ORGANIZATIONAL CULTURE AND IMPACT ON CREATIVITY AND INNOVATION:THE CASE STUDY OF LIMKOKWING UNIVERSITY OF CREATIVE TECHNOLOGY

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Abstract

Multicultural experience promotes creativity. Creative benefits resulting from multicultural experiences may depend on the degree to which individuals open themselves to foreign cultures. Universities, as poles of knowledge, creativity and innovation, play a key part in the local development and the global competitiveness. The universities are dynamic promoters of the innovation culture at the regional and international level, by increasing the synergy among education, research and innovation. Some parts of organizational culture including strategic vision and mission, Communication & Interpersonal relation, Employee needs objective (Staff in organization), Leadership & management, External environment, Organizational structure and also innovation in Limkokwing University of creative & technology (LUCT) are discussed in this paper. This paper presents theoretically the role of multicultural environment that contributes a significance impact towards stimulating creativity and innovation among students at Limkokwing University.

Key words: multicultural, culture, creativity, innovation, universities, Limkokwing

INTRODUCTION

This article edges on cultural values because an individual's leaning to adopt innovation is also influenced by system of values. The benefit of using values to clarify innovativeness is that this variable exceeds national, cultural and social boundaries. This study utilizes a multicultural environment framework and the impact of that on innovation. The adoption process for innovation differs from one individual to another according to characteristics such as demographics, social class, personality, and culture.

In latest years, cultural variety has often been described as an organizational advantage, to be utilized in the facilitation of innovation and creativity. This article focuses on multicultural communication as a means to creating value in various organizations. A development of communication has to take place between the different organizational members, in order for there to be a relation between cultural diversity and innovation, as the development and implementation of new ideas.

By conceiving cultural differences and language as the only barrier for intercultural communication; many scholars have argued that misunderstandings can be cured by learning about other cultures. Therefore, communication is not only something that takes place via cultures, but also something that creates innovation.

Organizations and their success and endurance depend on creativity, innovation, discovery and initiative. With the keen interest in multiculturalism in higher education, universities and colleges have required to become multicultural institutions by engaging faculty with diverse cultural backgrounds. Innovation and stresses for becoming innovative requires an organizational culture which fosters innovation, favorable to creativity the nature of organizational climate and of organizational culture. Becoming innovative requires more than dispute and resources; it needs an organizational culture that regularly guides organizational members to attempt for innovation and a climate that is favorable to creativity. Culture has multiple elements which can serve to improve or reduce the tendency to innovate. Moreover the culture of innovation requires to be matched against the appropriate organizational context. This paper presents theoretically the role of multicultural environment that contributes a significance impact towards stimulating creativity and innovation among students at Limkokwing University.

Model to express environmental culture (organizational culture) in organizations

Numerous models have been developed to describe variables of culture. In this paper we mention the dimensions of culture include the following (figure 1):

