



Faculty of Cognitive Sciences and Human Development

**A STUDY OF THE RELATIONSHIP BETWEEN
ORGANIZATIONAL CULTURE AND JOB PERFORMANCE IN A
MOTOR VEHICLE COMPANY**

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**Bachelor of Science (Honours)
(Human Resource Development)
2020**

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Final Year Project Report

Masters

PhD

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**A STUDY OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CULTURE AND JOB PERFORMANCE IN A MOTOR VEHICLE COMPANY**

LIM JIA YU

This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2020)

Projek bertajuk entitled A Study Of The Relationship Between Organizational Culture And Job Performance In A Motor Vehicle Company telah disediakan oleh Lim Jia Yu dan telah diserahkan kepada Fakulti Sains Kognitif dan Pembangunan Manusia sebagai memenuhi syarat untuk Ijazah Sarjana Muda Sains dengan Kepujian Pembangunan Sumber Manusia.

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ABSTRACT

Organizational culture is the shared believes and values that practiced by the members of organization. It will influence the performance and behavior of organization in achieving organizational goals and development. Hence, organizational culture is a critical and important factor in an organization. There are many compositions include in the organizational culture and this study focuses on a few components such as communication, organizational norms, compensation, training and development and equity which may affects performance. The main objective of this study is to study the relationship between organizational culture and job performance. This study conducted in motor vehicle firms which located at Kuching, Malaysia. There are 100 respondents selected by using random sampling. Quantitative method was used in the study. Questionnaires were distributed to respondents to collect data. The data collected were analyzed using Statistical Package for Social Science (SPSS) version 21. The relationship between organizational culture and performance were examined by using Pearson correlation. The results were recorded and discussed.

CHAPTER ONE

INTRODUCTION

An organizational culture influences the way employees perform and take actions. Catana and Catana (2010) stated that organizational effectiveness will strongly influenced by organizational culture which is the central concept. Through practicing organizational culture, employers and employees understand the importance to create suitable systems and practices to enable all members in the organization cooperate well and achieve organizational goals.

An organization which practice effective and ethical culture results in high productivity of employees, stronger employees' commitment and high job satisfaction. Hence, it will affects performance through the ways employees make decision, solving problem and strategies planning in completing tasks (Weerarathna & Geeganage, 2014).

Performance of an individual brings either positive or negative impact to the organization. Poor performance of employees will affect the operation of organization and organization growth. The causes of the good and poor performance must be investigated properly to enables organization improve or enhances the practice. The performance of employees brings large impact in the development of organization and hence awareness of improving organizational culture and performance must be emphasized.

Automotive industry is the company which carry out manufacturing of motor vehicles, including important components such as engines and batteries. The used of technologies in manufacturing motor vehicles, knowledge and skills to operate machines and teamwork between employees are needed to increase productivity. Thus, members in the organizations need to understand well the culture in organization and give cooperation to enhanced performance.

Development in automotive industry have impact on resource-based industries, such as steel and iron industries and non-resource based industries such as electronics related and electrical parts. Besides, there is also provides service-related activities such as repairing, storing, marketing and others in the tertiary sectors. Automotive industry requires a set of production system which link to a wide range of industrial organizations (Mohd Rosli, 2006).

1.1 Background of study

In the business field, the outcome and profits made are one of the important matters that concern by shareholders. Employees done work of business and the culture of organization link between employees and organization. Scholars who came from the field of sociology give respond to Max Weber's theory of bureaucracy and started the idea that the culture of an organization can affect the performance of employees (Mohd Faizal, Ugheoke, & Wan Shakizah, 2016). Weber's theory of bureaucracy which stated the instrument of administration were be stressed efficiently used by bureaucracies because strict regulations and institutionalized rules allow everyone to complete their tasks as good as possible (Caramela, 2018). Besides, research about organizational culture need to be carry out continuously and the related study was continued to be determine until today. According to Ricardo and Jolly (1997), the dimension of organizational culture consists of training and development, decision making, communication, planning, team work, risk taking, rewards and management practices (Ricardo & Jolly, 1997). Besides, according to Denison's organizational model, internal dimension of the model consists of involvement and consistency. Involvement can be measured by the indexes of empowerment, team orientation and capability development whereas consistency measured by core values, agreement, integration and coordination (Denison et al., 2006).

Job performance is important in influence the development of organization effectively. The employees' performance can be improved through the value and norms that practiced in organization. Based on Sofijanova and Zabijakin-Chatleska (2013), researchers state that the significant factors that leads the organization to success are employee involvement and employee empowerment. Borman and Motowidlo (1993) proposed that the domain of work performance consists of task performance and contextual performance. Task performance was described as behavior of employees which directly or indirectly make contribution to the technical core of organization. For contextual performance, it describes as behavior that assist in psychological, social and organizational environment with functional technical core. Cooperating, volunteering, obey rules, helping and persisting are example of contextual activities (Borman & Motowidlo, 1993). The third dimension, which is counterproductive work behavior was described as behavior that damage the security and safety of organization (Rotundo & Sackett, 2002).

The issue of organizational culture and performance has attracted the attention of managers and scholars due to positive impacts on behavior and outcome in organization. Organizational performance is one of the factors that lead to success in organization as it has a long effect on the effectiveness of organization (Samad, 2010). The fast changes that occurred nowadays require employers and employees to understand well the factors that influence organizational performance (Samad, 2013; Samad & Yusuf, 2012). The factors are internal environment and external environment within organization (Samad, 2013). External environment can divide into two part and the first part focus on task environment which consists of competitors, customers, labor market and suppliers whereas the another part is general environment which consists of technology, socio-cultural, natural factor, economic, political and international factor. The internal environment includes existing employees, management and culture which is employees'

behavior in organization (Daft, 2012). Internal environment which is organizational culture that influence job performance was investigate in this study.

1.2 Problem statement

Organizational culture required the interaction of individual at workplace and how the basic beliefs and values shape the working environment (Lund, 2003; Schein, 2009). It is significant to reflect on different characteristics of organizational culture so that employees may share common vision to create a greater sense of aims (Zhu et al., 2009). This is supported by Denison and Mishra (1995), who clarified that one of the four cultural traits that is significant in organizational culture is the sense of mission.

In addition, the dimension of organizational culture which is team orientation and core value that included in Denison model has been investigated few times in past studies which study the relationship of the two dimension with job performance. Hence, this two dimension were chosen from Denison model to put more detailed attention and focus on them. Besides, the another two dimension of organizational culture which are communication and training and development was rarely to be investigate in past studies. Hence the four dimension of organizational culture that selected which are team orientation, core value, communication and training and development will be further investigate which related to their relationship with job performance in this study.

Besides, there are a lot of studies which investigate organizational theory usually put attention on developed countries which indicates 95% and there are only 5 % of studies investigating organizational theories in developing countries (Farashahi et al., 2005). Only few studies carried out which investigate the relationship between organizational culture and job performance in motor vehicles sectors in Malaysia which belongs to developing country. Therefore, this study

was conducted to fill the research gap. Furthermore, there are only few known studies conducted in manufacturing industry instead of automotive industry which located at Sarawak. Hence this study was carry out to gather data and determine on the relationship of organizational culture and job performance among employees who work in Kuching, Sarawak.

1.3 Research objectives

General objective

The general objective of this study is to investigate the relationship between organizational culture and job performance.

Specific objectives

The specific objectives in this study were stated as below:

1. To study the relationship between communication and job performance
2. To study the relationship between core value and job performance
3. To study the relationship between training and development and job performance
4. To study the relationship between team orientation and job performance
5. To suggest remedial measures to improve organizational culture

1.4 Hypothesis

Table 1

Null hypothesis of study

No.	Null Hypothesis
H ₀₁	There is no relationship between the effects of communication on job performance in motor vehicle firm
H ₀₂	There is no relationship between the effects of core value on job performance in motor vehicle firm
H ₀₃	There is no relationship between the effects of training and development on job performance in motor vehicle firm
H ₀₄	There is no relationship between the effects of team orientation on job performance in motor vehicle firm

1.5 The conceptual framework

Independent variables

Dependent variables

Organizational Culture

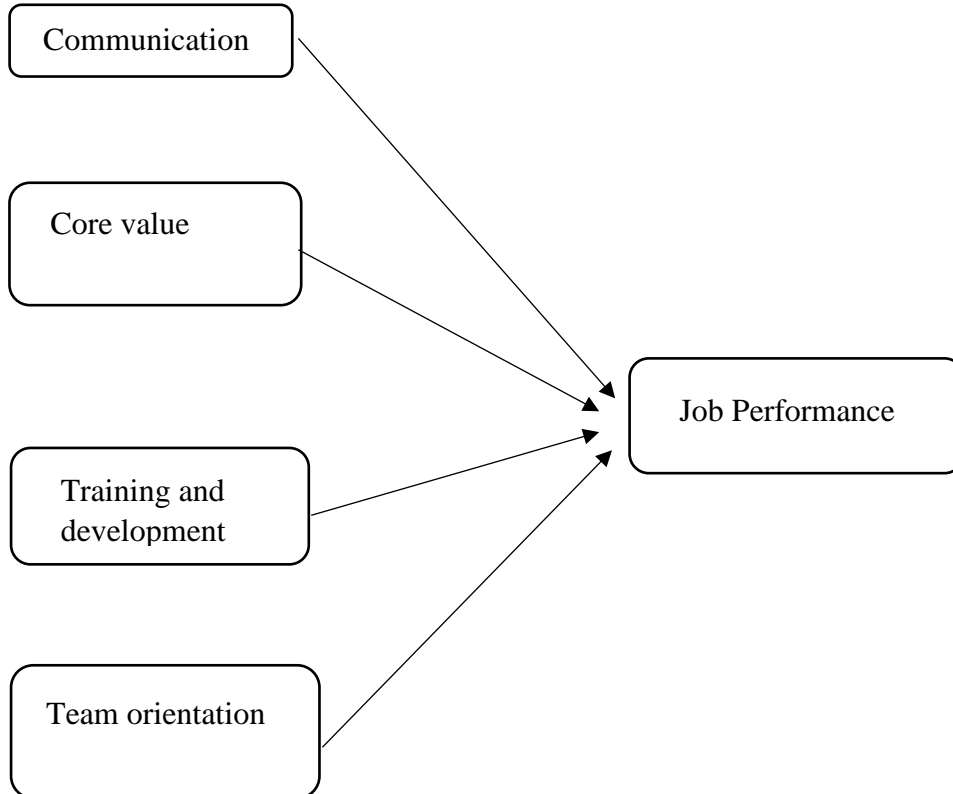


Figure 1. Conceptual framework of study

1.6 Definition of terms

1. Organizational culture

Conceptual definition: The patterns of beliefs and values that shared together over time which bring out behavioral norms that were used in solving problems (Owens 1987; Schein, 1990)

Operational definition: The shared values, belief and behavior that practiced in the organization that enable employees know the common ways that used to solve problems and behave.

