



**Faculty of Cognitive Sciences and Human Development**

**IMPACTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES'  
PERFORMANCE**

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

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Final Year Project Report

Masters

PhD

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# **IMPACTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE**

**OLIVER LEFRANCO ANAK SANNI**

This project is submitted  
in partial fulfilment of the requirements for a  
Bachelor of Science with Honours  
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**A**

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## **ABSTRACT**

### **IMPACTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE.**

Oliver Lefranco anak Sanni

The aim of this study is to identify the impacts of organizational culture on employees' performance. A quantitative method is utilized in this study where the data are collected from 100 respondents who are working in private sector in Kuching, Sarawak by using online questionnaires. Data collected are analyzed using descriptive statistics and inferential statistics through Statistical Package for Social Sciences (SPSS) version 26. Independent Samples T-Test, One-Way ANOVA, and Pearson Correlation were used to test the research question and research hypotheses. The findings of this study have shown that there is no significant difference between each demographic factors (gender, ethnicity, educational level, and length of service) and employees' performance. Meanwhile, the findings also have shown that there is significant difference between age and employees' performance. Besides, the findings have shown that there is significant relationship between each of the organizational culture (empowerment, team orientation, agreement, creating change, and job satisfaction) and employees' performance. The results of this study may contribute to knowledge, methodology, human resource practitioners, and policy. Apart from that, several recommendations have been given to the organizations and future researchers.

## **CHAPTER 1: INTRODUCTION**

### **1.1 Introduction**

This study conducted to study impacts of organizational culture on employees' performance. The objective of this study explored the organizational culture which gives impacts on employees' performance in the organization. Besides, this study focused on private sector in Kuching, Sarawak. In this chapter, it explained the background of study, statement of problem and further explanation regarding organizational culture construct in the organization that give broad views about this study.

### **1.2 Background of Study**

An organization's culture can influence the way people act and must be taken as a contingency factor in any program for organization growth. According to Maamari & Saheb (2018), the organizational culture comprises sets of values, beliefs, and actions of doing things in an organization. In the organization, culture can be different depending on the work environment. According to (Gutterman, 2015) an organization's culture has a strong impact on how the organization handles concerns and questions, sets goals, and establish mechanisms that define the organizational members' work activities and relationships, as well as how members behave while carrying out their organizational activities. They can bring out the best in people and build outstanding working conditions for people or they can bring out the worst in people and create stress-filled unhealthy environments (Warrick, 2017). On the other hand, employee performance can refer actions of the workers in the workplace and how well they accomplish the tasks employer obligated them to perform. Employee performance includes factors such as job quality, productivity as well as the behavior of the workers in the workplace. According to (Shahzadi et al., 2014) employee performance includes quality and quantity

production, present at work, tolerant and helpful character, and timeliness of output. Employees need to understand and attach to the organizational culture which is belonging to that organization which can help to improve performance to ensure the organization workforce can meet business and customer needs.

Previously, there were research regarding organizational culture on employee performance. The study at selected software houses in Pakistan where the result shows the positive correlation between organizational culture and employees' job performance (Shahzad, 2014). In this study, the research question focused on the arrangement in organizational culture which five possible features includes reward system, employee participation, innovation, customer service and risks taking and communication system. Research on the results of work culture in the public sector in Saudi Arabia reveals a positive association between organizational culture and work performance (Saad & Abbas, 2018). In a state-owned bank in Pontianak, Indonesia, the study investigated the impact of organizational culture and compensation on employee performance. The study used work motivation as an intermediary variable (Daud, 2020). As mentioned by Dewi & Wibowo (2020) performance of permanent lecturers at the University of Maarif Hasyim Sidoarjo has partially affected by organizational culture. Besides, as studied by Awadh & Alyahya (2013) the research article was focused on identifying and measure the strong relationship between organizational culture and performance.