-**Strategic (vision & mission)**

-**Communication & Interpersonal relation**

-**Employee needs objective (Staff in organization)**

-**Leadership & management**

-**External environment**

-**Organizational structure**
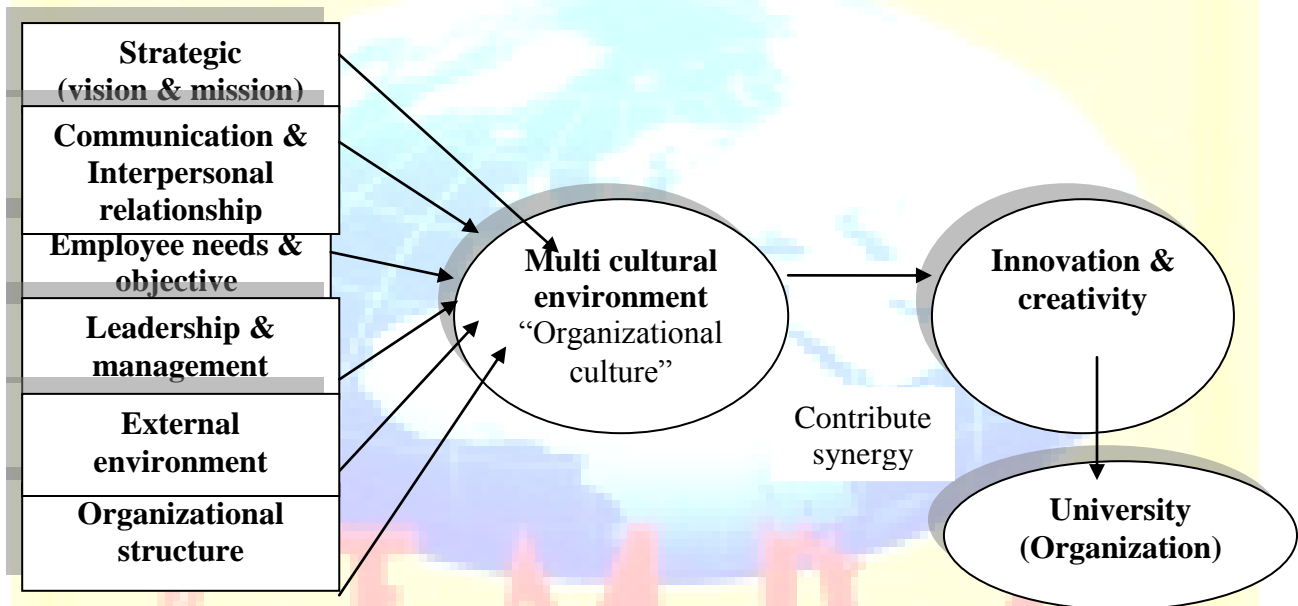
Review of the Literature

A literature study shows a model and can offer a well approach in describing organizational culture. The connection between creativity, innovation and culture is argued in this context. The determinants of multicultural environment were identified. The determinants are, Strategic (vision & mission), Communication & Interpersonal relation, Employee needs objective (Staff in organization), Leadership & management, External environment, Organizational structure. The impact of each determinant on creativity and innovation is discussed. Values, rules and beliefs that play a role in creativity and innovation can either support or hinder creativity and innovation depending on how they control individual and group behavior.

Organizational culture distinct and its role in organizations

Organizational culture is defined as the totally placed values and beliefs shared by personnel in an organization. Organizational culture suggests an allocated system of meanings, which shapes the basis of communication and common understanding. Organizations use different resources and processes to lead behavior and change. Organizational culture complements normal managerial tools by playing an indirect role in influencing behavior. Culture exemplifies the communicative character of organizations: it is communicated through symbolism, feelings, and the meaning behind language, behaviors, physical settings and objects. Organizational culture fills the gaps between what is formally declared and what actually takes place. It is the direction indicator that keeps strategy on track (Martins &Terblanche 2003).

In this content The Limkokwing Global programmed is gallant new initiatives that seek to build deep cultural appreciation in the next global generation. LUCT produce global graduates who are at relieve with any culture, which understand the spiritual background and blessed traditions, which are able to avoid and navigate through difficult situations because of this understanding. LUCT encourage this mixture because careers today demand Human capital that is culture-sensitive and able to communicate with the world with ease. (Limkokwing university publication 2010)

Strategic (Mission and vision)

Strategic verifies personnel are understanding of the vision, mission and values of the organization and how these can be altered into measurable individual and team goals and objectives. Organizational structures with good strategy and a culture that maintains, or perhaps more appropriately does not punish, this type of communication will be more liable to have more valuable creativity and innovation (McLean 2005; Martins &Terblanche 2003)

The foundation of creativity and innovation lies in a shared vision and mission, which are focused on the future. It is also important that employees should understand the vision and mission which support creativity and innovation and the gap between the current situation, and the mission and vision to be able to act effectively and innovatively. The assumptions of personnel in the organization on how to operate and behave within systems will have an effect on the degree of creativity and innovation in the organization (Martins &Terblanche 2003) .

Support mechanisms should be shown in the culture of an organization to create an environment that will encourage creativity and innovation. Rewards and appreciation and the availability of

resources, namely time, information technology and creative people, are mechanisms that play this position. If creative behavior is rewarded, it will become the common, main way of behaving. Information technology as a support mechanism is an important resource for successful innovation(Martins &Terblanche 2003;Masnan et al, 2008).

