

THE EFFECT OF EMPLOYEE MOTIVATION, SELF-ESTEEM AND  
CREATIVITY ON SUGGESTION SYSTEMS PRACTICES  
IN IRANIAN AUTOMOTIVE INDUSTRY

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## DEDICATION

This work is dedicated to my parents Safieh and Ezatollah who provided unconditional love and taught me how to soar on eagle's wings, to my lovely wife, and dear my son Mahdi Pakdel who have always encouraged me and have taught me to think big, to never give up, and to believe in myself and dealt with all of my absence from my family occasions with a smile. My supportive and loving to my siblings Mohammad Pakdel, Hossein Pakdel, Mohammad Reza Pakdel, Mohsen Pakdel, Esmat Khorshidi and Fatemeh Khorshidi for their love, support and encouragement. My supportive and loving to father and mother-in-law, my sister and brothers-in-law.

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## ABSTRACT

The role of suggestion systems is important in promoting innovation and profitability in organizations. Suggestion systems are administrative tools that increase participation and offer opportunities to employees and customers to present their comments. There is lack of empirical studies investigating the effect of employee motivation and self-esteem on Suggestion Systems Practices (SSP) via creativity especially in the context of developing countries. The main objective of this study is to identify the effect of creativity as a mediator on the relationship between employee motivation and SSP in Iranian's automotive company namely Saipa Company. The second objective is to identify mediator role of creativity on the relationship between self-esteem and SSP in Saipa Company. Data were gathered using questionnaires and the variables being measured were employee motivation, self-esteem, SSP and creativity. Stratified random sampling technique was used to ensure that all affected departments provide adequate number of samples to represent production employees of Saipa Company. A total of 395 employees were selected from production section as the respondents for this study. The data were analyzed using the Structural Equation Modelling (SEM). Results of the study revealed that there is an influence of employee motivation and self-esteem on SSP in Iranian automotive company. The findings of the study indicated that creativity plays a significant role as a mediator on the relationship between employee motivation and SSP. In addition, the study showed that creativity plays a significant role as a mediator on the relationship between self-esteem and SSP. Finally, the study provides several theoretical and practical implications for practitioners and policy makers.

## ABSTRAK

Peranan sistem cadangan adalah penting dalam mempromosi inovasi dan keuntungan dalam organisasi. Sistem cadangan adalah alat pentadbiran yang meningkatkan penyertaan serta menawarkan peluang kepada pekerja dan pelanggan untuk memberi komen mereka. Terdapat kurang kajian empirikal yang menyiasat kesan motivasi pekerja dan keyakinan diri terhadap Amalan Sistem Cadangan (SSP) melalui kreativiti terutamanya dalam konteks negara membangun. Objektif utama kajian ini adalah mengenal pasti kesan kreativiti sebagai perantara ke atas hubungan antara motivasi pekerja dan SSP dalam syarikat automotif Iran bernama Syarikat Saipa. Objektif kedua adalah mengenal pasti peranan perantara kreativiti ke atas hubungan antara keyakinan diri dan SSP dalam Syarikat Saipa. Data telah dikumpul menggunakan soal selidik dan pembolehubah yang diukur ialah motivasi pekerja, keyakinan diri, SSP dan kreativiti. Teknik persampelan rawak berstrata telah digunakan bagi memastikan semua jabatan terbabit menyediakan jumlah sampel yang cukup untuk mewakili pekerja pembuatan Syarikat Saipa. Seramai 395 orang pekerja telah dipilih dari bahagian pembuatan sebagai responden kajian ini. Data dianalisis menggunakan Model Persamaan Berstruktur (SEM). Keputusan menunjukkan terdapat pengaruh motivasi pekerja dan keyakinan diri terhadap SSP dalam syarikat automotif Iran. Dapatan kajian menunjukkan bahawa kreativiti memainkan peranan signifikan sebagai perantara ke atas hubungan antara motivasi pekerja dan SSP. Di samping itu, kajian menunjukkan kreativiti memainkan peranan yang signifikan sebagai perantara ke atas hubungan antara keyakinan diri dan SSP. Akhirnya, kajian ini menawarkan beberapa implikasi teoritikal dan praktikal kepada pengamal dan pembuat polisi.

