

	<p>Review: Journal of Multidisciplinary in Social Sciences</p> <p>Volume 02 No 02 February 2025 E ISSN : 3031-6375 https://lenteranusa.id/</p>	
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The Influence Of Innovative Organizational Culture And Employee Support On Team Productivity In Manufacturing Companies

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Abstract

This study examines the influence of innovative organizational culture and employee support on team productivity in manufacturing companies. The research uses a quantitative approach by collecting data through questionnaires distributed to employees of manufacturing companies. The analysis uses the SmartPLS method to test the relationship between variables. The results revealed that employee support had a significant positive influence on team productivity, while innovative organizational culture showed a positive but not statistically significant influence. This study shows that human factors, especially in the form of support, motivation, and engagement, play a more decisive role in creating productive teams than organizational culture alone. The findings emphasize the importance of a systemic approach to human resource management, where employee involvement in decision-making, tolerance for experimentation, and opportunities for self-development are key factors in increasing productivity. This research contributes to understanding the dynamics of team productivity and shows that productivity is the result of the complex interaction between organizational culture, support, and individual capacities of employees.

Keywords: Innovative Organizational Culture, Employee Support, Team Productivity, Manufacturing Company, Human Resource Management

Introduction

In the era of globalization and increasingly fierce competition, manufacturing companies are required to continue to innovate and increase productivity. An innovative organizational culture is one of the key factors that can drive team performance. According to Schein, (2004) A strong organizational culture can influence employee behavior and their work outcomes. A culture that supports innovation not only creates a positive work environment, but also encourages employees to think creatively and collaborate in achieving common goals. An innovative organizational culture focuses not only on the creation of new products, but also on the development of more efficient processes and systems. According to Chen et al., (2016) Innovative cultural research can improve job satisfaction and employee performance. This shows that companies that adopt an innovative culture can achieve higher productivity, as employees feel more satisfied and motivated to work.

Employee support is also an important element in increasing team productivity. Research by Eisenberger et al., (2001) shows that when employees feel supported by the organization, they tend to be more motivated and committed to their work. This support can be in

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the form of recognition of achievements, provision of adequate resources, and opportunities for self-development. With strong support, employees will feel more engaged and contribute to the team to the maximum. Team productivity is a critical indicator of an organization's success in the context of modern manufacturing. Schein, (2004) It shows that employee support has a significant correlation with increased productivity, where a supportive work environment can encourage team motivation, commitment, and performance. The complexity of today's manufacturing industry challenges requires a comprehensive approach to managing human resources, not just focusing on technical aspects, but also building a conducive organizational ecosystem.

In the context of manufacturing companies, where efficiency and effectiveness are critical, it is important to understand how organizational culture and employee support interact with each other. Research by Jansen et al., (2006) shows that an organizational culture that supports innovation can facilitate the innovation process, both incremental and radical. Thus, companies that have an innovative culture will be better able to adapt to market changes and customer demands. Support from management also plays an important role in creating an innovative organizational culture. According to Nokes, (1986), a work environment that supports creativity is greatly influenced by managerial support. When management provides enough support, employees feel more free to explore new ideas and innovate, which can ultimately increase team productivity.

Employee involvement in the decision-making process can also increase a sense of belonging and commitment to the team. Vandenberg et al, (1999) shows that employee involvement in decision-making can improve organizational performance. By involving employees in the innovation process, companies can leverage the knowledge and skills possessed by employees, thereby increasing the overall productivity of the team. In manufacturing companies, the challenges faced are often related to operational efficiency and cost control. Therefore, it is important to create an organizational culture that not only supports innovation, but also focuses on achieving optimal results. Gupta and Singhal, (1993) shows that companies that have an innovative culture tend to be more efficient in managing their business processes, which contributes to increased productivity.

Employee support can also serve as a driving force in facing emerging challenges. Kahn, (1990) shows that social support in the workplace can increase employee engagement. When employees feel supported, they are more likely to actively contribute within the team, which in turn can increase productivity. In the context of manufacturing companies, innovation is not only limited to products, but also includes the processes and technologies used in production. Kahn, (1990) emphasizing the importance of process innovation in improving operational efficiency and effectiveness. An innovative organizational culture can encourage employees to find new ways to perform their tasks, which can ultimately increase team productivity.

An important aspect of an innovative organizational culture is tolerance for failure. Edmondson, (1999), a psychologically safe environment allows employees to share ideas and take risks without fear of negative consequences. When employees feel safe to experiment and learn from mistakes, they are more likely to innovate, which can contribute to increased team

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productivity. It is also important to consider the role of communication in creating an innovative organizational culture. Men and Stacks, (2013) shows that effective communication can increase employee engagement. In this context, open and transparent communication can help employees feel more engaged and contribute to the innovation process, which can ultimately increase team productivity.