2. Job performance

Conceptual definition: The ability of employees in achieved projected value and complete jobs with fixed procedure and timeline of organization (Liao et. al, 2012)

Operational definition: The tasks and duties that completed by individuals by putting efforts in performing the jobs. Job performance can be evaluate through performance appraisal.

3. Communication

Conceptual definition: The process of delivering information and ordinary understanding from one people to another (Keyton, 2011).

Operational definition: The delivering and feedback of information between two individual, which also known as two ways communication that ensure effectiveness in delivering information.

4. Core value

Conceptual definition: Belief system, behavior and universal principles for take action in an organization (Anwar & Hasnu, 2013).

Operational definition: Shared belief that guide behavior of individual in organization to conduct daily work and interact with people.

5. Training and development

Conceptual definition: Development of attitudes, skills, and knowledge systematically which needed by an individual to complete the tasks given (Armstrong, 2001).

Operational definition: The activities and programs that need to accomplish in a period of time to enhance knowledge, skills and ability of employees.

6. Team orientation

Conceptual definition: Positive attitude of individual in organization to work as a team (Fransen, Kirschner & Erkens, 2011; Mathieu, Maynard, Rapp & Gilson, 2008).

Operational definition: Employees have commitment to work as team in achieving goals.

1.7 Significance of research

Automotive industry brings opportunity to development of small and medium firms (SMFs), and it also enhance economy of country (Mohd Rosli, 2006). Hence, research on the organizational culture and job performance is important in this sector as it brings big impact to the economy of country. The study of organizational culture was important when it has relationship with performance to make the actions of employee better (Alvesson, 1990). Suitable, fit and appropriate organizational values can increase performance among employees. Besides, this study was conducted to provide data and information to Human Resource practitioners. The data and information provided will help in future research and as a suggestion for company to improve and modify organizational culture. In addition, this research also collected the opinion of employee on the suggestion of remedial measures to improve organizational culture. The information that gather may help management in company to build more fit and suitable culture for their own organization.

1.8 Limitation of research

There are few limitations in this study. First, the research only conduct in one private sector company which is located in Sarawak, for better studies it can be carry out in both government and private sector. Besides, the method that used in this research is quantitative. Qualitative or triangulation methods can be used in future research for more detail investigation on the topic. In addition, there are only 55 respondents involved in this study, it is recommended to gather 100 and above respondents to increase the accuracy of analysis.

1.9 Summary

In summary, this chapter discuss about introduction, background of study, research gap in the problem statement and the objectives of study. It was important for researcher to have basic understanding about the study and figure out the parts that need to be discuss in the study.

Besides, conceptual framework and definition of terms such as organizational culture, job performance, communication, organization norms, compensation, training and development and equity also been discovered in this chapter. Significance and limitation of research also stated in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

There are a lot of similar study conducted on the relationship of organizational culture and job performance. The issues of research were investigated and past studies were reviewed. Suitable framework will also be identified based on literature that reviewed.

2.1 Issues

Organizational culture

The behaviors of individual and general collective attitudes in organization form the organizational culture which produce the value of an organization (Aksoy, Apak, Eren, & Korkmaz, 2014). Organizational culture is the pattern of beliefs, norms, values, attitudes and also assumptions that not to be expressed out but build the ways that people complete and carry out their tasks in the organization (Armstrong, 2006). By understand the organizational culture well, it will assists to solve the challenges that faced by organization during process of organizational changes (Mohd Faizal, Ugheoke, & Wan Shakizah, 2016).

Ezirim, Nwibere, and Emecheta (2012) also mentioned that organizational culture that mold by managers need to be more suitable and appropriate for both organization and employees to achieve organizational goals. Besides, different types of culture will suit different types of workplace and companies, it can be said that organizational culture is unique to each of the company. Hence, organization need to emphasize and focus on the type of organizational culture which brings better performance (Iliuta, 2014).

An organizational culture which is well create and implement will become the strong accessories to enhance performance, produce ideas which is innovative, and influence the behavior of employees (Kim Jean Lee & Yu, 2004). The well implemented culture will enhance the productivity of individual in organization. The dissatisfaction of employees towards organizational culture will causes poor performance and brings impact of turnover in the organization (Mohd Faizal, Ugheoke, & Wan Shakizah, 2016). Besides, an organizational culture which is negative will brings impact which is negative on the organizational performance as it will become a barrier of organization to carry out plan strategically or organizational changes (Sadri and Lees, 2001). Hence, organization should improve their managerial practices such as develop a culture which if fit and suit the organization (Wei et al., 2011).

Job performance

Job performance classify as an important dimension in the field of human resources management and other field that related to organizational behavior, as the related studies can be found in international literature (Sonnentag & Frese, 2002). According Denisi (2000), performance is a multidimensional concept and included individual, contextual and control variables. Individual characteristics such as job satisfaction and motivation and other factors that influence performance should be identify as purposes of measurement of performance.

When studied performance as a dependent variable, usually performance is study through the methods of individual to background approach (Sonnentag & Frese, 2002). This habit formed as organization more emphasize on improving the performance of individual compared to other factors such as working environment (Lam & Schaubroek, 1999). Hence, according to Deadrick and Gardner (2008), performance is the act of individual with intention that lead to action that taken guided by results, with a conscious target or motivation. Thus, factors such as cultural, social or demographic and job condition can affect job performance. Effective performance is performance that hit the desired target, which properly using the mechanisms that given by organization to complete tasks.

2.2 Theoretical Framework

There are three theoretical framework that will emphasize in this study. The framework that selected are Denison organizational culture model, Porter and Lawler's Model of Motivation and formulation framework based on Ramdhani (2014) which related to organizational culture on employee commitment.

Denison organizational culture model

Denison has developed a model which is applicable and show there is a link between organizational culture and efficiency. There are four basic features of organizational culture that stated in the model, which are adaptability, consistency, involvement and mission, and each of the features have three sub-groups. Thus, there are 12 different organizational culture features that designed which link to efficiency. Examples of indicators such as satisfaction of employees, quality of services and products and general efficiency of organization act as indicators that measure efficiency. Denison model become one of the popular model that used to analyze organizational culture (Denison, Hooijberg, Lane, Lief, 2012).

For indexes that measures feature of involvement are empowerment, team orientation and capability development. For team orientation, employees will feel sense of responsibilities by placed the value in work together to achieve same target. Team efforts was emphasized to complete the tasks given. Furthermore, the consistency trait was measured by agreement, core value and coordination and integration. Employees who share a set of values with have sense of identity and a clear set of expectations with feature of core value (Denison, Hooijberg, Lane, Lief, 2012).

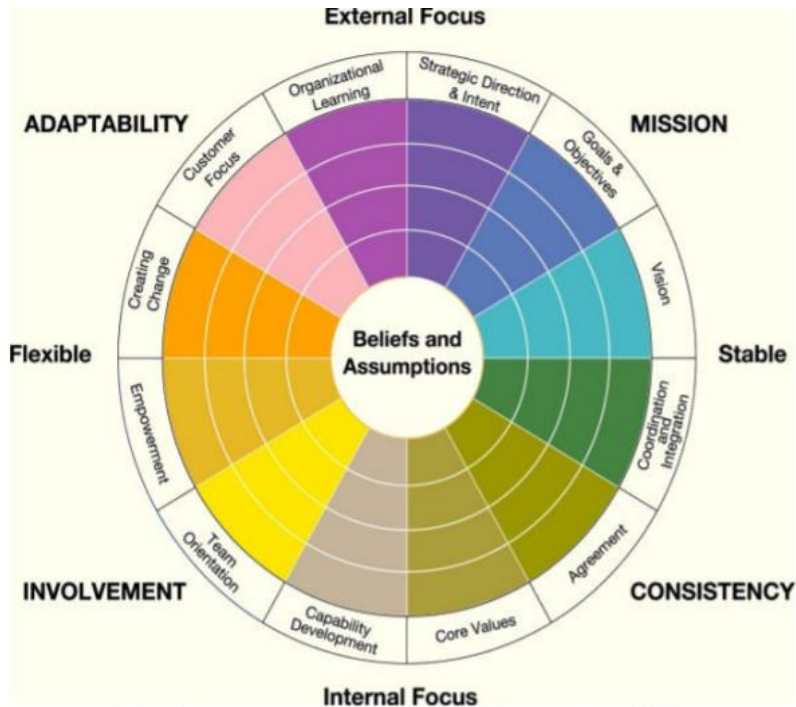


Figure 2. Denison model (Denison, Hooijberg, Lane, Lief, 2012)

Formulation framework based on Ramdhani (2014)

The framework was proposed based on Ramdhani et al. (2014) and mainly discuss on the relationship between organizational culture on the commitment of employees to organizational. According to Ricardo and Jolly (1997), the dimension of organizational culture consists of training and development, decision making, communication, planning, team work, risk taking, rewards and management practices. Teamwork, communication, training and development, reward and recognition which are the dimension of organizational culture were mentioned in many literatures and have huge effect on the behavior and commitment of employee (Lau and Idris, 2001; Boon and Arumugan, 2006; Zain et al., 2009; Sola et al., 2012) and hence was adopted in this model.

Communication is a way to deliver ideas and instructions in organization. Open communication will build a good environment for jobs in organizations. A transparent and open communication that practiced as organizational culture will enable high commitment among employees.

To enhance organizational performance thoroughly and enable employee to compete effectively, training and development is required to develop the knowledge, skills and attitudes of employees (Ainissyifa, 2012). Wagonhurst (2002) also mentioned that training and development assists employee in developing their skills, focus on objectives and results in differences made on their behavior. Hence, training and development has to be plan properly to evaluate sustainability and increasing the ability of employees in performing tasks given.