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## LIST OF ABBREVIATIONS

AMOS	-	Analysis of Moment Structures
AMPM	-	Aftermarket Parts Manufacturers
AVE	-	Average Variances Extracted
CB	-	Creative Behaviour
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative Fit Index
CMIN/DF	-	Chi-square Mean/Degree of Freedom
CR	-	Critical Ratio
DV	-	Dependent Variable
EM	-	Employee Motivation
EXM	-	Extrinsic Motivation
GDP	-	Gross Domestic Product
GFI	-	Goodness-of-Fit Index
IFI	-	Intcermental Fit Index
IoI	-	Integration of Innovation
IM	-	Intrinsic Motivation
IV	-	Independent Variable
MI	-	Modification Index
NED	-	Number of Employee in Department

OC	-	Organizational Creativity
OEM	-	Original Equipment Manufacturing
OT	-	Organizational Trust
PBC	-	Percieved Behavioural Control
RMSEA	-	Root Mean Square Error of Approximation
SE	-	Standard Errors
SEM	-	Structural Equation Modeling
SMS	-	Supervisory Management Support
SPSS	-	Statistical Package for the Social Sciences
SSP	-	Suggestion Systems Practices
TLI	-	Tucker Lewis Index
TPS	-	Toyota Production System
VIF	-	Variance Inflation Factor



## LIST OF SYMBOLS

$\alpha$	-	Alpha Value
$\beta$	-	Beta Coefficient
$X$	-	Independent Variable
$M$	-	Mediator Variable
$Y$	-	Dependent Variable
$\varepsilon$	-	Standard Error of Estimates
$\sum x$	-	Sum of the Score
$N$	-	The Number of Scores
$N$	-	Population Size
$S$	-	Sample Size
$E$	-	Estimate
$\Sigma$	-	Standard Deviation
$\chi^2$	-	Chi-square Mean
$P$	-	Population proportion (assumed to be 0.50)
$d$	-	Degree of accuracy expressed as proportion (0.05)
$P$	-	P-value
$H_0$	-	Normal Data
$H_a$	-	Non-normal Data

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

This chapter presents an outline of the content of the thesis. Background of the research, the problem statement, research questions, research aim, research objectives, and scope of the study offer an overview of this chapter. Finally, this chapter discusses about significance of the study, conceptual definition of terms, and operational definition.

#### **1.2 Background of the Research**

Suggestion systems are administrative tools that increase participation and offer opportunities to employees and customers, to present their comments. On the other hand, suggestion systems create opportunities for organizations to use their mental resources (Owlia and Amin, 2000). However, in a civilized society, ideas cannot be forced out of people; people themselves need to volunteer (Pluskowski, 2002). Suggestion systems are capable of being all inclusive by focusing on capturing ideas from all workers, not just ideas from those who have been identified as smart workers (Owlia and Amin, 2000). It is also regarded as the basic instrument

for being creative. Coupled with the implementation of suggestion systems, management should motivate workers to be creative and involved in the process (Sheikh Mohamadi and Zavare, 2005).

Systems of acceptance and review of suggestions are among the effective and powerful tools for implementing the objectives and organizational strategy based on the improvement of communications between management, employees, people and clients (Toosi, 2002). In the framework of suggestion systems, that is the first stage of establishing the suggestion systems, it attempts to prepare the intra-organizational communications by the development of employees. By creating such an environment, it is necessary to learn and continuously develop as well present and activate cooperation with all employees (Abooie *et al.*, 2010).

The role of suggestion systems is important in promoting innovation and profitability in organizations (Fairbank *et al.*, 2003). Van Dijk and Van den (2002) estimated an average benefit of \$13 for every \$1 spent on systems administration (including rewards), or an estimated average net savings of over \$7000 from every idea. Despite this, not many employees work in a participative atmosphere (Allnoch, 1997). Therefore, there is still a need to investigate factors affecting suggestion systems. Suggestion systems provide a setting where all employees in an organization participate in decision-making and help one another in resolving issues. All participation in this system is voluntary (Sheikh Mohamadi and Zavare, 2005). When suggestion systems develop in a creative and initial way, it is recognized as an innovative approach. Suggestions in creative behavioral view are related to being creative in job, thought and having a creative character (Ford, 1996).