Regarding the strategic point, The Limkokwing University is a global institution of higher education that is changing the way people are educated worldwide. The feeling in LUCT shows that every country is different with different priorities. Therefore education must play its part to guarantee that the next generation of a country obtains learning that will prepare them sufficiently to participate in building the economies of their countries. LIMKOKWING vision statement is to create a generation of creative professionals who are global in outlook, highly competent in the use of new technology and innovative problem solvers who will help to build a strong and healthy nation. The Limkokwing will be able to acquire industry significant skills in addition to a learning that emphasizes creativity, talent development and leadership qualities. LUCT raise its graduates to become responsible adults who will contribute to the well-being of an industry by using creative thinking to solve problems and provide fresh new viewpoints to build the business. The mission of Limkokwing University is creating a unique environment which completes the needs of students who wishes to obtain 21st century skills and excel in rapid developing global world. A Global Vision of LUCT is creating a corporation of youths to build a better world and A Global Mission is determining human hearts and minds to power global transformation. Global Transformation Creating a new class of global graduates with the knowledge, the skills and the cultural sensitivity to make the world a better place.

External environment

External environment verifies the level of focus on external and internal customers and also employees' sensitivity of the effectiveness of community involvement. External orientation is the levels to which the organization is sensitive to customers and external environment and contains adopt customer's perception and build relationships with all external interfaces (Martins &Terblanche 2003)

Based on this matter LUCT is advancing the industrial satisfactory index towards LUCT students who embark the industrial training. Limkokwing, open minds to and see the big picture and make new sense of life. It creates the campus environment where students are exposed to exciting campus events that build social skills, challenged by industry projects that open their

eyes to the difficulties of the real world, stimulated with personal freedom to investigate and experiment to build confidence and form Opinions, engaged in growing of new enterprises that merge different skills to create new brands, involved in community work that includes value and meaning to their lives (Limkokwing Undergraduate & Postgraduate Prospectus 2009/2010).

Employee needs and objectives

Employees need to have both an awareness of their own culture as well as cross-cultural awareness of values, assumptions, and behaviors of others with whom they cooperate. Without this cultural accepting, synergy in the implementation may not make sense nor be viable. The more group participation is provided and employees are included in team decision making, the healthier and more relevant is that human system. In an increasing diverse workforce, it is more productive when executive and employees views on critical issues match one another and the reality (Martins &Terblanche 2003).

Motivation for environmental improvement efforts may be supported or weakened by the organizational culture. Top management within an environmentally-conscious Organization should struggle for a strong culture that allows its employees the freedom to make Environmental improvements. Establishing specific training efforts concerning environmental issues may lead to the subsequent benefits: compliance with regulatory requirements, organizational definitions of employee responsibility and liability, a positive public image, employee encouragement to become keepers of the environment, and employee motivation to participate in practical environmental management. (Govindarajulu & Daily 2004).

Limkokwing University has appeared as a pioneer Global University. In the process it has become an international benchmark for innovation in higher education. Through the enabling power of the latest information and communications technologies its students and staff /employee are able to relate each other's experience and insights, knowledge and creativity. LUCT IS industry-focused, which means it, is actively involved in building the skills of its graduates through relationships with companies. LUCT also work closely with the government, lending skills to build content for departments and agencies connected with the public sector. These lead to organizing many events such as concerts, meetings, workshops and campaign launches. These build skills that they were not aware of previously, and many of staff members have increased to the occasion, becoming excellent presenters, event managers and campaign strategists. They learn industry standards and expectations. LUCT is also a global university

where its staff members travel to provide training to the staff in overseas campuses. Staff gets international exposure and develops skills in international relations connected with managing media, finance, course development and campus management. Postgraduate training is actively encouraged (Limkokwing university media center 2010).

Organizational Structure

The structure of the organization lets management to reach organizational aims. Flexible structure exemplified by devolution, shared decision making, low to moderate use of formal rules and regulations, broadly distinct job responsibilities and flexible authority structure with fewer levels in the hierarchy .Culture has an influence on the organizational structure and operational systems in an organization. The structure seems to emphasize certain values which have an influence on the promotion or restriction of creativity and innovation in organizations. As regards the influence of organizational culture on a structure that supports creativity and innovation, values like flexibility, freedom and cooperative teamwork will promote creativity and innovationCultural norms which lead to quick decision making should promote the implementation of innovation. Cross-functional teams which encourage social and technical interaction between developers and implementers can improve and promote creativity and innovation (Martins &Terblanche 2003; Masnan et al, 2008).