Figure 3. Relationship of organizational culture on employee commitment to organizational

Porter and Lawler's Model of Motivation

This model suggested two factors that influence the effort that spend in completing a task. First factor is the rewards that received by individual after complete the tasks, such as extrinsic rewards and intrinsic rewards. Individual will have perception that effort that make will attain rewards and this forms the expectancy of individual and also become instrumentality part of Vroom's theory. The second factor is the reward that received by individual which can match with the expectation of individual will form a level of job satisfaction. As stated in expectancy theory, the perception that effort influences rewards that desired which is expectancy and the value of outcomes which is valence will combine and form level of motivation (Johnson & Grill, 1993).

There are two ways that proposed which can increase the effort and motivation of an individual in expectancy model of motivation. First method is increasing the quantity of rewards received, and it will influence the perception that effort that put to received rewards and perceived value of rewards will also increase. Second method is increases the desire of individual towards reward, the job satisfaction also increases and follow by perceived value of rewards (Johnson & Grill, 1993).

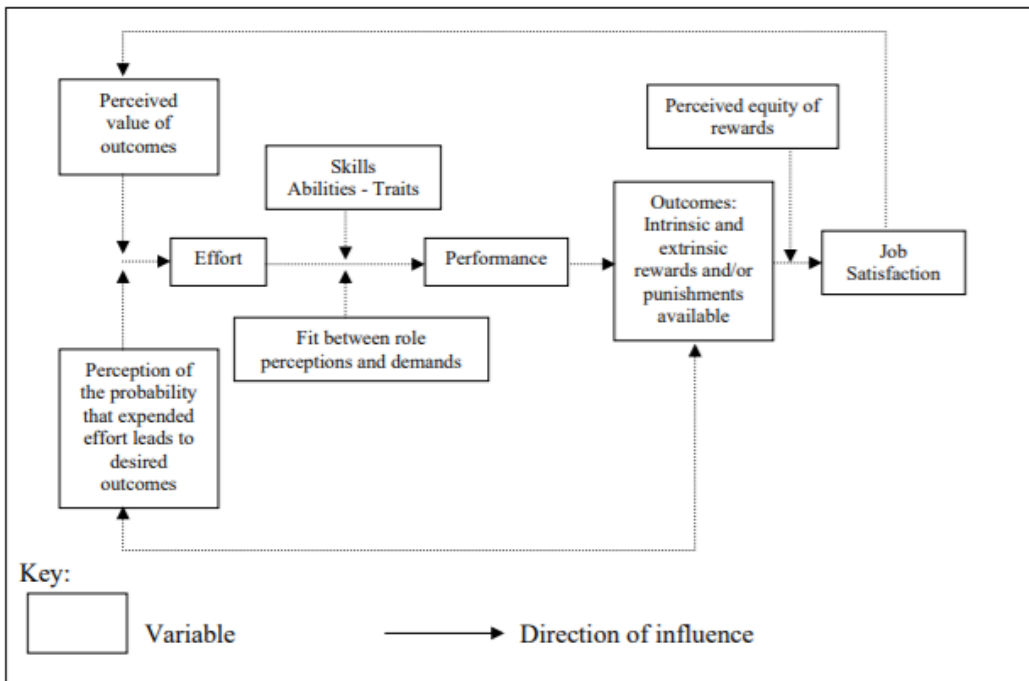


Figure 20: The Expectancy Model of Motivation (Taken from Johnson and Gill [1993])

Figure 4. The Expectancy Model of Motivation (Taken from Johnson and Grill, 1993)

2.3 Findings from past studies

Hansen and Wernerfelt (1989) stated that there are two main directions of research on the predictors of organizational performance in the field of business policy literature. First is the external market factors which is important in economic traditions in identifying organizational performance. Second was focused on the paradigm of behavioral and sociological and also organizational factors. The factors which fit the environment are the main determinant of success.

Oudenhoven and Zee (2002) suggest that organizational culture and the value of firm were influenced by the quality of cultural environment. Hence, research on the organizational culture is needed to determine the effects of carry out performance management systems, because culture plays an important tool that driven effectiveness and managerial control (Barley, Meyer & Dash, 1988; Peters & Waterman, 1982).

Lund (2003) proposed the variables of employee-related performance and suggested the performance variables such as task expectation, task knowledge, satisfaction of performance and extents of achievements should clearly identify by the management of organization. These variables have to correlate with perspectives of corporate culture that clearly identified. He also recommends that the organization culture will be succeed and become unite if the corporate culture perspectives were clearly delivered by management, explain clearly to the employees in organization and they agree on the association of performance and corporate culture.

The research findings of Ogbonna and Harris (2000) stated that there was positive relationship of organizational culture with corporate performance. Shahzad et al., (2013) explained more on organizational culture plays the main factor that influences the performance and proposed that

excellence in performance and consistent in achievements can be obtained from the source of strong organizational culture. Furthermore, the strong organizational culture which depends on right value and belief systems to get maintain in higher performance (Kozlowski, Steve & Katherine, 2000).

There is a study conducted by Stanford University stated the most significant factor that increases the value of company is employee and how they are been treated by company (Pfeffer, 1998). The hypothesis that emphasize by Denison (1990) has supported that work value of involvement and participation of employee will build a sense of belonging to the company and be responsible for the performance. According to Lincoln and Kallerberg (1990), work value will build high sense of commitment and loyalty, and also as one of the significant factors to organizational performance. Hence, it can be clearly seen that involvement of employees in effective communication, organizational norms, program of training and development, fair compensation and equity were important to create high work value of employees. This will improve and increase the job performance of employees.

Culture with shared belief, values and norms brings impact on efficiency in organization. This will encourage employees in the organization work together and interact among themselves. Some cultural values enable decision making process become effective, such as enhance creativity and build inter-departmental synergies. Culture affect overall objectives that want to achieve by organization. Thus, organizational culture is significant to the quality of working lives of employees.

2.4 Chapter summary

In conclusion, issues related to study, theoretical framework and findings from past studies were stated in this chapter. The issues of merger and acquisition and job performance has been discussed. Besides, the theoretical framework that selected to be used in this study are Denison organizational culture model, Porter and Lawler's Model of Motivation and formulation framework based on Ramdhani (2014) which related to organizational culture on employee commitment. The findings from past studies also listed as references of researchers.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The procedure and methods used to carry out this study were listed according the sub-headings, that are research design, population, sample and sampling procedure, instrument, pilot study, validity and reliability, ethics of the study, data collection procedure and data analysis procedure.

3.1 Research design

Cross-sectional study design will be used in this study to collect data and determine the relationship between organizational culture and job performance of employees. Cross sectional study was used to measure the outcome and exposure in a sample of population at a particular moment. The process of collect data will be done at one time only. Besides, the sample will be randomly selected from the population, which is the employees who work in a motor vehicle company in Kuching, Sarawak. In addition, cross-sectional study was used to investigate the association between two variables and also study the issue of direction of causality which is unknown.

3.2 Population, sample and sampling procedure

The target population of the study is the employees who work in a motor vehicle company in Kuching, Sarawak. A sample size of 55 respondents were selected from the company. The respondents came from different background, age, gender and racial hence there is no problem of bias. The respondents were choose using random sampling which is probability sampling. The

target population is easy to access to researcher, therefore random sampling method was used in this study.

3.3 Instrument

The instrument that used to collect data for this study is questionnaire. Close-ended questionnaire will be used. The structured instrument which modified Likert scale of strongly disagree, disagree, neutral, agree and strongly agree, was developed and modified by researcher to collect data from respondents.

The questionnaire was distributed into 3 parts, which are section A, section B and section C. Section A is about the factors of organizational culture which influence performance such as communication, core value, training and development, and team orientation. In section B, the performance of employees was evaluated according to some subscales that listed. Section C is about demographical information of respondents. One open ended question was stated in questionnaire to collect opinion of employees on the remedial measures to improve organizational culture.

For the communication part, the questions were adapted from Communication Satisfaction Questionnaire (Downs & Hazen, 1977). Questions of core value and team orientation were adapted from Denison Organizational Culture Survey (Denison & Neale, 1996). For training and development part, the questions were adapted from Organizational Climate Questionnaire (Furnham & Goodstein, 1997). For performance measure, the questions were took from Individual Work Performance Questionnaire (IWPQ), adapted from (Koopmans, 2014). The questionnaire consists of three subscales which are task performance (TP), contextual performance (CP) and counterproductive work behavior (CWB).

IWPQ subscale scores were calculated by adding the scores of all items in each subscale, and then divided by the number of items in that subscales. Separated scores of each dimension enable the work of compare the scores get by each dimension and also to interpret the counterproductive work behavior. The total IWPQ scores were calculated using formula of $TP+CP+(4-CWB)$. The average total scores was range from 0 (low) to 12 (high).

3.4 Pilot study

Pilot study is carried out to make sure the expectation of researchers met with the information that collected from respondents by using questionnaire that distributed (Aaker, Kumar & Day, 1995). Besides, pilot test give opportunity for researchers to practice administer the tests, bring out the weaknesses in steps of administration and statistical analysis can be used to analyze the data gather whether met the reliability standard (Payne, 1976).

The sample size of 30 respondents will be selected to run the pilot test in this study. Cronbach alpha will be used to test the reliability of the question in section A and Section B. Hence, pilot test used to determine the reliability of questionnaire before the survey was truly implement in organization to collect the targeted sample size.

Table 2

Reliability analysis for pilot test

Section	Items	Cronbach's Alpha Value
A	Communication	0.918
	Core value	0.931
	Training and development	0.901
	Team orientation	0.954
B	Task performance	0.922
	Contextual performance	0.923
	Counterproductive Work Behavior	0.872

3.5 Validity and reliability

Validity of research is achieved when the study accurately reflects the specific concept that researcher want to measure. To ensure the validity of this study, the details and content of questionnaire were prepared to let the supervisor of this study who is expert in research to check and go through the questionnaire. Suggestions and comments given can increase the validity of the study by ensure the questions that stated are suitable and relevant to the study.