Hence, the focused of this study was identified impacts of organizational culture on employees' performance which focuses on the private sector in Kuching, Sarawak. So, organizational culture will be the independent variable and employee performance will be the dependent variable. This study need identified whether there is significant difference between

demographic factors and employees' performance. This study also identified whether there is a significant relationship between organizational culture and employees' performance. It will help to determine how organizational culture can be related to a better understanding regarding this topic. So, people within organization need to understand the organization's culture that can bring the employees on a common platform and develop a better relationship. By having a strong organization culture, it enhances the effectiveness of worker with performing the jobs well.

### **1.3 Statement of Problem**

Organizational culture should not be ignored and in certain situations, it also can influence members in the organization than other sets of procedures and rules applied. The culture in the organization needs to establish a good working relationship among organization members in the workplace which maintain values and expectations that can affect employee performance. A strong culture of an organization based on managers and leaders tends to improve performance (Awadh & Alyahya, 2013). There are a lot of studies were conducted on organizational culture in which different findings were found and the gaps will be discussed which will helps to describe the issues and views from previous studies.

Firstly, organizational culture has been connected to performance through the influence on employee attitude and action. Hendrawijaya (2019) point out that the effects of age, gender, education level, working years and the number of family dependents are indirectly affected by employee performance. There was research regarding organizational culture was conducted in Pakistan discovered that the culture of the organization has a significant positive impact on the work performance of the employees of the selected software company (Shahzad, 2014). In his study revealed that although organizational culture has impact on the job performance of

employees, he stated that future researchers should explore the relationship between the performance of employees and their perceptions of culture across organizations. Besides, the study was conducted in Lebanon to emphasize the influence of organizational culture on leader style and the influence of selected leadership style on team performance. (Maamari & Saheb, 2018). The researchers stated that managers need to focus on further training and development of employee skills, so that employees can accept, adapt, and integrate into the organizational culture. The research was conducted in Saudi Arabian to study the direct and indirect influence of organizational culture on work results (Saad & Abbas, 2018). They identified these cultural elements, such as achieving goals, managing changes, teamwork and the impact of cultural forces on performance influence on performance. Mousavi et al., (2015) argued that only involvement and adaptability affect the performance of banks among the components of organizational culture. Their studies aim to expose the effective role of organizational culture in Iran's branches of state banks. Besides, as studied by (Rozanna et al., 2019) the findings suggest that any attempt to increase employee performance should be focused on improving job satisfaction which this study was conducted on employees of public works and spatial planning agencies in Pidi District, Aceh province, Indonesia. Past studies showed most of the research regarding organizational culture was conducted in foreign countries such as Indonesia, Pakistan, Lebanon, and Saudi Arabian that indicated some limitations of their studies. Hence, the understanding of organizational culture based on previous studies shows that it can influence performance based on different perspectives.

In addition, most of the research on organizational culture is led by researchers from abroad who have different views or opinions. These will show the gap in the research on organizational culture and performance study were done in Malaysia context. There are few known researchers conducted in Malaysia on organizational culture. Based on research

conducted by Asree et al. (2010) analyzed the operational analyze the operating strategy of the service company (hotel) to evaluate its leadership and organizational culture which is the infrastructural aspect of their operational practices that this will affect their ability to respond to employees and customers, and ultimately affect their performance. The studies argued that through the operational practice of leadership and organizational culture can improve the hotel's revenue performance. Other than that, there was a study to examined the relationship between organizational culture and financial performance of top Malaysian companies (Yusoff, 2011). She found although culture affects the performance of Malaysian companies, the three cultural dimensions of masculinity, individualism and power distance have a negative impact on company performance. As studied by (Shamsuddin et al., 2020) found that both involvement culture and adaptability culture had significant influences on employee performance. This study aims to determine the relationship between the organizational culture of civil servants in the Kelantan State Government Office and employee performance. From these stated studies, researchers more focused on service firms (hotel), industrial sectors, and public servants which the target group of research are different and involves different elements of organizational culture. Apart from this, it shows a lack of research about the impact of organizational culture on employee performance in Malaysia context.