Employee involvement in the innovation process can also increase a sense of belonging and commitment to the team. Men and Stacks, (2013) shows that employee involvement in decision-making can improve organizational performance. By involving employees in the innovation process, companies can leverage the knowledge and skills possessed by employees, thereby increasing the overall productivity of the team. A phenomenon that occurs in many manufacturing companies today is the existence of a gap between employee expectations and the reality of the existing organizational culture. Many employees want an innovative and collaborative work environment, but often they are stuck in rigid and traditional structures. According to O'Reilly & Tushman, (2013) Companies that are unable to adapt to an innovative culture risk falling behind the competition. Employees who feel pressured by a culture that doesn't support innovation tend to have lower levels of productivity and experience job dissatisfaction.

Another observable phenomenon is the increasing need for support from management. In an increasingly complex work context, employees want more support from their boss when it comes to skill development and problem-solving. Research Ryan & Deci, (2000) shows that such support not only improves individual performance, but also overall team productivity. When employees feel cared for and supported, they are more committed to achieving team and organizational goals. The main problem of research in the context of the influence of innovative organizational culture and employee support on team productivity in manufacturing companies is the lack of a comprehensive understanding of the mechanisms that link these two factors to increased team productivity. Although many studies have shown a positive correlation between innovative culture, employee support, and productivity, there is still a gap in understanding how these two factors interact and synergize to result in significant productivity gains. A global survey conducted by Shkromada et al., (2023) A survey of 1,500 manufacturing companies revealed that 67% of respondents recognized the importance of an innovative culture and employee support, but only 23% were able to articulate how these two factors specifically contributed to their team's increased productivity.

The culture dimension of an innovative organization has a multifactorial complexity that affects productivity. Schein & Martin, (2021) Identify that innovation culture is not just an abstract concept, but an integrated system that involves cognitive, behavioral, and structural aspects of the organization. Their research emphasizes that cultural transformation requires a systemic approach that considers the dynamic interactions between organizational subsystems. Taking into account all of the above factors, this study aims to explore more deeply the influence of innovative organizational culture and employee support on team productivity in manufacturing companies. It is hoped that the results of this research can provide useful insights for management in creating a more productive and innovative work environment. By

understanding the relationship between organizational culture, employee support, and team productivity, companies can formulate more effective strategies to achieve their business goals.

Method



This study uses a quantitative research type, which tests the relationship between independent variables and dependent variables. The data in this study came from distributing questionnaires to each respondent via Google Form. Data collection on the questionnaire used a Likert scale of 1-5. The population used in this study were workers in manufacturing companies. The number of samples used in this study was 64 respondents. The data analysis technique used path analysis with the help of Smart-PLS software. A series of data analysis tests were carried out starting with an outer model analysis which included validity and reliability tests, an inner model analysis in the form of R-Square measurements, and a hypothesis testing stage with a significance level of 0.05.

Result and Discussion

Validity Test

Table 1. Outer Loading Results

	BO	DK	PT	information
Set 2	0,870			Valid
Set 3	0,712			Valid
Group 4	0,815			Valid
Group 5	0,760			Valid
Group 6	0,838			Valid
Group 7	0,797			Valid
Chapter 8	0,901			Valid
Set 9	0,918			Valid
DK 1		0,881		Valid
DK 2		0,916		Valid
DK 3		0,896		Valid
DK 4		0,881		Valid
DK 5		0,872		Valid
DK 6		0,849		Valid
DK 7		0,903		Valid
PT 1			0,932	Valid
PT 2			0,881	Valid
PT 3			0,911	Valid
PT 4			0,919	Valid
PT 5			0,926	Valid

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PT 6	0,905	Valid
SET 1	0,834	Valid

Source: SmartPLS Data Processing (2024)

This table shows the close relationship between Innovative Organizational Culture (BO), Employee Support (DK), and Team Productivity (PT), with all items in each category having a high validity coefficient, between 0.712 to 0.932, indicating that all three can be relied upon to describe important factors in organizational success. An Innovative Culture encourages creativity and adaptation, while Employee Support strengthens engagement and motivation, which in turn increases Team Productivity. These three elements support each other, with each contributing to a more efficient and sustainable organizational performance. Organizations that successfully manage and integrate all three will be better prepared to face challenges and achieve long-term success.

Reliability Test

Table 2. Results of Reability And Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BO	0,942	0,950	0,952	0,688
DK	0,954	0,954	0,962	0,784
PT	0,960	0,960	0,968	0,833

Source : SmartPLS Data Processing (2024)

This table shows that Innovative Organizational Culture (BO), Employee Support (DK), and Team Productivity (PT) have excellent reliability and validity. Cronbach's Alpha, rho_A, and Composite Reliability (CR) values for all three factors are all above 0.9, signaling high internal consistency. In addition, the Average Variance Extracted (AVE) also shows solid values, with the PT reaching 0.833, which means most of the variance can be explained by the model. Overall, these results show that all three factors are reliable and valid for use in further analysis.