Reliability means the consistency of a measuring device. Reliability achieved when the measurement in similar circumstances produced similar results. Internal consistency was used to interpret data and the value of scores and limits of relationship between variables were predicted. Cronbach Coefficient Alpha was used to test the reliability of questionnaire in this study. The

reliability coefficient which is 0.70 and above is considered acceptable in most research situation (Institute for Digital Research & Education, 2019)

3.6 Ethics of the study

There are some ethics that needed to be obey while conducting research by collecting data. This can minimize the conflicts happened while carry out the research and also as a protection of researchers and respondents.

One of the ethics that practiced in this study is permission and approval will get from the sample organization before collecting information from respondents. Formal letter will be given to the organization to seek approval and this is also a respect to the organization. After collecting data and analysis done, one of the copy of report which stated the results will be send to the organization.

In addition, all the data collected will be confidential. The data will specifically of the academic research purpose only and not for other uses. The name of respondents will not require to fill in the questionnaire to ensure anonymity. Besides, all the respondents who involve in this research are volunteer to give information based on the research, there is no coercion to respondents by giving information.

3.7 Data collection procedure

In data collection procedures, 55 sets of questionnaires were distributed and expected the sample size which is 55 set can be reached. The questionnaire will be distributed to the employees in motor vehicle company randomly. Questionnaire will also give to representative such as supervisor or human resource manager to help in distributing questionnaire to respondents if there is inconvenient for researchers to approaches directly to respondents in their office hours. If there is any problem while filled in the questionnaire, researchers need to explain and assists respondents who do not understand with the content of questionnaire.

After a suitable timeframe which is two weeks later, researcher will go the organization and collect back the questionnaire. If the sample size has not achieved, researcher will visit the organization again in other time to collect back the questionnaire and enable the process of data analysis can be carried out soon.

3.8 Data analysis procedure

After all the questionnaire were collected back, the data obtained will be analysed using Statistical Package for Social Science (SPSS). Descriptive data analysis will be used to analyzed demographical data that stated at section C. The relationship between independent variable which is organizational culture and dependent variable which is job performance will be analyzed using inferential data analysis and Pearson Correlation test will be used.

Correlation coefficients were be used to the strength, direction and magnitude of the relationship between two variables. It can be high or low on magnitude, and positive or negative in direction. Correlation coefficients vary from -1 to +1, and -1 shows perfect negative correlation coefficient whereas +1 show perfect positive correlation coefficient. A correlation coefficient of 0 shows no correlation, which is zero relationship. Besides, correlation coefficient lower than ± 0.40 are low correlation, between ± 0.40 and ± 0.60 are moderate correlation, and above ± 0.60 are high correlation (Obilor & Amadi, 2018).

3.9 Chapter summary

In conclusion, quantitative and cross-sectional design were used in this study. Random sampling which is probability sampling were used to collect data. 55 respondents were selected in a motor vehicle company in Kuching as the sample size of study. Questionnaire is the instrument that used to collect data. Besides, ethics of study, data collection procedure and data analysis procedure also been discussed in this chapter.

CHAPTER FOUR

FINDINGS

4.0 Introduction

This chapter will discuss the findings that obtained after data analysis. The findings include demographic profile of respondents, hypothesis testing between elements under organization culture and job performance and also remedial measures suggested to improve organizational culture.

4.1 Respondent's Demographic Profile

This part will discuss the general demographic information of respondents, which include gender, age, race, length of service in organization, origin country and state, and department that worked in.

4.1.1 Gender

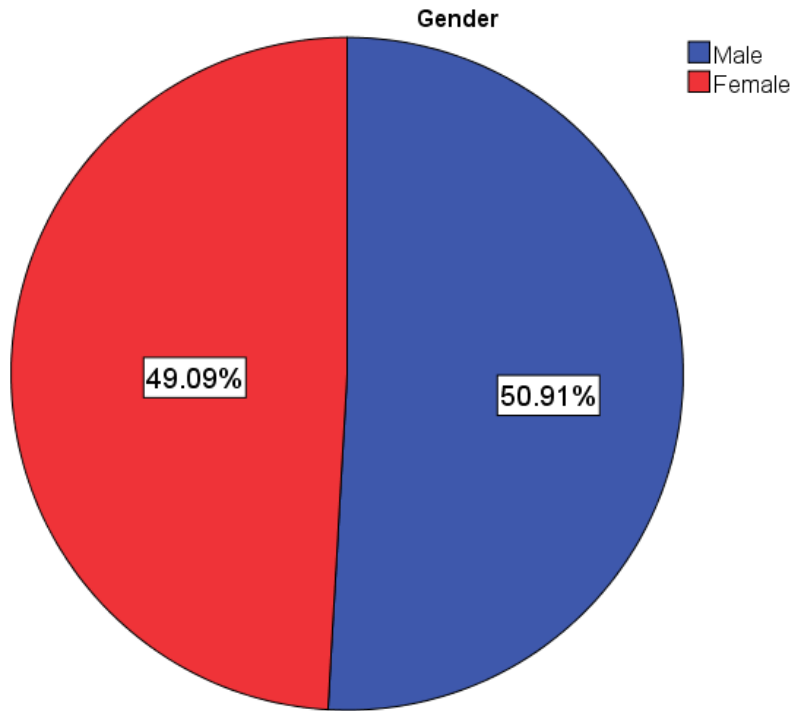


Figure 5. Distribution of respondents based on gender

The pie chart above indicates the distribution of respondents based on gender. There are 50.91% of male respondents which is 28 people and 49.09% of female respondents which is 27 people.

4.1.2 Age

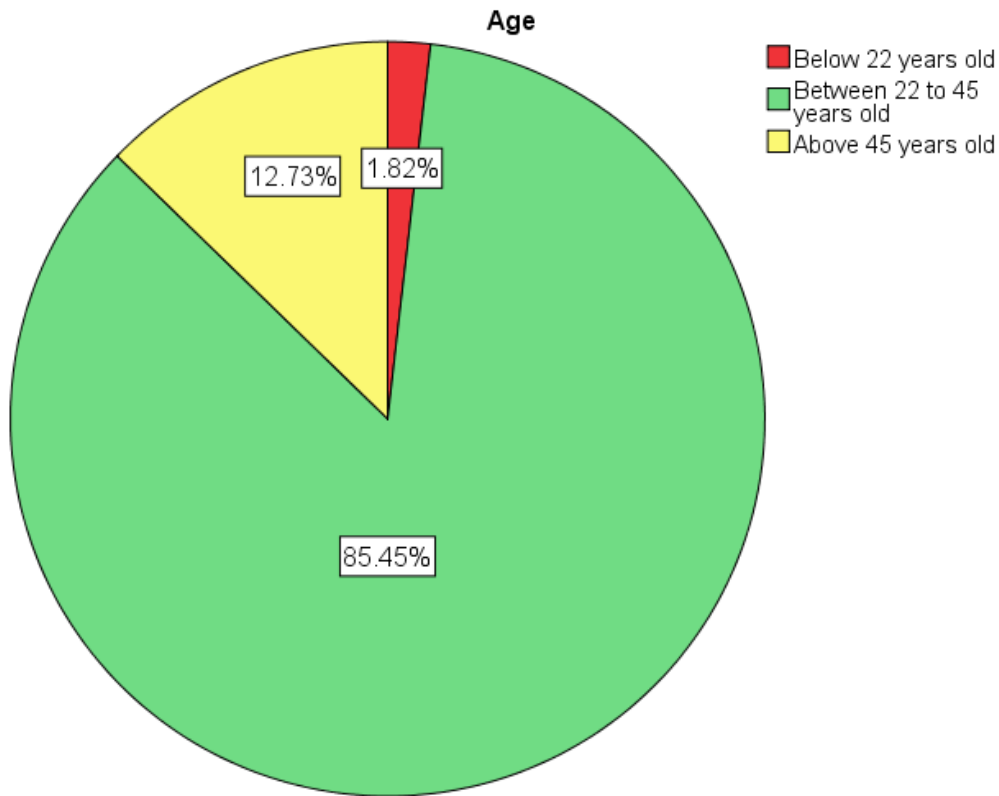


Figure 6. Distribution of respondents based on age

Based on the pie chart above, there are 1.82% of respondent, which is 1 people aged below 22 years old. The most respondents which show percentage of 85.45 aged between 22 years old to 45 years old. There are 47 people belongs to this age category. There are 12.73% of respondents which is 7 people aged above 45 years old.

4.1.3 Race

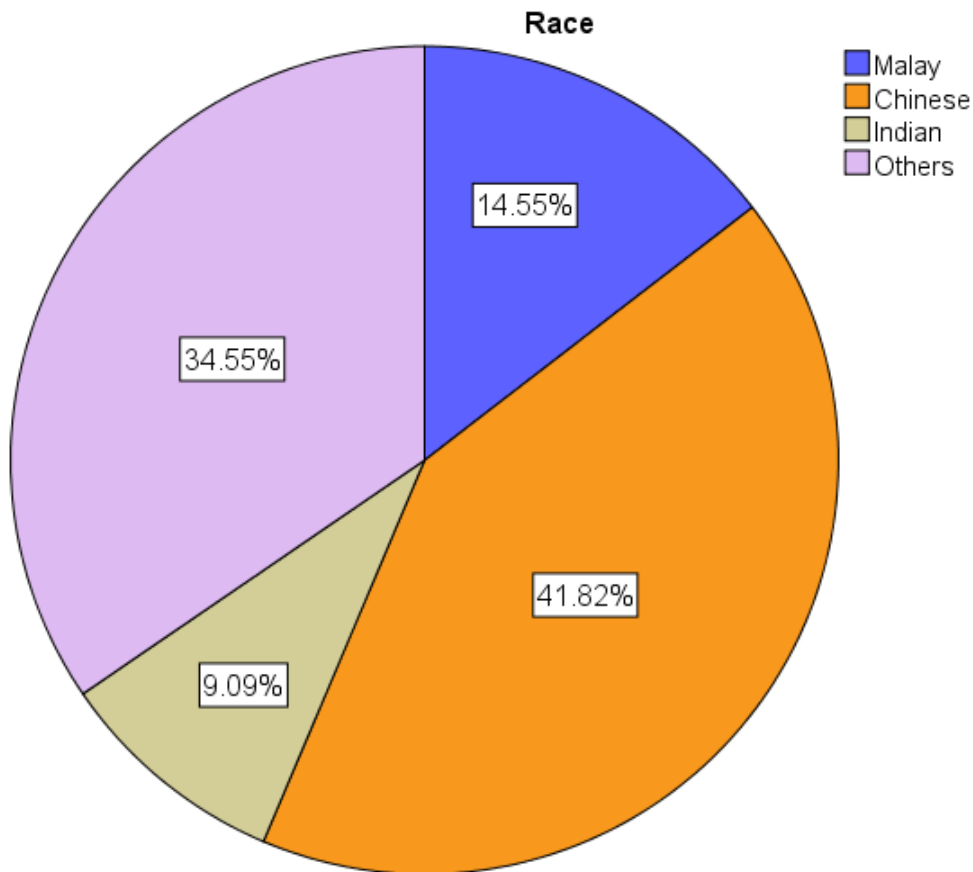


Figure 7. Distribution of respondents based on race

Based on figure, it shows that the race was classified into Malay, Chinese, Indian and others. There are 14.55% of respondents were Malay, which is 8 people. Most respondents were Chinese, which is 41.82% and shows 23 people. There are 9.09% of respondents are Indian, which is 5 people. The other race such as Iban and Bidayuh accounted 34.55%, which is 19 people.

