers from both countries.

REFERENCES