Employee motivation is important for any organization to be successful. Organizations which do not motivate their employees face the challenge of personnel dissatisfaction. This assertion is consistent with the studies of Shalley and Gilson, (2004), Huhtala and Parzetal (2007). However, it is surprising there is not much research about employee's motivation in suggestion systems (Van Dijk and Van den, 2002; Barrett, 2006; Buech *et al.*, 2010). Some organizations have revealed the connection between suggestion systems and low performance advancement with a view to understanding the importance of suggestion systems (Alan and Dean, 2009).

When management properly understands suggestion systems, they would know how to motivate employees differently.

Suggestion systems should receive all comments that cannot be operationalized should be revised by the organization. Offering incentive in any way increases confidence in employees resulting in improved self-esteem (Bandura, 1986; Ford, 1996). Based on empirical evidence, self-esteem has the effect of stimulating employees to fulfill a task, to learn and support innovation (e.g. Liao and Tai, 2006; Chiu *et al.*, 2007; George and Zhou, 2007). Employees with high esteem are highly alert and are less disposed to react poorly in the face of barriers or obstacles (Gardner and Pierce, 1998; Locke *et al.*, 1996). Most studies (e.g. Brockner, 1988; Gebauer *et al.*, 2008; Barry *et al.*, 2007; Denissen *et al.*, 2008) indicate a positive relationship between self-esteem and suggestion systems performance. However, there is limited evidence focussing on Iranian automotive industry in relation to suggestion systems (Toosi, 2002), or the need for suggestion systems to be proactively developed by Iranian automotive industry in doing system. The literature indicates that suggestion systems difficulties are due to a lack of belief of managers and employees to this system and severe constraints or limitations on resources (Toosi, 2002).

The need to develop suggestion systems for Iranian automotive industry has been widely acknowledged and suggestion systems are a useful way for organizations and company managers/employees to expand suggestion systems advantages and knowledge (Toosi, 2002). The study attempts to examine the relationship between employee motivation, self-esteem, creativity and suggestion systems practices (SSP) in Iranian automotive company. More specifically the study attempts to investigate the effect of employee motivation dimensions on SSP of Iranian automotive company. Moreover, the study attempts to examine empirically the intensity of self-esteem dimensions that significantly influence the SSP of Iranian automotive company. Finally, the study attempts to examine the relationship between employee motivation, self-esteem and SSP in Iranian automotive company in regards with the role of creativity as mediator on this relationship.

### 1.3 The Problem Statement

Nowadays, organizations are more successful because they make equivalence between justice motivation and inherent credit for increasing creativity to achieve better efficiency. Suggestion systems use customer comments to create benefits and employees feel that their ideas are being recognized (Coleman, 2007). Gupta (2008) believes that when managers listen to their employees, it could also help them make better decisions. Suggestion systems are still remaining a business challenge for managers and researchers and are not always as successful as managers intend them to be (Kordi *et al.*, 2012).

Initially, failed suggestion systems could result in (a) missing business opportunities, (b) duplication of efforts, (c) bad product and low customer service quality, (d) low quality, (e) low performance and low productivity, (f) improper behavior or low self-confidence of employees, and (g) fewer new ideas, and low motivation. If suggestion systems are not employed efficiently in companies, which boost performance, productivity and quality of products and services, chances are that the companies may face 30% loss (Girardelli, 2005; Lavinia and Klein, 2009). Nowadays, suggestion systems are a philosophy rather than a set of specific activities and refer to an important factor in organizational improvement (Wilson *et al.*, 2010).

It can be claimed that the essential factor in suggestion systems is motivation which resulted in better success for supporting the suggestions. Employee motivation is an important factor that influences suggestion systems practices (SSP) in two dimensions (intrinsic motivation and extrinsic motivation). However, some researchers found mixed results that indicate employee motivation may have a major impact on large firms (Terez, 2001; Grant, 2008). In this study, the first research question is about the influence of employee's motivation with some dimensions, such as intrinsic motivation and extrinsic motivation on SSP in Iranian automotive company. Moreover, the second research question is about the influence of self-esteem with some dimensions, such as competence, significance, power and virtue on SSP in an Iranian automotive company. However, the lack of influence of employee motivation and self-esteem on SSP in the Iranian automotive industry is

widely acknowledged (Toosi, 2002; Abooie *et al.*, 2010; Abadi *et al.*, 2011). Until now, researchers have presented little empirical support for this proposition (Toosi, 2002).