4.1.4 Length of service

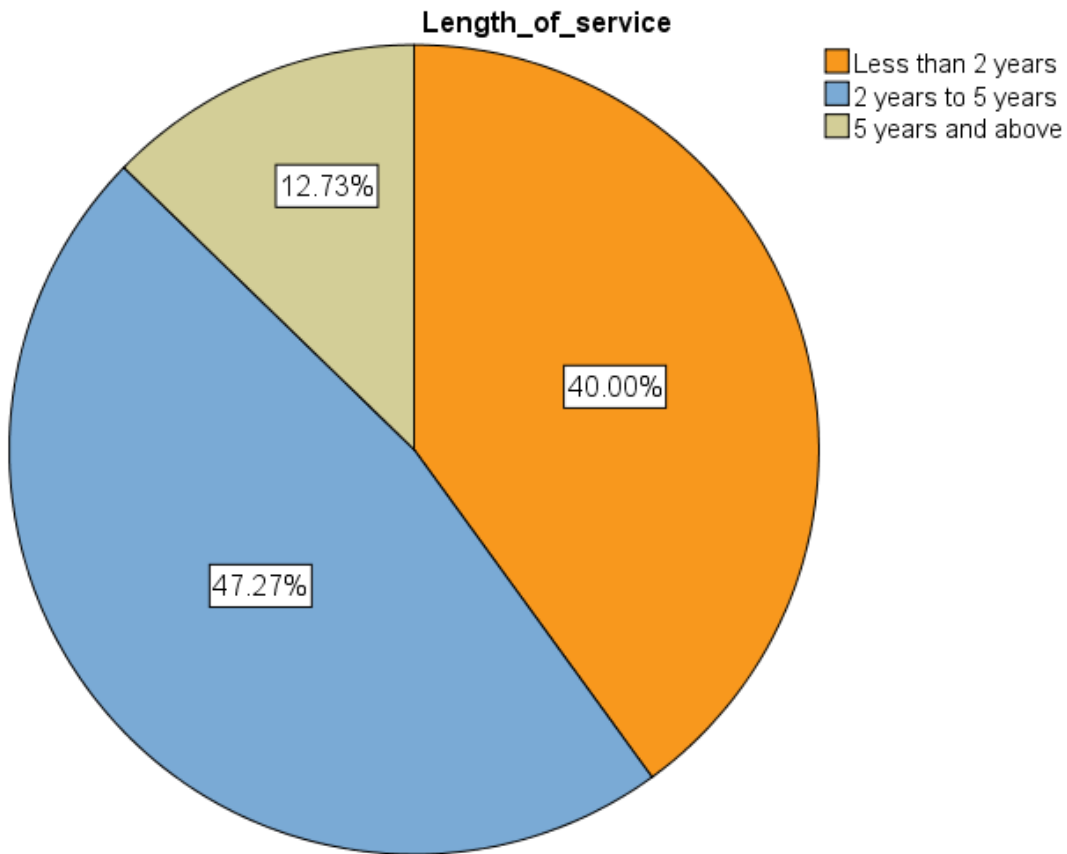


Figure 8. Distribution of respondents based on length of service in organization

Based on the pie chart above, there are 40% of respondents worked in the company less than 2 years, which is 22 people. For respondents who worked between 2 years to 5 years accounted 47.27%, which is 26 people. There are 12.73% of respondents, which is 7 people worked in the company reached 5 years and above.

4.1.5 Origin country and state

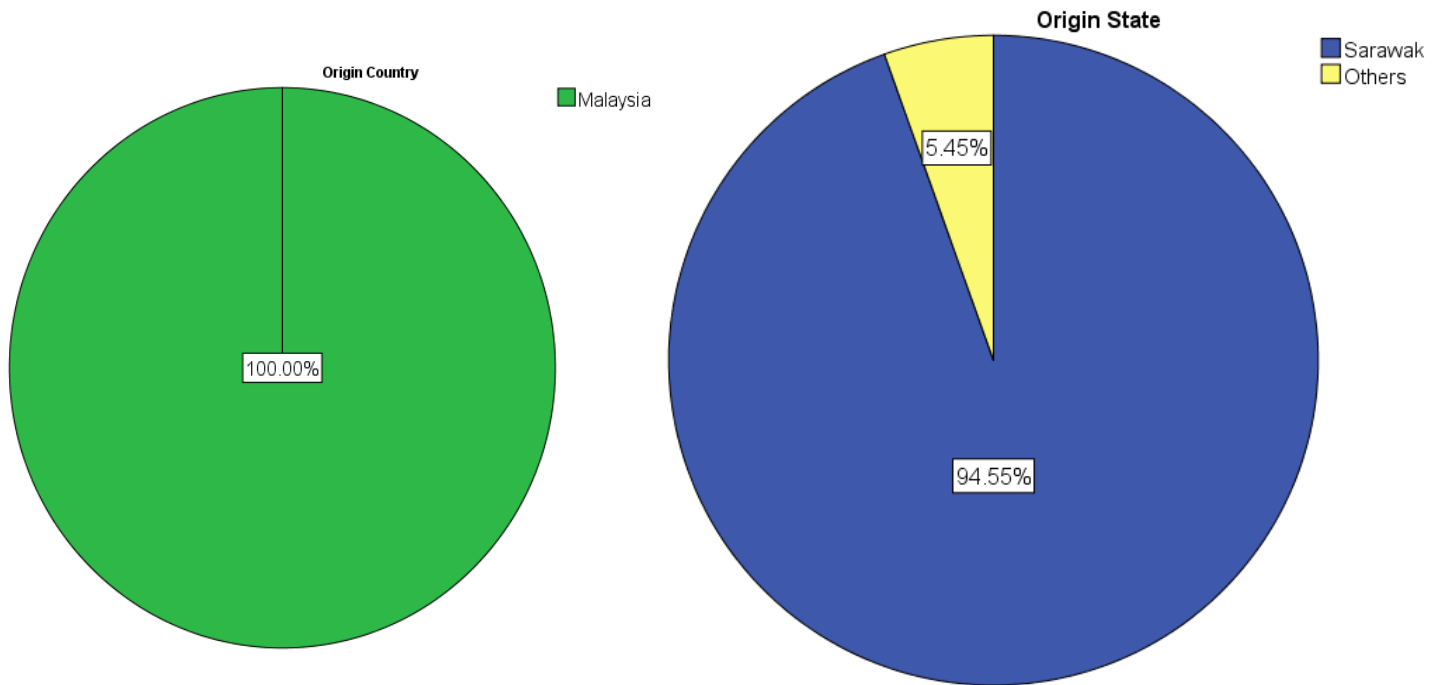


Figure 9. Distribution of respondents based on origin country and state

Based on the left pie chart, all respondents are Malaysian, with 100 % and frequency of 55 respondents. For origin state, most of the respondents came from Sarawak, with 94.55% and frequency of 52 respondents. There are 5.45% of respondents with 3 people came from other state.

4.1.6 Department

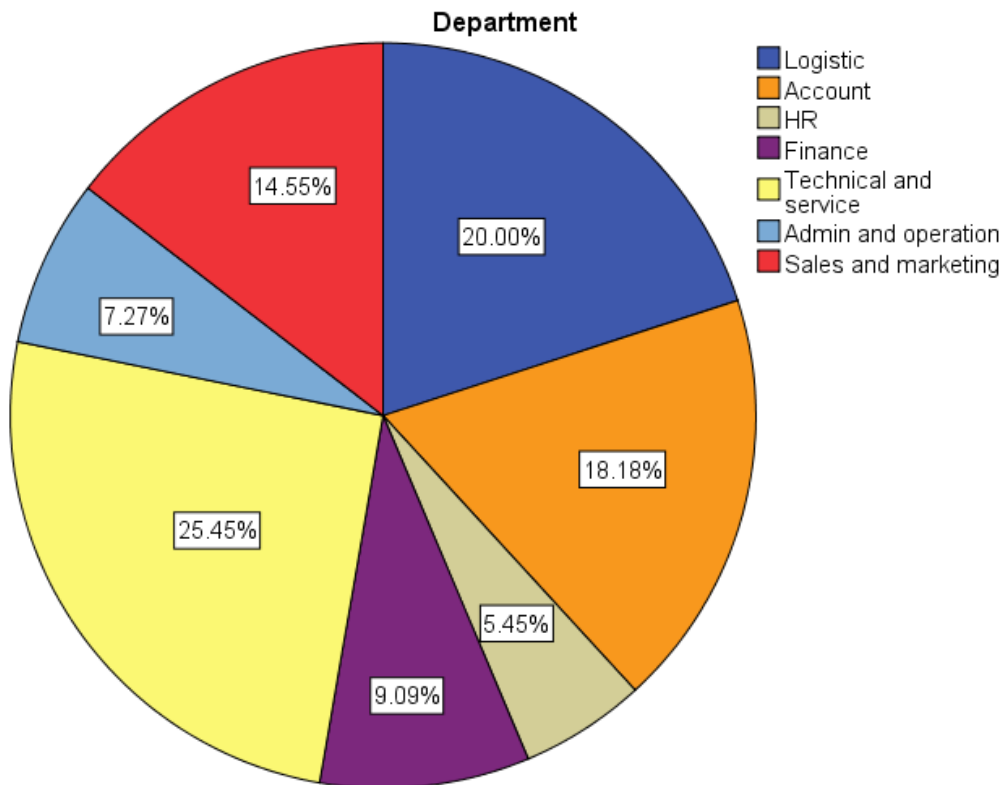


Figure 10. Distribution of respondents based on department that worked in

Based on the pie chart above, there are 20 % with 11 respondents worked in logistic department. For account department, there are 18.18% of respondents with 10 people worked in. There are 5.45% of respondents worked in human resource department, which is 3 respondents. 9.09% of respondents which is 5 people worked in finance department. For technical and service department, there are 25.45% of respondents with number of 14 respondents. There are 7.27% of respondents worked in admin and operation department, which is 4 people. There are 14.55% of respondents which is 8 respondents worked in sales and marketing department.