Therefore, as there is least known number of research been conducted for the impact of organizational culture on employee performance, this study aimed to explore the impact of organizational culture on employee performance and have a better understanding of this topic based on the perspective of local context. It also be focused on organizational culture elements which include empowerment, team orientation, agreement, creating change based on Denison's model and include job satisfaction. This study be focusing the employees from the private sector located in Kuching, Sarawak. Apart from this, the topic of organizational culture needs

to explore more in the local context which allows more insight and ideas about this topic. Hence, the research conducted will fill the gap in the past research of organizational culture and employee performance in Malaysian context.

#### **1.4 Research Objectives**

##### **General objective**

The general objective of this study is to identify the impacts of organizational culture on employees' performance in private sector.

##### **Specific objectives**

The specific objectives in this study were stated as below:

- To determine the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector.
- To determine if there is any significant difference between gender and employees' performance in private sector.
- To determine if there is any significant difference between age and employees' performance in private sector.
- To determine if there is any significant difference between ethnicity and employees' performance in private sector.
- To determine if there is any significant difference between educational level and employees' performance in private sector.

- To determine if there is any significant difference between length of service and employees' performance in private sector.
- To determine the relationship between empowerment and employees' performance in private sector.
- To determine the relationship between team orientation and employees' performance in private sector.
- To determine the relationship between agreement and employees' performance in private sector.
- To determine the relationship between creating change and employees' performance in private sector.
- To determine the relationship between job satisfaction and employees' performance in private sector.

### **1.5 Research Question**

RQ1: What are the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector?

### **1.6 Research Hypotheses**

H<sub>0</sub>1: There is no significant difference between gender and employees' performance in private sector.

H<sub>0</sub>2: There is no significant difference between age and employees' performance in private sector.

H<sub>03</sub>: There is no significant difference between ethnicity and employees' performance in private sector.

H<sub>04</sub>: There is no significant difference between educational level and employees' performance in private sector.

H<sub>05</sub>: There is no significant difference between length of service and employees' performance in private sector.

H<sub>06</sub>: There is no significant relationship between empowerment and employees' performance in private sector.

H<sub>07</sub>: There is no significant relationship between team orientation and employees' performance in private sector.

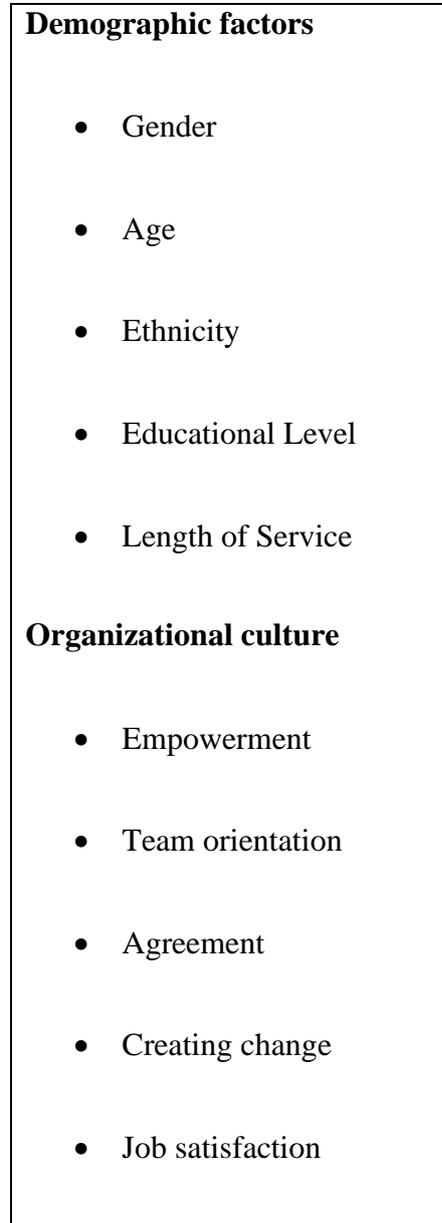
H<sub>08</sub>: There is no significant relationship between agreement and employees' performance in private sector.

H<sub>09</sub>: There is no significant relationship between creating change and employees' performance in private sector.