According to previous studies (e.g. Christiaan and Van, 2002; Fairbank *et al.*, 2003; Fairbank and Williams, 2001; Buech *et al.*, 2010; Lavinia and Klein, 2009; Mason, 2010; Sproat, 2010; Abooie *et al.*, 2010), lack of the role of creativity on SSP causes less employee cooperation on suggestion systems, less grouping among employees, low spirit of partnership in order to create dynamic and developing processes, and also, low product quality and service (Fairbank *et al.*, 2003; Christiaan and Van, 2002). The third and fourth research questions of this study have investigated how creativity plays a role in the relationship between independent variables (employee motivation and self-esteem) and SSP in an Iranian automotive company. In the Iranian automotive industry, the suggestion systems may also be considered as an effective system in production.

Most previous studies have revealed that the lack of creativity in SSP and necessity of creativity for employees is one of the fundamental bases for internalizing the suggestion systems in Iranian automotive productions (Toosi, 2002; Abooie *et al.*, 2010; Abadi *et al.*, 2011). Lack of promoting the level of quantitative suggestions to qualitative suggestions on one side and lack of movement of individual suggestions to group level on the other side have been noticed as problems during the recent years (Fairbank *et al.*, 2003; Christiaan and Van, 2002). There are some researchers (e.g. Abooie *et al.*, 2010; Abadi *et al.*, 2011; Kordi *et al.*, 2012) that have focused on suggestion systems in Iranian industries. There is an opportunity for researchers to research and fill this gap in the automotive industry domain. However, the literature shows a lack of focus on employee motivation and self-esteem via creativity on SSP and this is shown to be a knowledge gap in the literature of suggestion systems (Abadi *et al.*, 2011; Vijayarani and Radjamanogary, 2014).

The study applies creativity as a mediator variable. Therefore, the results of the study may clarify the amount of change in the causal relationship between motivation and self-esteem on SSP. In this regard, few case studies have been conducted to reflect the influence of employee motivation and self-esteem in the

increase of SSP through the process of creativity (e.g. Christiaan and Van, 2002; Fairbank *et al.*, 2003; Buech *et al.*, 2010). The findings of these researchers, Fairbank and Williams (2001) and Fairbank *et al.* (2003), showed that the expectancy theory increases the motivation of employees to participate in suggestion systems. Moreover, to the researcher's knowledge, there is a lack of empirical studies that have investigated the effect of employee motivation and self-esteem on suggestion systems practices (SSP) via creativity, especially in the context of developing countries.

A review of literature revealed that empirical researches (Toosi, 2002; Abooie *et al.*, 2010; Abadi *et al.*, 2011) that focus on the relationship between employee motivation, self-esteem, creativity, and suggestion systems are very scarce, especially in the context of Iranian automotive companies. Thus, there is a clear need for an empirical research to explore those constructs and mediator variable influencing the relationship between them. Since 2000, suggestion system was established in Saipa Company with the aim of providing the necessary condition to perform advanced management systems via accepting note system and common participation of the personnel in planning. The creation of suggestion investigation systems approves and performs the suggestions in the direction of system goals, improves and promotes quality in the systems, methods and regulations and progression of human resources.

To bridge this gap, this study tends to inspect the role of creativity as mediator on the relationship between employee motivation and self-esteem on SSP in Saipa Company. Previous studies have investigated the role of some factors (e.g. motivation, satisfaction, motivation creativity and enhancing innovation, generating ideas) on suggestion systems separately (e.g. Buech *et al.*, 2010; Lavinia and Klein, 2009; Mason, 2010; Sproat, 2010; Abooie *et al.*, 2010). So, this study has focused on the role of creativity as the mediator on the relationship between independent variables (employee motivation and self-esteem) and SSP.



#### **1.4 Research Questions**

1. Is there an influence of employee motivation on SSP in Iranian automotive company?
2. Is there an influence of self-esteem on SSP in Iranian automotive company?
3. How creativity play a role to mediate in the relationship between employee motivation and SSP in Iranian automotive company?
4. How creativity play a role to mediate in the relationship between self-esteem and SSP in Iranian automotive company?

#### **1.5 Purpose of Study**

The first purpose of this study is to identify the effect of mediator (creativity) on the relationship between employee motivation and SSP in Iranian's automotive company namely Saipa Company. The second aim is to identify the role of creativity as mediator on the relationship between self-esteem and SSP in Saipa Company.