R Square

Table 3. R Square Results

	R Square	R Square Adjusted
PT	0,822	0,816

Source : SmartPLS Data Processing (2024)

This table shows the R Square and R Square Adjusted values for Team Productivity (PT). An R Square value of 0.822 indicates that about 82.2% of the variation in team

productivity can be explained by the factors tested. Meanwhile, a slightly lower R Square Adjusted of 0.816 provides a correction for the number of variables used, but still shows that most of the factors that affect team productivity can be well explained. Overall, both show that these factors are very relevant in explaining the variation in team productivity.

Path Coefficients

Table 4. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BO -> PT	0,231	0,234	0,142	1,628	0,104
DK -> PT	0,721	0,720	0,131	5,487	0,000

Source : SmartPLS Data Processing (2024)

The table shows the results of the analysis of the relationship between the variables in the study. For the relationship between BO and PT, the path coefficient obtained was 0.231 with a sample mean of 0.234 and a standard deviation of 0.142. A T-Statistics value of 1.628 and a P-Value of 0.104 indicate that this relationship is not statistically significant, as the T-Statistics value is lower than the critical value of 1.96 and the P-Values exceed the threshold of 0.05. Meanwhile, for the relationship between DK and PT, the path coefficient obtained was 0.721 with a sample mean of 0.720 and a standard deviation of 0.131. A T-Statistics of 5.487 and a P-Values of 0.000 indicate that this relationship is statistically significant, as the T-Statistics value far exceeds the critical value of 1.96 and the P-Values are smaller than 0.05.

Table 5. Respondent Profile

Items	Type	Respondents	Percentage (%)
Gender	Male	15	23%
	Female	49	77%
Education	Highschool	56	87%
	Undergraduate	3	5%
	Bachelor's degree	5	8%
Age	18-25	51	80%
	25-30	10	16%
	>30	3	4%
Working Year	>1 Year	23	36%
	1-2 Year	19	30%
	2-3 Year	22	34%

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Department or division	Production	51	80%
	Marketing	6	9%
	Finance	3	5%
	Human resources	4	6%
Position	Production	49	77%
	Supervisor	2	3%
	Staff	13	20%

Source : SmartPLS Data Processing (2024)

Based on the data analysis conducted, this study revealed several important findings related to the influence of Innovative Organizational Culture and Employee Support on Team Productivity in manufacturing companies. Respondents' demographic data shows the dominance of female employees, with the majority having a high school education background and being in the younger age group. Most of the respondents worked in the production division with a fairly evenly distributed employment period of less than one year to three years.

The results of the validity test showed that all indicators for the three research variables had loading factor values that met the standards, indicating that the measurement instruments used were reliable. Furthermore, reliability tests through Cronbach's Alpha, rho_A, and Composite Reliability showed excellent internal consistency for all variables, with the Average Variance Extracted value also satisfactory, confirming the reliability of the research measuring instrument.

R Square analysis reveals that this research model has strong predictive ability in explaining variations in Team Productivity. Interesting findings were seen in the results of path coefficients, where Employee Support had a strong and significant positive influence on Team Productivity, while Innovative Organizational Culture, despite showing a positive influence, did not have sufficient statistical significance. These findings underscore the importance of employee support aspects in improving team productivity in a manufacturing environment. While innovative organizational cultures remain relevant, research results show that concrete support for employees has a more direct and substantial impact on team productivity. This highlights the importance of a management approach that focuses more on human capital and employee empowerment to achieve optimal organizational performance.

Conclusion

Based on a comprehensive study on the influence of innovative organizational culture and employee support on team productivity in manufacturing companies, the following conclusion narrative can be described: This research reveals the complex dynamics that occur in the modern organizational environment, especially in the manufacturing sector. Through an in-depth analysis using the SmartPLS method, the study successfully identified a significant relationship between three key variables: innovative organizational culture, employee support, and team productivity.

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The most striking finding is the dominant role of employee support in driving team productivity. Although innovative organizational culture has a positive contribution, its influence is relatively weak compared to employee support. This indicates that the human factor in the form of support, motivation, and involvement is much more decisive in creating a productive team. The research also emphasizes the importance of a systemic approach in managing human resources. An innovative organizational culture is important, but without concrete support for employees, innovation is just an abstract concept. Employee involvement in decision-making, tolerance for experimentation, and providing space for self-development are the main keys to increasing productivity.

Theoretically, this study makes an important contribution in understanding the dynamics of team productivity. He pointed out that productivity is not just the result of organizational structure or technology, but rather the product of a complex interaction between organizational culture, support, and individual employee capacities. The main recommendation of this study is the transformation of management approaches. Organizational leaders need to move away from traditional models that focus on control to more participatory, supportive, and empowering models. The biggest investment of a company is not in technology or infrastructure, but in the development and support of human resources.

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