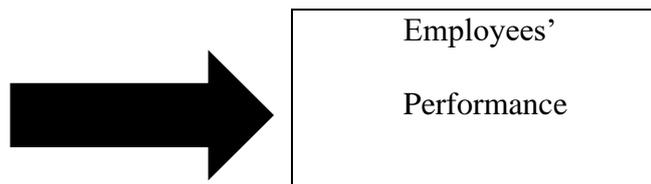
H<sub>010</sub>: There is no significant relationship between job satisfaction and employees' performance in private sector.

## 1.7 Conceptual Framework

### Independent variables



### Dependent variable



*Figure 1: Conceptual Framework*

## 1.8 Definitions of Terms

*Table 1: Conceptual and Operational Definition of Terms*

<b>Terms</b>	<b>Conceptual definition</b>	<b>Operational definition</b>
Organizational culture	Organizational culture is the collection of ideals, beliefs, and way of doing things in an organization (Maamari & Saheb, 2018).	In this study, the set of values, beliefs, and way of doing things shared by employee within organization.
Empowerment	Empowerment is the mechanism by which others may acquire power, authority and control over others, organizations or society (Borghei et al., 2010).	In this study, empowerment important which employee have the authority and ability to manage their work.
Team orientation	Team orientation implies as a team which the condition of being guided (Arulraja & Opatha, 2013).	In this study, employee jointly work as a team toward common goals for organization.
Agreement	Agreement can be define when members of the organization can reach agreement on important issues (Nigussie, 2018).	In this study, employee ability to reconcile differences thought when they occur in organization.
Creating change	The organization is able to build adaptive ways to meet evolving needs (Nigussie, 2018).	In this study, employee able to act on changes happen and anticipate future changes.

Job satisfaction	Job satisfaction can define as people's perceptions and thoughts towards their jobs (Ezeanyim & Ufoaroh, 2019).	In this study, employee able to has positive emotions towards the job.
Employee performance	Employee performance is the success of workers in carrying out a job in an organization (Dewi & Wibowo, 2020).	In this study, employee performance refers how well employee perform on the job's duties in the organization.

## 1.9 Summary

In conclusion, this chapter had discussed the introduction, background of study, research gap in the problem statement, study objectives, and definition of terms which includes conceptual definition, and operational definition. The researcher must had a basic understanding of the study and the ability to come up with ideas for what parts of the study should be discussed. Besides, hypothesis, conceptual framework, significance of study, limitations of study also been covered in this chapter which needs to adapt for this study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter address the issues related to the study and discussion on the related topic of organizational culture and employee performance. Next, it also discussed about the theory or model that was related to organizational culture and employee performance. Besides, this chapter discussed on the past related findings from previous research which related to this study that used to explain the research conduct which focused on the impact of organizational culture on employee performance.

### **2.2 Issues Related to Study**

#### **2.2.1 Organizational Culture**

Organizational culture plays a vital role in determining the organization's competitive position in the environment and the perception of the organization by external stakeholders. Usually, organizational researchers use the term organizational culture in a broad sense to refer to the culture of the entire organization or any individual department within the organization (Warrick, 2017). Besides, organizational culture defined in realistic terms as the environment in which how people work and the impact on how they think, behave, and experience work (Warrick et al., 2016). According to (Shah & Parmar, 2016) mentioned that organizational culture encompasses the perception, philosophies, and principles of an organization that holds it together, and are reflected through its self-image, inner workings, interactions with the outside world, and potential expectation. Hence, organizational culture for this study will operationalize into the various elements of organizational culture which will includes empowerment, team orientation, agreement, creating change, and job satisfaction. Empowering workers is one of the management tools used by organizations to respond to the need for a

better competitive environment and prevent workers from losing their jobs. (Rajalingam et al., 2015). In promoting the organizational success, empowerments play a major role in employee's satisfaction. According to Rahman et al. (2017) stated that when the situational performance of employees is at the best level and employees have a sense of ownership of the organization, the teamwork orientation in the organization can be truly realized. In the organization, the members can reach consensus on dissent issues, including agreements reached by subordinates and the ability of management to reach agreements in managerial level (Ahmady et al., 2016). Besides, organizational can create change, pay attention to the environment, be aware of current stimuli, overcome potential changes to provide demand (Ahmady et al., 2016). In addition, job satisfaction refers to the optimistic attitude of employees towards work, which includes obtaining emotions and behaviors through evaluation of work, as appreciation for obtaining important values.