#### **1.6 Research Objectives**

1. To examine the influence of employee motivation on SSP in Iranian automotive company.
2. To examine the influence of self-esteem on SSP in Iranian automotive company.
3. To determine the role of creativity as mediator on the relationship between employee motivation and SSP in Iranian automotive company.

4. To determine the role of creativity as mediator on the relationship between self-esteem and SSP in Iranian automotive company.

## **1.7 Scope of the Study**

Suggestion systems studies constitute one of the central parts of suggestion systems research (Fairbank *et al.*, 2003). Generally, most SSP studies have been conducted in USA and Europe countries and few studies have been carried out in developing countries in general and in Middle East context in particular (e.g. Verdinejad *et al.*, 2010; Moghimi, 2000; Abooie *et al.*, 2010; Arif *et al.*, 2010; Abadi *et al.*, 2011; Kordi *et al.*, 2012). Thus, this study was exploring the SSP in Iran. Based on previous studies, most researches pertaining to suggestion systems have been conducted in the context of manufacturing companies in developed countries (e.g. Christiaan, and Van, 2002; Fairbank *et al.*, 2003; Buech *et al.*, 2010; Mason, 2010; Wilson *et al.*, 2010; Sproat, 2010; Girardelli, 2005), and a few studies have concentrated their scope on developing countries in this industry (see: Verdinejad *et al.*, 2010; Abooie *et al.*, 2010; Egtedari, 1994; Abadi *et al.*, 2011).

Therefore, based on the literature, the independent variable is employee motivation which has two dimensions: intrinsic motivation and extrinsic motivation. The second independent variable consists of self-esteem which has four dimensions: competence; significance; power and virtue. In this study, mediator is a creativity which has three dimensions: integrated innovation; creative behavior and organizational creativity. Dependent variable in the study is SSP which have four dimensions: organizational trust, reward, perceived behavioral control (PBC) and supervisory management support (SMS). It has been found that effective implementation of a survey research leads to success in data generation. Further in chapter three, issues that are relevant to survey tool, sample design, information gathering, and analysis are covered.

According to Burns and Bush (1998), more appropriate and quality items lead to the effectiveness of the survey. This study can be classified as a cross-sectional study, since it measures the effect of employee motivation and self-esteem via creativity on SSP within a specific period of time. In this study the target population is 18,444 employees who were working in production sector. To prepare for the distribution of the questionnaire, an initial list of respondents which include their names and departments was obtained. In this study, using a questionnaire can provide quantitative data for analysis. The questionnaire was measure employee motivation, self-esteem, creativity and SSP in one of Iranian automotive company namely Saipa Company (appendix A).

## **1.8 Significance of the Study**

Previous research (e.g. Gardner *et al.*, 2004; Smith, 2011; Sproat, 2010; Verdinejad *et al.*, 2010; Vlosky and Aguilar, 2009; Abadi *et al.*, 2011; Grabner, 2007; Buech *et al.*, 2010) focused on an employee motivation on suggestion systems. Since there are a few studies in the area of suggestion systems (e.g. Christiaan and Van, 2002; Fairbank *et al.*, 2003; Fairbank and Williams, 2001), this study was examined the influence of employee motivation, self-esteem and creativity on SSP. It should be stressed that most studies (e.g. Buech *et al.*, 2010; Mason, 2010; Wilson *et al.*, 2010; Sproat, 2010; Girardelli, 2005) were in developed countries while the proposed study was in a developing country. Therefore, there is a need to investigate the effect in that context.

Based on the literature review, the purpose of this study is to investigate the influence of employee motivation and self-esteem by creativity for increased SSP. This study indicates that creativity should have a positive effect on the relationship between on employee motivation, self-esteem and SSP. Employees with a high degree of motivation and self-esteem can achieve to high SSP. Therefore, high motivation and self-esteem are important for employees. In this study, examining the influence of employee motivation and self-esteem on SSP by creativity as a mediator

needs sufficient evidence from employees, who were working in production sector of Saipa Company. Thus, in the study, in a quantitative examination through a cross-sectional survey, the influence of employee motivation and self-esteem on SSP via creativity was examined.

In this study, creativity plays a role as mediator on the relationship between employee motivation, self-esteem and SSP. Employee creativity produces solutions that can advance an organization incrementally or dramatically toward a desired future state (e.g. improvements in profits, market share or competitive advantage) (Hamel, 2000). Due to this reason, this study selected creativity as a mediator on the relationship between employee motivation, self-esteem and SSP. This study was focused on SSP in large companies and organizations within developing countries as evidenced by Iran. Developed knowledge of suggestion systems will assist organizations to establish SSP, based on resources such as, employees, to match organizational programs.