Innovation is increased by the use of highly participative structures and cultures. untreated structures promote innovation by achieving freedom from rules, participative and informal manners. At Limkokwing University of Creative Technology the course outline is structured differently than common university courses, mainly by focusing merely on industry related skills and minimizing study time to 2 years. The programs offered by the academy are focused on practical learning that allows the student to gain industry skills which will support future careers. LUCT is a private international University that offers new age skills through an essential approach to education centered on creativity and innovation, to deal with the challenges faced in globalization. Limkokwing University has a global presence across 3 continents with over 30,000 students coming from more than 150 countries, studying in its campuses. In order to improve to access to higher education, LUCT offered job related coerces. LUCT has supplied to an increase to access and diversification of available coerces. It had 1055 role in its 27 programs in the year 2008. The construction evidently showcases the university's support for the national concept as well as works as a platform to encourage and keep the multicultural and multiracial

ties amongst both the Malaysian and international staff and student body of the university. (Limkokwing university Academic Updates & News 2010)

Communication

An organizational culture that maintains open and apparent communication, based on trust, will have a positive influence on encouraging creativity and innovation. Teaching personnel that disagreement is acceptable, while it offers the opportunity to expose inconsistencies, conflict and dilemmas, can promote honesty in communication (Martins &Terblanche 2003; Masnan et al, 2008).When organization produces a response in a social communication, they are influenced by the culture, observations, social role, identities and personality. Association in sharing ideas is the key to survival, problem solving, and growth. But high synergy behavior must be developed in personnel (Vuckovic 2008).

In Limkokwing University the communications connected people around the world is very high. At Limkokwing, communications is discovered within multimedia, advertising, broadcasting, film, television, photography, drama, creative writing, videographer, public relations, journalism and event management. The ability to handle the range of computer software within these regulations is given importance as digital fluency is vital for career success along with a command of interactive media language and the ability to present using the latest Techniques. Graduates who are aware of the political, technological and economic dynamics that are shaping Choosing to do communications at Limkokwing helped lots of students build an exceptional testimonial. This is because Limkokwing has its origins in an international strategic communications consultancy that is still located within the campus and continues to provide the industry link to build professional skills in the business. The consultancy includes expertise in film and television content creation, public relations, advertising, publishing, event management, brand development and design management. Internship with the consultancy provides the student with opportunities to work in real industry projects. Using a wide variety of approaches such as case studies, lectures, seminars, workshops, individual and group projects, students learn to develop innovative and creative thinking abilities. They learn how to irritate surprise and delight the people they communicate with and how to do better in the real world even before they graduate (Limkokwing university publication 2010).

Leadership & Management

Leading sharpen organizations consistently innovate, and do so with courage. It is the task of organizational leaders to provide the culture and climate that rises and acknowledge innovation. Top management assigns both financial and emotional support to innovation, and they promote innovation through supporters and advocates for innovation. They have to make sure that realistic and accurate assessments of the markets are made for the planned innovation. Leaders are cultural managers who bring values to stand on decision-making and policy decisions. Leadership in open innovation communities, state that future leaders of open innovation must first make strong technical contributions from a structural position that can combine the community together (Borghini 2005; Collard 2007; Elmquist & Fredberg & Ollila 2009)

Multicultural management thinking is, consequently, a thought which refers to the ways in which different areas and systems respond to cultural diversity. Critical multicultural management education would involve the need to understand collective and individual factors in the structure of employees' cultural identities, as well as the relationships and differences between those culturally diverse identities and the organizational culture in which they operate. Innovation management education, in a vital, intercultural approach, brings cultural awareness to the forefront. They are, basically, knowledge-management facilitators, able to alter tacit knowledge into explicit knowledge. Cross-cultural management is more than simply managing cultural differences. It has to focus on management, on determining what are the policies managers can take to minimize cross-cultural resistance and leverage the sharing of cultural knowledge and making appropriate multicultural environment (Woerkom & Reuver 2009; Fontaine 2007; Leung et.all 2008; Bateman 2000)