### **2.2.2 Employee Performance**

Employee performance is a crucial element to lead the success of the organization which it needs to develop consistently in effort to maintain for achieving organizational goals. The management of employee performance is considered an integral feature of organizational managers. According to (Schraeder & Jordan, 2011), the sustained competitiveness of organizations might well hinge on the overall effectiveness of this management function. As mentioned by Awadh & Alyahya (2013) to leads organization development effectively, employee performance is considered as the backbone of the organization which employee values and standards are based on management identification that helps improve employee performance. Previous research differentiated two types of performance in employees which are task performance and contextual performance. Task performance normally role-prescribed and represents how well an employee performs the tasks needed by the work (Fung et al.,

2017). Meanwhile, contextual performance is looking at employee's activities that help both the social and psychological context of an organization (Tarigan et al., 2020). Dewi & Wibowo (2020) argued that performance is a very important concept for workers since an organization's productivity is dependent on the individuals who run the organization as planned to maximize employee performance in both the public and private sectors. They stated that performance is an aspiration for organizational goals to be accomplished which performance be interpreted as the progress of an individual in carrying out a mission and job. Therefore, the employees should know what is expected from them, their role as part of the organization and what they need to do to reach the standard of performance in the organization.

## **2.3 Related Model**

### **2.3.1 Denison's Model of Organizational Culture**

In an attempt to recognize certain aspects of organizational culture that were most closely linked to successful organizational performance, Denison created what had become a well-known organizational culture model and measurement methods (Gutterman, 2015). Daniel Denison stated that there were four cultural traits includes adaptability, mission, involvement, and consistency.