4.2 Hypothesis Testing

H₁: There is no relationship between the effects of communication on job performance in motor vehicle firm

Table 3

Correlation between communication and job performance

		Correlations	
		Communication	Job_performance
Communication	Pearson Correlation	1	.481**
	Sig. (2-tailed)		.000
	N	55	55
Job_performance	Pearson Correlation	.481**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

Table 2 shows the result of Pearson Correlation, which used to determine the relationship between communication and job performance. A two-tailed test of significance shows that there was a moderate positive correlation between communication and job performance, with $r(100)=0.481$, $p=0.000<0.01$. Hence, there is a moderate significant relationship between communication and job performance. The alternative hypothesis H₁ which stated there is no relationship between the effects of communication on job performance in motor vehicle firm is rejected.

H₂: There is no relationship between the effects of core value on job performance in motor vehicle firm

Table 4

Correlation between core value and job performance

		Correlations	
		Core_value	Job_performance
Core_value	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	55	55
Job_performance	Pearson Correlation	.563**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

Table 3 shows the result of Pearson Correlation, which used to test the relationship between core value and job performance. A two-tailed test of significance shows that there was a moderate positive correlation between core value and job performance, with $r(100)=0.563$, $p=0.000<0.01$. Hence, there is a moderate significant relationship between core value and job performance. The alternative hypothesis H₂ which stated that there is no relationship between the effects of core value on job performance in motor vehicle firm is rejected.

H₃: There is no relationship between the effects of training and development on job performance in motor vehicle firm

Table 5

Correlation between training and development and job performance

		Correlations	
		Training_and_development	Job_performance
Training_and_development	Pearson Correlation	1	.346**
	Sig. (2-tailed)		.010
	N	55	55
Job_performance	Pearson Correlation	.346**	1
	Sig. (2-tailed)	.010	
	N	55	55

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

Based on Table 4, it shows the result of Pearson Correlation, which used to test the relationship between training and development and job performance. A two-tailed test of significance shows that there was a low positive correlation between training and development and job performance, with $r(100)=0.346$, $p=0.01$. Hence, there is a low significant relationship between training and development and job performance. The alternative hypothesis H₃ which stated that there is no relationship between the effects of training and development on job performance in motor vehicle firm is rejected.

H₄: There is no relationship between the effects of team orientation on job performance in motor vehicle firm

Table 6

Correlation between team orientation and job performance

		Correlations	
		Team_orientation	Job_performance
Team_orientation	Pearson Correlation	1	.448**
	Sig. (2-tailed)		.001
	N	55	55
Job_performance	Pearson Correlation	.448**	1
	Sig. (2-tailed)	.001	
	N	55	55

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

According to Table 5, it shows the result of Pearson Correlation, which used to test the relationship between team orientation and job performance. A two-tailed test of significance shows that there was a moderate positive correlation between team orientation and job performance, with $r(100)=0.448$, $p=0.001 < 0.01$. Hence, there is a moderate significant relationship between team orientation and job performance. The alternative hypothesis H₄ which stated that there is no relationship between the effects of team orientation on job performance in motor vehicle firm is rejected.

4.2.1 Remedial measures suggested to improve organizational culture

Based on the data collected from respondents, most of the respondents suggested that for training and development can give more training and development session that needed by employees, employees can sharpen their skills, knowledge and ability and apply to their job. By strengthen this culture in company, such as give every employees opportunity to attend training session once a month or once two months, employees can develop themselves and also enhance development of organization. Training such as on the job training also can be more implement in the organization. Sharing session after attend training by the trainees to their subordinates also be encourage to practice as organizational culture so that others also can learn from the trainees about their experience and input after attend the training.

Besides, core value also can be strengthen to improve organizational culture. Core value that is ethical, fair and suitable should be emphasize and practice by individual in company. When come to make decision or take action in projects, leader or manager should always remind the core value of company and as a guidance in carry out daily routine in organization. Employees should always refer to the core value of company when carry out their work and tasks.

Safety precaution in company also can be strengthen as the culture of organization. An organization that practice safety precaution properly and take attention to the issue can protect the safety of individual in the organization. Individual also feel safe and secure by practicing complete and efficient safety precaution steps while doing their job in the area of organization. It also reduce the risk of accident, damage or unwanted safety cases happened in the organization. In practice safety precaution, make sure the number of safety tools is sufficient and good in quality. Besides, the related information regarding safety precautions can be put on notice board and also publish in the intranet of company.

Team orientation such as good relationship between subordinates and employers also encourage to strengthen to improve organizational culture. Small gathering can be organized to make everyone become closer. Good relationship between individual can make everyone feel happier in complete tasks together. Problems like office politics, quarreling between groups can be reduced by enhance and encourage having good relationship between each other.

Open to ideas and communication also important in improving the organizational culture. Employers need to be more open to ideas by listen to the opinion of every employee. After gather the opinion, employers can make the best decision that suit the needs of organization and also employees. Employers can also collect the feedback of employees in complete their job or difficulties that faced during done their job which influenced by organizational culture. By collecting feedback, employers can adjust and improve the organizational culture. This enable organization has further development and achieve the mission and vision of organization.

4.3 Summary

In summary, communication, core value and team orientation have moderate positive correlation with job performance whereas training and development has low positive correlation with job performance based on the result that analyze. The result can be said that employees in the organization have less experience within received training and development compared to other aspects but generally the four aspects of organizational culture have influence and correlate with job performance. Some remedial measures that suggested by respondents to improve organizational culture also stated out in this chapter.

CHAPTER FIVE

DISCUSSION, SUMMARY, RECOMMENDATIONS, CONCLUSION

5.0 Introduction

In this chapter will include discussion based on the findings and summary about this study will be made. Recommendation to other parties and implication will be included in this chapter. A conclusion about this study will also stated in this chapter.

5.1 Discussion

5.1.1 Objective 1: To study the relationship between communication and job performance

H₁: There is no relationship between the effects of communication on job performance in motor vehicle firm

Based on the finding, hypothesis (H₁), which is there is no relationship between the effects of communication on job performance in motor vehicle firm was rejected because the result shows that there was a moderate positive correlation between communication and job performance, with $r(100)=0.481$, $p=0.000<0.01$.

The result is similar with the result of Femi (2014) as the null hypothesis of the research hypothesis “There is a relationship between effective communication and workers’ performance” was rejected. The result indicates that effective communication has brings impact on the performance of workers. Organization should create transparent, efficient and participative communication to improve commitment of workers and enhance work performance.

The above result also can be support by contextual theory through the contention of (Pearce 1994, 1995; and Cronen 1991, 1995) which stated that effective communication will bring

impact to performance of workers if workers properly understood the message or information that passed across to them in organization.

5.1.2 Objective 2: To study the relationship between core value and job performance

H₂: There is no relationship between the effects of core value on job performance in motor vehicle firm

According to the finding, hypothesis (H₂), which is there is no relationship between the effects of core value on job performance in motor vehicle firm was rejected because the result shows that there was a moderate positive correlation between core value and job performance, with $r(100)=0.563$, $p=0.000<0.01$. Hence, there is a moderate significant relationship between core value and job performance.

The result obtained can be supported by the study which done by Tedla (2016), the findings showed that one of the respondents mentioned that top management such as CEO who has excellent leadership skills receives awards from different parties, and this due to using core corporate values to develop an organizational culture which is effective and also improved the performance in organization.

Core corporate value also relates with Denison organizational culture model, which was one of the conceptual framework of this study. Through organization culture which was effective, managers apply core corporate value to enhance productivity and performance in the organization (Childress, 2013). Yunus and Tadisina (2016) also stated that organizational culture that effective enable managers in business areas apply the core corporate values to enhance productivity and performance of employees in organization.

5.1.3 Objective 3: To study the relationship between training and development and job performance

H₃: There is no relationship between the effects of training and development on job performance in motor vehicle firm

Based on the finding, hypothesis (H₃), which is there is no relationship between the effects of training and development on job performance in motor vehicle firm was rejected because the result shows that there was a low positive correlation between training and development and job performance, with $r(100)=0.346$, $p=0.01$.

The result was similar with the study of Robert (2013) which titled “The Relationship between Training and Development on Performance of State Owned Corporations”. In the study of Robert (2013), the correlation coefficient of training and development and organizational performance is 0.389 at $p=0.00$. The result shows that there was a positive correlation between the two variables. Training and development is effort that improve the skills, abilities and knowledge of employees to become better (Aswathappa, 2008). 66 studies that conducted at different places around the world reviewed by Thang and Buyens (2008), they commented that organizational performance was enhanced by the attitudes, behavior, skills, knowledge and abilities of employees that improve in quality through training and development.

5.1.4 Objective 4: To study the relationship between team orientation and job performance

H₄: There is no relationship between the effects of team orientation on job performance in motor vehicle firm

Based on the finding, hypothesis (H₄), which is there is no relationship between the effects of team orientation on job performance in motor vehicle firm was rejected because the result shows that there was a moderate positive correlation between team orientation and job performance, with $r(100)=0.448$, $p=0.001<0.01$.

The result is similar with the research done by (Boakye, 2015) which shows that teamwork has positive correlation towards organization performance. Teams which is responsible to specific services will influence the work being completed within a short time. Team members play important role in the performance to bring some specializations to organization. Besides, teams that always work together to improve the quality of service that provided also ensure effective utilization of the resources of organization.