Finally, the aim to build a model for SSP based on Theory Z is important because this new perspective was helpful for gaining a superior assessment and understanding of the SSP and gives answers the research questions in suggestion systems field (e.g. Smith, 2011; Verdinejad *et al.*, 2010; Buech *et al.*, 2010). As an outcome of insufficient empirical studies, the literature shows little knowledge about the relationship between Theory Z, mediating variable (i.e. creativity) and successful SSP. This study, through employing a theoretical perspective and by applying some theories (i.e. Self-Determination Theory (SDT), Theory of Planned Behavior (TPB), perceived behavioural control (PBC), and Theory Z) was attempted to examine the influence of employee motivation and self-esteem on SSP directly and through mediator (creativity). Furthermore, the study opened new perspectives into Theory Z by introducing suggestion systems as being a valuable internal intangible system and showed that the way the valuable system may help to organization, manage, and employees in the internal and external environments.

In addition, Theory Z explains that workers need their companies' support, not only this but a valuable working environment where culture, traditions, family and social institutions are regarded equally. Such workers have discipline, self-

esteem employee motivation, moral obligation, creativity, and highly developed send of order with their colleagues, which ultimately increase SSP. Generally, by combining the results of the above discussions need to consider improvement aspects of the automotive industries by SSP studies. Also, need to investigate SSP based on Theory Z. There is an opportunity to investigate the role of (i.e. employee motivation, self-esteem and creativity) in SSP.

## **1.9 Conceptual Definition of Key Terms**

### **1.9.1 Suggestion Systems Practices (SSP)**

In formal suggestion systems, organizations motivate employees to think creatively and encourage them with a reward if their ideas are acknowledged by management (Andrew, 1995). Hamel, (2000) reported that suggestion systems are essential support for the entrepreneurial spirit in innovative firms and innovations and competence are developed through this. As defined by Ekvall (1971), suggestion systems are an operational process for gathering, judging and retrieving comments from employees. Anand (2001) defined suggestion systems as the act of performing, fulfilling something successful, and employing knowledge as identified from individually possessing it. It is the fulfillment of a given duty measured in terms of norms of correctness, ability, cost and speed. In another form, suggestion systems release the success from all responsibility when he or she fulfills that (Shyma and Shani, 2012). SSP are related to performance assessment of employees in areas of submitting suggestions for the organization, increasing employee productivity and organization profit.

### 1.9.2 Employee Motivation

The act or procedure of being provided with something a special behavior a situation of being forced by something that causes a person to act (Perezgonzalez, 2008). According to David (2004), motivation is a need or interest that is employed to stimulate behavior and conduct it towards a particular goal. Other researcher revealed that motivation as an inducing factor for behaving in a special way and internal force that conduct all important activities. Jones *et al.* (2000) describes the motivation as physical forces that conduct individual behavior, level of his effort and person's persistence against the problem. Likert (1961, 1967) define motivation as something that manager does to accomplish objectives and creating confidence in employees.

Employee motivation is the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence" (Jones *et al.*, 2000). Maslow (1946) explains that human motivation, according to his motivation theory, is enhanced when the needs at the bottom of the hierarchy list are met sooner than the ones at the top. Merriam (1997) revealed that motivation as an act or procedure of motivating, the situation of being motivated, motivating for stimulating or drive. Maslow (1987) tried to represent motivation clearer in a theoretical framework. It drives from the needs and wishes and through some action people try to fulfill these needs. Dalton (1974) expressed motivation as a way in which interests control the behavior of humans.

### 1.9.3 Self-esteem

As posited by Smith *et al.* (2007), self-esteem is the beliefs that a person has about his or herself. Self-esteem includes individual's feelings of competence, of being of value being and emotions like success, disappointment, honor or shame about self (Hewitt, 2009). Self-esteem reflects a positive or negative assessment of the self, and how to feel about it (Smith *et al.*, 2007). Baumeister *et al.* (2003)

believe that self-esteem is a quiet realization of people about themselves. Nathaniel (2010) expressed self-esteem as the combination of self-confidence and self-respect. The implicit opinion of the person about his or herself and competence in face of problems and his right to arrive contentment and respect to his desire, lead to self-esteem. In past researches, express self-esteem as a fundamental human need or motivation in theories. Maslow put self-esteem in his hierarchy of requirement. He indicated self-esteem on two forms: Need to receive respect from people and to respect to himself or inner self-esteem. Nathaniel (2010) expressed it as moral success.