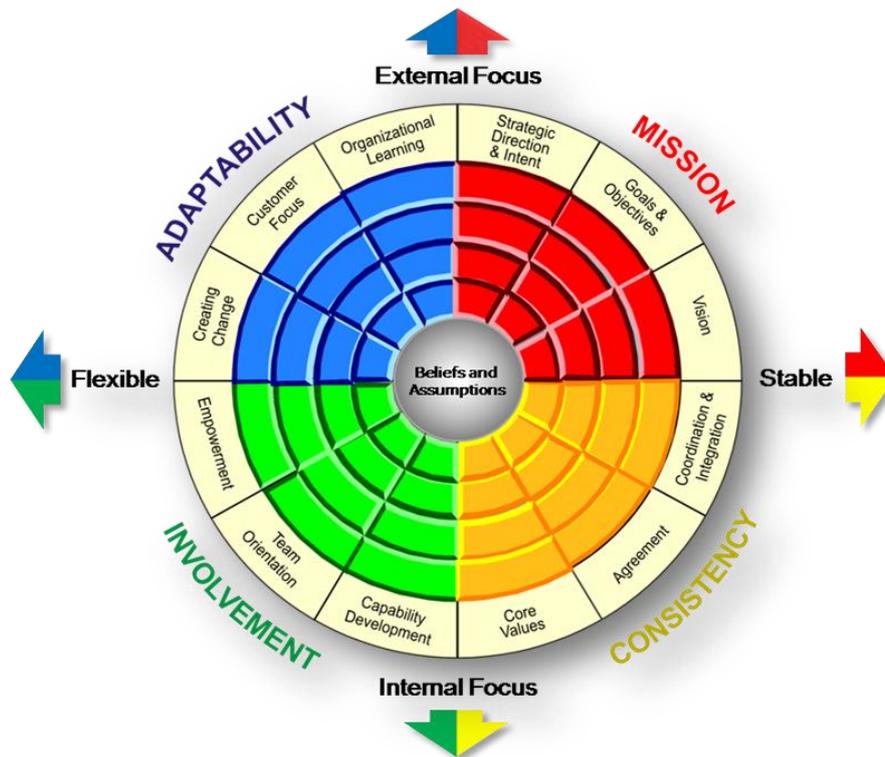


Figure 2: Denison's Model of Dimensions of Organizational Culture

### 1. Adaptability

As mentioned by Givens (2012), one component of the organization's relationship with the environment focuses on the adaptability dimension. Adaptability focuses on determining whether the organization is "listening to the marketplace" and assumes that high-performing organizations are capable of perceiving and adapting to the conditions in general, and to their clients, and able to capable of restricting and re-institutionalizing behaviors and process in ways that help them to adapt. The sub-dimensions of adaptability include "creating change", which means adopting innovative ideas, a willingness to try new approaches to doing things, and the assumption that "change creation" is an important part of the organization's way of doing business which an emphasis on "customer focus", which means that workers recognize the need to satisfy

both internal and external customers and continually seek new and enhanced ways of meeting customer expectations and promoting organizational learning by promoting creativity, “thoughtful” risk-taking and quality improvement, treating both accomplishments and failures as sources of information and tolerance for “reasonable errors” as learning opportunities and the growth of organizational and personal skills.

## **2. Mission**

According to Ahmady et al. (2016) stated that mission can be the most important property of organizational culture. The mission focuses on determining if the organization’s members “know where we are going?” and think that “high performing organizations have a challenge that tells workers why they do the job, how the job they do every day leads to why”. Mission sub-dimensions include describing the organization’s strategic direction and purpose, typically referring to the high priority multi-year plans that are created to “operationalize” the corporate vision; establishing objectives and goals that are short-term goals, more precise than the general strategy (although compatible with the strategy) that defines and integrates an overarching organizational vision which is the ultimate reason you are in business and what you are actually trying to achieve.

## **3. Involvement**

According to Shamsuddin et al. (2020) clarified the culture of involvement focuses on the internal emphasis on the contribution and involvement to the employee to perform well in the organization. Involvement focuses on determining whether members of the organization are “aligned and involved” a condition that occurs when members have a sense of ownership and transparency that provides the basis for greater dedication to

the organization and an enhanced capacity for member autonomy such that members responsible for their duties willingly as compared to merely acting to enforce bureaucratic directives. Involvement sub-dimensions include “informed empowerment” of workers by describing the areas in which they can make decisions and provide feedback and the areas outside the scope of responsibility of an employee; team orientation, including promoting collaboration to catch new ideas and assisting each other in the achievement of work-related goals; and capacity development by coaching, training, and exposing workers to new roles and responsibilities.

#### **4. Consistency**

According to Khan et al. (2020) consistency is identifying the principles and norms which is the foundation for their culture. Consistency focuses on determining whether the organizational structure “create leverage” and believes that consistency provides a central source of integration, collaboration, and control for organizations and helps them build a system of systems that “create an internal governance system based on consensus support”. Consistency sub-dimensions include core principles that help workers and leaders make clear choices and act consistently; negotiated frameworks for engaging in dialogue and gathering different viewpoints so that organizational participants may agree on how to address complex problems and issues that may occur during the course of organizational activities and efficient strategies for organizing and integrating work activities so that the work of each member of the organization can be carried out in a manner that fits the organization, and each member knows and understands how others are influenced by his or her work activities and how others’ work may affect them.

## **2.4 Past Related Findings from Previous Research**

### **2.4.1 Relationship between Organizational Culture and Employees' Performance**

Based on studies results by Mehra (2018), there is no significant relationship of organizational culture traits (empowerment, capability development, team orientation, creating change, organizational learning, core values, customer focus, vision and goal and objective, strategic direction and intent, coordination and integration, and agreement) with task, contextual, counterproductive work behavior and adaptive performance. Another study by Nazir & Zamir (2015) found that there is a positive relationship between employees performance and organizational culture. It indicates that the positive connection between culture and performance helps to increase organizational efficiency and successful management of workers in the workforce can be improved by a strong organizational culture. Shahzad (2014), discovered that the culture of the organization has a significant positive impact towards employees' task performance. The strong culture in the organization can enhance the devotion of workers to achieving the organization's goals within a common path which is helpful to boost the efficiency of the workers. Besides, as studied by Saad & Abbas (2018), stated that a positive relationship between organizational culture and job performance. similarly, four sub-elements of organizational culture, including achieving goals, cultural strength, managing change, and coordinating teamwork it was found to have a positive effect on job performance, but with different intensity.