5.1.5 Objective 5: To suggest remedial measures to improve organizational culture

A strong and suitable organizational culture enable organization to develop well and increases value in future. Hence, some steps may be taken to improve organizational culture based on the current situation of organization respectively.

One of the steps is employers need to implement training and development strategically. A workforce plan need to be implement to ensure hiring process is complete in time to develop people. In addition, training that applies to employees' current job and future- focused should be given to employees. This will enhance the knowledge and skill of employees and hence improve their performance. Assist employee to develop their career path is also one of the ways. HR

executives can determine the goals of employees and support them by channeling their career paths to the future within company (Business.com, 2020). This suggested way is similar with the opinion of respondents in this study.

Besides, some of the respondents also mentioned about communication in organization. This aspect can be supported by the article from website of Business.com. Communication is important for leaders is company like managers and top management to give clear instruction and information is received by employees effectively. Individual should communicate clearly by using simple language that can be understand by everyone and also using interactive communication (Business.com, 2020).

For the findings of team orientation, it can be supported by article of Peterson (2019), which stated a team-oriented structure can motivate employees. Employees who work together as a team will brings longevity and success.

5.2 Summary

Organizational culture in a company is important as it affects the ways employees perform and react to different situation. Organizational culture that suitable, effective and ethical will enhance the performance and productivity of employees and brings the organization to move forward. Hence, the objective of this study is to investigate the relationship between organizational culture and job performance, which means to find out how strong the correlation of different components under organizational culture and job performance and also suggest remedial measures to improve organizational culture.

This study is a quantitative study and uses Statistical Package for Social Sciences (SPSS) to analyses data. For demographic data of respondents, descriptive statistic method was used to

analyzed the percentage and number of respondents for each category. Pie chart was also generated to see more clearly about the distribution and percentage of respondents. In addition, Pearson correlation test was used to test the relationship of independent variables such as communication, core value, training and development and team orientation which all under organizational culture with dependent variable which is job performance. Summaries were also done for the remedial measures that suggested by respondents to improve the organizational culture, which most suggested offered more training and development to employees.

The first objective is to study the relationship between communication and job performance. The result shows that there was a moderate positive correlation between communication and job performance, with $r(100)=0.481$, $p=0.000<0.01$. The alternative hypothesis H_1 which stated there is no relationship between the effects of communication on job performance in motor vehicle firm is rejected.

The second objective is to study the relationship between core value and job performance. A two-tailed test of significance shows that there was a moderate positive correlation between core value and job performance, with $r(100)=0.563$, $p=0.000<0.01$. The alternative hypothesis H_2 which stated that there is no relationship between the effects of core value on job performance in motor vehicle firm is rejected.

The third objective is to study the relationship between training and development and job performance. A two-tailed test of significance shows that there was a low positive correlation between training and development and job performance, with $r(100)=0.346$, $p=0.01$. The alternative hypothesis H_3 which stated that there is no relationship between the effects of training and development on job performance in motor vehicle firm is rejected.

The fourth objective is to study the relationship between team orientation and job performance. The result shows that there was a moderate positive correlation between team orientation and job performance, with $r(100)=0.448$, $p=0.001<0.01$. The alternative hypothesis H_4 which stated that there is no relationship between the effects of team orientation on job performance in motor vehicle firm is rejected.

For the remedial measures suggested to improve organizational culture, most of the respondents suggested to offered more training and development and enable employees to join once a month or once two months. Other remedial measures also suggested such as strengthen core value by emphasize it, safety precaution practiced properly, team orientation such as having good relationship between subordinates and open to ideas and communication of individuals in organization.

Table 7

Summary of Findings and Discussion

Research Objectives	Research Hypothesis	Findings	Discussion
To study the relationship between communication and job performance	H ₁ : There is no relationship between the effects of communication on job performance in motor vehicle firm	Reject hypothesis H ₁ . There was a moderate positive correlation between communication and job performance, with $r(100)=0.481$, $p=0.000<0.01$	The result is similar with the result of Femi (2014) as the null hypothesis of the research hypothesis “There is a relationship between effective communication and workers’ performance” was rejected. The result indicates that effective communication has brings impact on the performance of workers
To study the relationship between core value and job performance	H ₂ : There is no relationship between the effects of core value on job performance in motor vehicle firm	Reject hypothesis H ₂ . There was a moderate positive correlation between core value and job performance, with $r(100)=0.563$, $p=0.000<0.01$.	Supported by research of Tedla (2016), the findings showed that one of the respondents mentioned that top management such as CEO who has excellent leadership skills receives awards from different parties, and this due to using core corporate values to develop an organizational culture which is effective and also improved the performance in organization.

<p>To study the relationship between training and development and job performance.</p>	<p>H₃: There is no relationship between the effects of training and development on job performance in motor vehicle firm</p>	<p>Reject hypothesis H₃. There was a low positive correlation between training and development and job performance, with $r(100)=0.346$, $p=0.01$.</p>	<p>Similar with the study of Robert (2013) which titled “The Relationship between Training and Development on Performance of State Owned Corporations”. The correlation coefficient of training and development and organizational performance is 0.389 at $p=0.00$. The result shows that there was a positive correlation between the two variables</p>
<p>To study the relationship between team orientation and job performance</p>	<p>H₄: There is no relationship between the effects of team orientation on job performance in motor vehicle firm</p>	<p>Reject hypothesis H₄. There was a moderate positive correlation between team orientation and job performance, with $r(100)=0.448$, $p=0.001<0.01$</p>	<p>Similar with the research done by (Boakye, 2015) which shows that teamwork has positive correlation towards organization performance. Teams which is responsible to specific services will influence the work being completed within a short time</p>
<p>To suggest remedial measures to improve organizational culture</p>	<p>-</p>	<p>Most of the respondents suggested to offered more training and development and enable employees to join once a month or once two months. Other remedial measures also suggested such as strengthen core value by emphasize it,</p>	<p>Remedial measures such as implement training and development strategically, communication and team orientation can be found in online articles and supported the ways that suggested by respondents.</p>

		safety precaution practiced properly, team orientation such as having good relationship between subordinates and open to ideas and communication of individuals in organization.	
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5.3 Implication

Since the result of study stated that there is a significant relationship between organizational culture and job performance, implication need to be discuss so that organizational culture can be improved and hence increase the efficiency of organization through performance.

5.3.1 Communication

Communication is important to deliver message from one people to another. Communication in an organization need to be emphasize to make sure effective communication occurs and enhance the teamwork in organization. To achieve effective communication, senders need to follow up after communicates to make sure receivers understand and able to perform based on the request. Receivers are encouraged to express their thought and feedback after receive information from senders. By having good communication, performance that carry out can fulfilled the request and requirement from senders which also through complete understanding of information that get by receivers. Besides, individual not only speaks when communicate, but also learn to listen to others when other is speaking (Oppong and Birikorang, 2014). When listening, we can know the feedback and opinions from others and we may also give feedback after listening to enable two ways of communication.

5.3.2 Team orientation

Team orientation is one of the components in organizational culture that contributes to high performance with team effectiveness to achieve organizational goals. Based on the result, some of the respondents suggest ways to improve the relationship between subordinates to enhance team work by knowing the character, strength and weakness of individual. We cannot deny that team orientation is important when come to complete huge and complicated projects. Good team work enables the projects to complete in shorter time with cooperation of each other and also be more variety in ideas as gather ideas from different people in a team. By achieving small task together and slowly increase to big projects, this will enhance the tacit understanding between team members and results in effective team orientation.

5.3.3 Core value

Core value that implement in an organization will influence the behavioral patterns of individuals and also the relationship within organization. Core value also affect the ways that a company perceives competition, customers and suppliers. It also plays significant role in determining the ways of company solves problems and face issues (Norman, 2016). Core value should be explained clearly to the employees and workman in organization to let them understand the purpose of set and develop the core value of organization. Core value also need to always implement in work routine to ensure the work that carry out is on the right track and also fit the needs of organization.

5.3.4 Training and development

Training and development was implemented to develop the knowledge, skills and ability of employees. In this study, most of the respondents stated that training and development need to be often given by company to employees. Training and development can enhance skills that needed to complete their job more effectively, in terms of self and team development. By gaining developed skills, performance of workers also can be improved. Organization can offer different types of training such as instructor-led-training, coaching or mentoring and hands-on-training to the employees in motor vehicle company to develop themselves and hence increase their productivity. The training that given must suit the trainees and based on their needs. Training needs analysis can be carry out before conduct a training session for particular group of employees.

5.4 Recommendation

5.4.1 HR department

For the recommendation of HR department, HR executives can carry out survey which about the opinion of employees towards the organizational culture that implement in organization. By gathering the opinion, HR executives can analyze the data and discuss with top management of company either to keep on the culture or need to be adjust and improve. While make discussion, HR executives also can sort out the performance evaluation of employees together with the results of survey done which is on the opinion of organizational culture. Organizational culture that fit the organization and effective is a big step that brings organization in achieving vision and mission. In addition, HR executives also need to take care and help the employees who is

unable to adapt to the organizational culture. By giving advice through counselling, it may guide the employees to adapt better to the organizational culture.

5.4.2 Future researchers

For the recommendation of future researchers, more respondents can be involved in study, can reach the target of 100 or even more respondents for quantitative research. Besides, qualitative research is suggested to study the organizational culture and job performance. Interview respondents in target company can get more details of data and enable researchers to explore deeper in this topic. In addition, the study can involve two or three companies to investigate how the organizational culture can affect the performance in organization by comparing the companies that involve.

5.5 Conclusion

In conclusion, the research has achieved the objectives stated which is to study the relationship between organizational culture that consists of communication, core value, training and development and team orientation in this study and also job performance. Based on the result, the organizational culture overall has moderate positive relationship with job performance. Hence, by improving organizational culture, job performance also can be improved.

The finding was similar with Shahzad et al. (2013) who explained more on organizational culture plays the main factor that influences the performance and proposed that excellence in performance and consistent in achievements can obtained from the source of strong organizational culture.

Besides, this study also collected opinion of respondents about the ways to improve organizational culture. The opinion suggested can be a guideline and references for organization in future use by improving their own organizational culture. Last but not least, there is a relationship between organizational culture and job performance and the organizational culture need to be always improved to get better effect and enhance productivity.