#### **1.9.4 Creativity**

Creativity, in an aspect, is the competence to take a present object and change it into a different form to obtain a new target. Creativity means the competence in solving problems with novel ideas. According to Mumford (2003) creativity is the output of new and beneficial product. Some researche (e.g. Lubart *et al.*, 2003; Runco, 2003; Sternberg and Lubart, 1996) defined creativity as the procedure of creating something original and worthwhile. Moreover, researchers believe that creativity is one thing that may be produced in different forms, and not in limited subject. Creative person lives creatively and his opinion is not like the other. Creativity typically defines in one of two forms; as creating something new or rare in history or something new in personal sense. Cs'ikszentmih'alyi (1996) defined creativity in term of scarce persons that others think they are creative. Rate of creativity is different over historical time. Simonton (1997) analyzed the work route to plan schemas and predictor of creative efficiency.

## **1.10 Operational Definition**

### **1.10.1 Suggestion Systems Practices (SSP)**

In this study, SSP refer to the method by which ideas and suggestions from the employees are used to gain more rewards and benefits. SSP were measured by adopting instrument developed by several scholars such as Cook and Wall (1980), Spector (1985), Spector (1997), Midgley *et al.* (2000), and Coyle-Shapiro (2002). The first dimension used to measure SSP is organizational trust that refers to operationalize and measure the workers' point of view and trust. The second dimension that is reward often offered by a management as an incentive for the accomplishment of a task by someone cooperation in suggestion systems. The third dimension that is perceived behavioural control (PBC) refers to people's perceptions of their ability to perform a given behavior in SSP. The fourth dimension that is supervisory management support (SMS) is the action of overseeing and managing employees in the company for increase of SSP.

### **1.10.2 Employee Motivation**

In this study, employee motivation refers to an important point that makes employees commit to get involved in the organization to work toward similar goals. Employee motivation was measured by adopting instrument developed by Oudejans (2007). The first dimension used to measure employee motivation is intrinsic motivation that refers to internal tendencies that can direct and motivate the behaviour among employees without the presence of constraints or rewards. The second dimension that is extrinsic motivation refers to the performance of employees an order to attain some outcomes such as rewards and promotion of job.



### **1.10.3 Self-esteem**

In this study, self-esteem refers to a term used in psychology to reflect a person's overall evaluation or appraisal of his or her own worth. Self-esteem was measured by adopting instrument developed by Sorensen (2012). The first dimension used by this study to measure self-esteem is competence that employees should not have doubts about their abilities. The second dimension that is significance is defined by the consequences and relevance of daily occurrences; the reputation of being significant, or having implication. The third dimension, which is power, is person could have respect to himself. The fourth dimension that is virtue of an individual is the integrity of the person.

### **1.10.4 Creativity**

In this study, creativity refers to the phenomenon of new ideas cooked up by employees with some mind values. Creativity was measured by adapting instrument developed by Kumar *et al.* (1997). The first dimension used to measure creativity is integration of innovation that refer to the process of translating an idea or integration of invention into a good or service that creates value or for which customers of company will pay. The second dimension, which is creative behaviour, presents the positive relation between employees with organization and also positive relation between employees with managers. The third dimension is organizational creativity that comes from careful planning and forethought. This means it is not the sum of individual creativities, but it is the result of the organizations' conditions.

### **1.11 Outline of the Thesis**

This thesis was organized in five chapters. This chapter offered an overview of this thesis. In this chapter the problem statement was indicated, goals were mentioned, and questions and the importance of the research were discussed. Conceptual definitions of key terms were also introduced. Chapter two reviews the relevant literature about the effect of employee motivation and self-esteem via increase creativity on SSP. It creates a logical means for the development of an acceptable model. Chapter three specifies the research methodology. It discusses the research design, method of data analysis, data collection tools, descriptive statistics, population and sampling, research instrument, validity and reliability, validity of the instrument and other things. Data analysis has been reported in chapter four. Finally, chapter five explains; the discussion, contribution, research limitations, future recommendations and conclusion.

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