Regarding this matter Limkokwing business is given a global viewpoint which it thinks is fundamental for all students of business. Given the multicultural campus environment, building up a global network of contacts, acquiring Knowledge of other cultures, gaining adaptability, flexibility and ease in dealing with people from other cultures provides the right environment to create a new breed of global business managers. The field of business is very wide ranging. An enormous incentive to studying business at Limkokwing is the additional modules on leadership. Normally reserved for the educating of business executives it have made this part of business management studies to facilitate the graduate to gain the leadership skills vital to surpass in today's fast moving global environment. Professor Tan Sri Lim Kok Wing has been recognized

for being a creative genius, an entrepreneur, a master of communications, an inspirational mentor, and an educationist par excellence. And most recently, Forbes Asia named him as one of the 48 Heroes of Philanthropy. As a proud Malaysian, he has brought pride to the country by single-handedly turning the attention of the world to Malaysia and above and beyond that, making his mark in countries around the world through the Limkokwing University (Limkokwing technology business review 2008; Limkokwing university publication 2010).

Creating Synergy

Synergy occurs when diverse or disparate individuals or groups of people collaborate in a ordinary cause. The objective is to increase effectiveness by sharing perceptions and experiences, insights and knowledge. Culture itself is a challenge by a people to transmit to future generations their acquired wisdom and insight relative to their knowledge, beliefs, customs, traditions, morals, law, art, communication, and habits. Respect all cultures involved and often increases the choices for working effectively in a Trans cultural business environment. A high-synergy business is one in which employees cooperate for mutual advantage because the customs and traditions of the corporation or organization support such behavior. In culturally synergistic organizations, the best of each culture is joined together without violating others. This variety and respect enables leaders to solve problems synergistically. Without cultural understanding, synergy in the implementation may not make sense nor be viable. Contemporary global leaders, then, seek to be effective bridge builders between the cultural realities or worlds of both past and future. Educating a synergistic mind-set accelerates this process (Harris 2004).

Creativity and Innovation

Creativity focus on the nature of thought procedures and rational activity used to make new insights or solutions to problems or focus on the personal characteristics and intellectual abilities of individuals, Creativity as a specific evaluation can differ from one group, one organization and one culture to another and it can also change over time. The innovation indicators highlight the role of education, especially the technique education; enduring learning and R&D. The universities have a major role in creating a high educated work force more adapted to the changing world and to the requirements of the knowledge economy. Additionally, it appears that organizational culture and climate characteristics that support creativity are similar and support innovation. Organizational culture affects the extent to which creative solutions are encouraged, supported and implemented. A culture supportive of creativity promotes innovative ways of

representing problems and finding solutions, regards creativity as both advantageous and normal and favors innovators as models to be imitated .(Martins &Terblanche 2003; McLean 2005)

Values and norms that encourage innovation marked themselves in specific behavioral forms that support or inhibit creativity and innovation. In creating a culture of competitiveness managers should reach out to internal and external knowledge, encourage pondering of ideas, create an environment in which positive conflict will lead to information flow, support projects based on information flow and actively manage the choice of organizational design. Understanding different individual thinking styles and training personnel in the process of useful disagreement will create a culture supportive of creativity and innovation. Organizations need to consider the type of employees that can most effectively drive innovation. Many universities have committed to creating a multicultural and international learning environment on campus where peoples' differences and inheritances are respected. Ethnic and cultural variety on campus allows professors and students to keep their personal identities, have a sense of belonging, take pride in their own inheritance, and promote an appreciation of diversity among the whole college community. Experiences such as attending classes with diverse students and professors, having Personal communication with members of different ethnic groups, participating in ethnic cultural events, or engaging in structured campus dialogs on diversity issues contribute to the students' problem solving and thinking skills. Diversity in higher education ensures that all students will have the opportunity to improve their self confidence, their social and intellectual development, and improve their ability to work amicably in a global work environment. (Lee & Janda 2006; Martins & Terblanche 2003 ; Masnan et al. 2008).