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UNIVERSITI MALAYSIA SARAWAK

FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

Research Title:

A Study of the Relationship Between Organizational Culture and Job Performance

In A Motor Vehicle Company

1. This questionnaire is used to study the relationship between organizational culture and job performance in a motor vehicle company.
2. All information provided through this questionnaire is treated as strictly confidential and will only be used for the purpose of this study.
3. This questionnaire consists of three sections:
Section A: Organizational Culture
Section B: Job Performance
Section C: Demographic Profile
4. Please answer all questions in the three sections.
5. Your cooperation in answering all the questions are much appreciated.

Thank You

Section A

Likert scale was used. Scale 1 to 5 represent strong disagree, disagree, neutral, agree and strongly agree.

Aspects	1	2	3	4	5
Communication					
My organization’s communication makes me identify with it					
Conflicts are handled appropriately through proper communication channels					
The people in my organization communicate effectively					
Communication with other organizational members is accurate and free flowing					
My supervisor is open to ideas					
Communication Satisfaction Questionnaire (Downs & Hazen, 1977)					
Core values					
There is a clear and consistent set of values in this company that governs the way we do business					
This company has a characteristic management style and a distinct set of management practices.					
This organization has an ethical code that guides our behavior and tells us right from wrong					

The managers in this company "practice what they preach."					
Ignoring the core values of this organization will get me in trouble in performing task					
Denison Organizational Culture Survey (Denison & Neale, 1996)					
Training and Development					
I have received the training I need to do a good job					
The training I received is high of quality					
I get the training I need to further develop my skills					
There are appropriate orientation procedures in this company					
Most departments review their work on a regular basis.					
Organizational Climate Questionnaire (Adrian Furnham and Leonard D. Goodstein, 1997)					
Team Orientation					
Cooperation and collaboration across functional roles are					

actively encouraged in this organization					
Working in this organization is like being part of a team					
Work is sensibly organized in this organization so that each person can see the relationship between his/her work and the goals of the organization.					
Teams are the primary building block of this organization					
This organization relies on horizontal control and coordination to get work done rather than hierarchy.					

Denison Organizational Culture Survey (Denison & Neale, 1996)

Section B

Individual Work Performance Questionnaire (IWPQ), (Koopmans, 2014)

Score 0 to 4 represent seldom, sometimes, frequently, often, always

Aspects	0	1	2	3	4
Task performance					
I was able to plan my work so that I finished it on time.					
I kept in mind the work result I needed to achieve.					
I was able to set priorities					
I was able to carry out my work efficiently					
I managed my time well.					
Contextual performance					
On my initiative, I started new tasks when my old tasks were completed					
I took on challenging tasks when they were available					
I worked on keeping my job-related knowledge up-to-date					
I worked keeping my work skills up-to-date					

I came up with creative solutions for new problems					
I took on extra responsibilities					
I continually sought new challenges in my work					
I actively participated in meetings and/or consultations					
Counterproductive Work Behavior					
I complained about minor work-related issues at work.					
I made problems at work bigger than they were					
I focused on the negative aspects of situation at work instead of the positive aspects					
I talked to colleagues about the negative aspects of my work					
I talked to people outside the organization about the negative aspects of my work					

In your opinion, what are the ways that can be implement to improve organizational culture in your organization?

Section C

In this section, please provide your demographic profile by ticking (/) in relevant spaces and write in space provided.

1. Gender

Male

Female

<input type="checkbox"/>
<input type="checkbox"/>

2. Age

Below 22 years old

Between 22 to 45 years old

Above 45 years old

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

3. Race

Malay

Chinese

Indian

Others: _____

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

4. Length of services in organization

Less than 2 years

2 years to 5 years

5 years and above

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

5. Origin country and state

6. Department that worked in

APPENDIX B
Research Timeline

Table 8

Research Timeline for Final Year Project 1

Details	Sept		Oct		Nov		Dec	
Choose the topic of FYP that interested								
Search information about topic that chosen								
Get approval from supervisor about the topic chosen and proceed								
Start to write the first three chapter								
Compile three chapters								
Do presentation slide for FYP 1								
FYP 1 presentation								
Improvement on FYP 1								
Submission of FYP 1								

Table 9

Research Timeline for Final Year Project 2

Detail	Jan	Feb	March	April	May	Jun	July	
Recheck questionnaire								
Collect data								
Analyze data								
Proceed with last two chapters								
FYP 2 presentation								
Recheck all the five chapters								
Submission of FYP 2								

APPENDIX C

SPSS Output

Demographic profile of respondents

Descriptive analysis

1. Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	28	50.9	50.9	50.9
	Female	27	49.1	49.1	100.0
	Total	55	100.0	100.0	

2. Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 22 years old	1	1.8	1.8	1.8
	Between 22 to 45 years old	47	85.5	85.5	87.3
	Above 45 years old	7	12.7	12.7	100.0
	Total	55	100.0	100.0	

3. Race

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	8	14.5	14.5	14.5
	Chinese	23	41.8	41.8	56.4
	Indian	5	9.1	9.1	65.5
	Others	19	34.5	34.5	100.0
	Total	55	100.0	100.0	

4. Length of service

Length_of_service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	22	40.0	40.0	40.0
	2 years to 5 years	26	47.3	47.3	87.3
	5 years and above	7	12.7	12.7	100.0
	Total	55	100.0	100.0	

5. Origin country

Origin_country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malaysia	55	100.0	100.0	100.0

6. Origin state

Origin_state

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sarawak	52	94.5	94.5	94.5
	Others	3	5.5	5.5	100.0
	Total	55	100.0	100.0	

7. Department

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Logistic	11	20.0	20.0	20.0
	Account	10	18.2	18.2	38.2
	HR	3	5.5	5.5	43.6
	Finance	5	9.1	9.1	52.7
	Technical and service	14	25.5	25.5	78.2
	Admin and operation	4	7.3	7.3	85.5
	Sales and marketing	8	14.5	14.5	100.0
	Total	55	100.0	100.0	

Hypothesis Testing

Pearson Correlation Analysis

H₁: There is no relationship between the effects of communication on job performance in motor vehicle firm

		Communication	Job_performance
Communication	Pearson Correlation	1	.481**
	Sig. (2-tailed)		.000
	N	55	55
Job_performance	Pearson Correlation	.481**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

H₂: There is no relationship between the effects of core value on job performance in motor vehicle firm

		Core_value	Job_performance
Core_value	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	55	55
Job_performance	Pearson Correlation	.563**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

H₃: There is no relationship between the effects of training and development on job performance in motor vehicle firm

Correlations

		Training_and_development	Job_performance
Training_and_development	Pearson Correlation	1	.346**
	Sig. (2-tailed)		.010
	N	55	55
Job_performance	Pearson Correlation	.346**	1
	Sig. (2-tailed)	.010	
	N	55	55

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

H₄: There is no relationship between the effects of team orientation on job performance in motor vehicle firm

Correlations

		Team_orientation	Job_performance
Team_orientation	Pearson Correlation	1	.448**
	Sig. (2-tailed)		.001
	N	55	55
Job_performance	Pearson Correlation	.448**	1
	Sig. (2-tailed)	.001	
	N	55	55

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

APPENDIX D (Permission letter to carry out FYP at organization)

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.17 (30)

19 Disember 2019

Ghee Hua Motorpol Sdn Bhd
Lot 136 & 137
Abell Road
93100 Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Lim Jia Yu (61277)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian/Tesis : *"A study of the relationship between organizational culture and job performance in a motor vehicle company"*
Pensyarah : **Professor Madya Dr Prashanth Talwar Yadav**
No.Telefon Pensyarah : **082-581558**
Emel : **typrashanth@unimas.my**
No.Telefon Pelajar : **016-4227830**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Professor Madya Dr Prashanth Talwar Yadav
Pensyarah

s.k – Penolong Pendaftar Kanan, FSKPM



Final Report (80%)

Name of student: Lim Jia Yu

Matric Number: 61277

Program of study: Human Resources Development

Title of FYP: A Study of The Relationship Between Organizational Culture And
 Job Performance In A Motor Vehicle Company

Allocation of Marks

No	Criteria	%	Descriptors ⁱ
1	Adherence to Format & Layout * Front & Back Matter (<i>Abstract, Appendix</i>) * Citation & References * Language	10	Impressive (10) Good (7 – 9) Satisfactory (5 – 6) Fair (3 – 4) Weak (0 – 2)
2	Introduction (<i>Chapter 1</i>) * Background/Context * Problem Statement * Objectives & Research Questions (<i>Hypotheses</i>) * Conceptual Framework * Conceptual & Operational Definitions of Key Terms/Concepts * Significance of Study	10	Impressive (10) Good (7 – 9) Satisfactory (5 – 6) Fair (3 – 4) Weak (0 – 2)
3	Review of Related Literature (<i>Chapter 2</i>) * Coverage (Breadth & Depth) * Quality of Review (Relevance, Logical Argument) * Theoretical Framework	10	Impressive (10) Good (7 – 9) Satisfactory (5 – 6) Fair (3 – 4) Weak (0 – 2)
4	Research Design (<i>Chapter 3</i>) * Conceptual Framework * Sampling Procedure * Instrumentation * Reliability & Validity * Procedures for Data Collection & Analysis * Limitations/Delimitations	10	Impressive (10) Good (7 – 9) Satisfactory (5 – 6) Fair (3 – 4) Weak (0 – 2)
5	Findings/Results & Discussion (<i>Chapter 4</i>) * Presentation (Tables, Figures) * Addressing Research Objectives/Questions * Accuracy of Results Interpretation * Relevance of Discussion of Findings/Results	20	Impressive (18 – 20) Good (15 – 17) Satisfactory (9 – 14) Fair (5 – 8) Weak (0 – 4)
6	Summary/Conclusion/Recommendation		Impressive (18 – 20)

FYP 2 Lim Jia Yu 61277

ORIGINALITY REPORT

20%	11%	3%	19%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Universiti Teknologi MARA Student Paper	2%
2	Submitted to Midlands State University Student Paper	2%
3	Submitted to University of KwaZulu-Natal Student Paper	2%
4	Submitted to Universiti Malaysia Sarawak Student Paper	2%
5	Submitted to Universiti Teknologi Malaysia Student Paper	1%
6	digilib.uinsgd.ac.id Internet Source	1%
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