### **2.4.2 Relationship between Demographic Factors and Employees' Performance**

According to Hendrawijaya (2019), indicated that age, sex, years of service, education, and the number of family dependents significant positive effect on employee performance and employee empowerment. As studied by Maamari & Saheb (2018), found that the relationship

between age and performance is positive. The older employees should understand the job better because of their learning curve and work experience. In addition, organizational tenure and gender do not show any moderate results in the relationship between organizational citizenship behavior and employee performance (Huei et al., 2014). It is assumed that employee performance among lecturers has not been governed by gender and organizational tenure. In addition, Shafril & Uli (2010) finding shows that age, working experience, and gross monthly salary have a strong and positive relationship with work performance.

#### **2.4.3 Difference between Gender and Employees' Performance**

Based on studied by Sarani & Rezaee (2017) found that there is not a closely significant difference between the English female and male teachers' job performance in the Iranian setting. They believed that the better job performance affected by their years of experience despite of the role of gender. According to Yilmaz (2015) also found that there is no significant difference between gender and job performance as front-line employees in tourism sector. On the other hand, Kotur & Anbazhagan (2014b) indicates that there is significant different at in terms of performance levels between male and female in the Chittoor Sugar factory which located in the South India. Female workers are kindly more productive than male workers which effects on the performance. Gender also be found affected performance of academic employees at Kenyatta university as the findings show significance different value is less than 0.05 (Thakur, 2015). According to Dhani & Sharma (2017), revealed that there is significant differences between the date of male and female respondents and performance of IT workers.

#### **2.4.4 Difference between Age and Employees' Performance**

Based on studied by Kotur & Anbazhagan (2014b) indicate that there is significant variance between the group age of the employees and the performance levels. The study found

that the workers among the medium range on age expected to perform well. According to Abbas (2016) also found that greatly significant difference in the employees' performance level among the employee who were 25-30 years old and 35-40 years old. It assumes that the younger employees' group were employed in lower administrative positions, accounts in health management area in local government areas were performed better in their job. Meanwhile, according to Yilmaz (2015) found that there is no significant difference was detected between age and job performance of the respondents working in tourism sector. Besides, the findings by Shahhosseini & Silong (2015) also indicated that between the effect of age and the job performance was found not significant different among the managers employed in the banks.

#### **2.4.5 Difference between Ethnicity and Employees' Performance**

Based on the findings by Pandey (2020) discovered that there is no significant difference between ethnicity and employee performance which it believed that diversity of ethnic have not effected the employee performance in the insurance industry. Meanwhile, as the studies done by Zhuwao et al. (2019) found that ethnicity was significant in described difference in the employee performance among employees in a selected higher education institution. It believed that ethnic diversity brings well-being among the employees and shown positive perceptions. According to Shrestha & Parajuli (2020) also indicated that there is significant difference between ethnic diversity and employee performance. It believed ethnic diversity can give impact on employee performance in the banking sector.

#### **2.4.6 Difference between Educational Level and Employees' Performance**

Based on the findings by Omolayo & Omole (2013) indicated that there is no significant variance between educational qualification and job performance among the academic and non-academic workers. The conceivable statement of this was educational

qualifications does not affect the productivity of the employees on their job. According to Shafril & Uli (2010) also stated that there is no significant different in work performance among different level of education which they have equal level of job performance in the organization. Meanwhile, Kotur & Anbazhagan (2014a) indicated that there is significant difference between respondent's educational qualification and level of performance. It assumed that the workers with lower-level education give a dissimilar performance rather than those are fairly educated (with a degree). According to Lankeshwara (2016), education level had appear as significant difference on employees' performance among managerial and non-managerial employees. Besides, there also significant difference between academic qualifications and employees' performance among financial accounting staff (Abdulrahamon et al., 2018).