Multicultural Experience and Creativity

Having obtained and successfully applied different ideas from other cultures, individuals with these rich multicultural experiences may show an increase in psychological readiness to engage and seek out ideas from varied sources and use them as inputs in the creative process, allowing for continued experience to a wide range of new ideas, norms, and practices. Foreign cultures may enclose values and beliefs very different from or even in disagreement with those in one's own culture. an individual who has been exposed to different cultures may be able to impulsively recover seemingly differing ideas from each culture and then contrast and integrate those ideas in novel ways multicultural experience may promote creativity by , providing direct access to novel ideas and concepts from other cultures, creating the ability to see multiple underlying

functions behind the same form, undermining reutilized knowledge structures, thereby increasing the accessibility of normally inaccessible knowledge and creating a psychological readiness to recruit ideas from unfamiliar sources and places. (Tadmor & Tetlock, 2006; Chiu & Hong, 2007; Leung et. all 2008)

Regarding this content, Tan Sri Dato' Professor Dr. Lim Kok Wing offers his frank and passionate views on the need for Malaysia and Malaysians to obtain new knowledge and a new approach in order to compete on a field leveled by globalization. According many speeches and writings, it is no longer sufficient to be assemblers or expert professionals of old methods, as the world will certainly be overtaken by those with cheaper labor. There is requiring being developers of knowledge and expert professionals of more superior technologies. Therefore, it is vital that set up and move the nation's innovation program forward. "I believe we need to be more focused in our approach to innovation." "Human resource is an area of great concern to me. Much of the success of a society, of an economy, of a country, lies in the capabilities and talent of its people." (Limkokwing,T.S 2010)

There is a huge need to raise and develop young people to attain their full potential, personally and in their careers. Dr. Lim Kok Wing mentioned about the need for education system to develop individuals who can think analytically, creatively and innovatively. Goal in science and technology must be to enhance the national innovation system. The aim of enhancing the national innovation system is of course to improve the quantity and quality of products derived from R&D. There needs to be stronger relation between researchers and research users. Most R&D projects possibly do not get past the early stages. There is a need to create an environment for ideas to prosper. For this purpose, People should be able to come with ideas to get them appraised and developed. (Limkokwing,T.S 2010)

The Limkokwing University is a strategic partner with the Ministry of Science, Technology and Innovation, the lead ministry for the Malaysian Government drive to transform the nation. Creativity and innovation are subjects of vital concern at the highest degree of the Malaysian Government. In limkokwing creativity and innovation are not just Words or useful mottos to bandy about but are core values .The success of Limkokwing University of Creative Technology from Malaysia was recognized and praised by the business world, as it shared the stage. Limkokwing University focuses on creativity and innovation to equip students with leadership and entrepreneurial skills to develop new businesses. Today, Limkokwing graduates are playing

active roles in many important aspects of nation-building - in the economy, industry, civil administration and other fields. In a fast evolving world, you must continually update and improve yourself to be successful. According Mr.YB Dato' Ong Tee Keat (Deputy Minister of Higher Education, Malaysia 2007) ,"Limkokwing is among those extraordinary institutions of higher learning that Have built a learning environment that nurtures skills and shapes positive attitudes of young people in their preparation for a world that is constantly changing." (Limkokwing University of creative technology LESOTHO 2010)

Conclusion

Individual values have a major impact on their tendencies to adopt innovation. The results of this study show the significance of cultural values in shaping the adoption of innovation. The patterns of communication between people, roles, technology and the external environment characterize a very complex environment. It become visible that creativity and innovation will increase only under the right circumstances in an organization. This research emphasized the determinants of multicultural environment and a role in promoting creativity and innovation. The present paper mentioned the importance of managing cultural diversity, in addition to highlighting the centrality of multicultural management education for deeper cultural approval. The case study also emphasized the raising of awareness towards taking cultural diversity on board in management and management education. Partnership between universities and organizations would be a profitable road towards multicultural management education. Multicultural environment and organizational culture are an image shaped to expose the strength and success of organization. therefore, it quite important for Limkokwing to outline an effort towards inspiring innovation creativity in the university culture, so that students are exposed to a culture that helps develop the intended values. The way in which the constituents of organizational culture encourage creativity and innovation is much depending on the values, norms and beliefs shared by the individuals and groups.

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