#### **2.4.7 Difference between Length of Service and Employees' Performance**

Based on the findings Wafula & Korir (2015) discovered that the number of years worked had no significant variance on employee performance among employees in medium class hotels which they assumed personal characteristic (number of years worked) among employees not likely to enhance the employee performance. Meanwhile, the studied by Omolayo & Omole (2013) found that length of service has significant influence on job performance among academic and non-academic workers. According to the findings of the study, workers who have worked for between 6 and 10 years would do better on the job than those who have worked for between 1 and 5 years. Moreover, there also significant different found between work experience and job performance (Yilmaz, 2015). It believed that employees with 1-5 years of experience performed better than other employees.

#### **2.4.8 Relationship between Empowerment and Employees' Performance**

According to Rajalingam et al. (2015), discovered that employee empowerment does affect their performance, and such impact can be mediated within the organization through the appraisal. It is believed that the empowerment tools such as rewards, power, information, and knowledge sharing do affect the employee's performance of manufacturing companies. Hence, enhancing employee empowerment practices and a successful performance evaluation to improve the level of employee performance was very important for every organization. Meanwhile findings by Chen (2011) indicated that there is a significant correlation between the dimensions of empowerment and employee performance. When the employees were given autonomy, independence, and opportunities to influence their work or organizational decisions, they believed that employee performance will dramatically increase.

#### **2.4.9 Relationship between Team Orientation and Employees' Performance**

Rahman et al. (2017), mentioned that when employee performance reaches the best level, the teamwork orientation in the organization can be truly completed and workers have a sense of ownership towards their organization. The nature of the teamwork culture will multiply the effects of job involvement and social psychological contract on performance. According to Phina et al. (2018), indicated that team had a positive and significant impact on employee performance, bringing benefits from improving efficiency, competitive advantage, improving organizational performance, and improving product quality and quantity. It happens when workers were in a team, their efficiency was enhanced naturally, and job satisfaction was also increased inevitably.

#### **2.4.10 Relationship between Agreement and Employees' Performance**

According to the research results by Tafvelin & Hasson (2019) the research results show that employees and managers were affected by the safety and climate agreement, and different opinions have an impact on health and work performance. It found that the job performance of the teams when their manager overestimated the safety climate which the managers also missed chances for the manager to begin interventions to enhance the work situation for the employees. As studied by Nigussie (2018) found that the Pearson Correlation analysis of employee performance has have a strong correlation with the consistency culture which includes core value, coordination and integration, and agreement. This means a good understanding of the existing practices of the bank's internal consistency culture which could have similar feelings and perceptions of employees on average.

#### **2.4.11 Relationship between Creating Change and Employees' Performance**

Based on a study by Wanza & Nkuraru (2016), found that the influence of change management affects employees' performance in various dimensions includes leadership, technology, structure, and culture. It was believed that an optimistic outlook and good attitudes from managers can lead to change in employee behaviors and performance at work. Besides, the findings by Carter et al. (2013) discovered that the context of regular change creates more demand for quality relationships between leaders and workers, resulting in higher levels of performance. As mentioned by Sinaga et al. (2018) stated that there is a direct positive influence of management change on employee performance which management's decision needs to be effective in determining performance standards and improving the performance of employees.

#### **2.4.12 Relationship between Job Satisfaction and Employees' Performance**

Based on the findings by Ezeanyim & Ufoaroh (2019) discovered that there is a linear relationship between job satisfaction (promotion, job security, job reward, and working condition) and employee performance indicators, which is the employee's moral concept. It was believed that an employee package includes rewards, promotions, job security and working conditions, and both employers and employees should give priority to it. Besides, the findings by Yee (2018) showed that job satisfaction and job performance were positively correlated which means employees will put more effort into their work and have good performance as well. Similarly, Khan et al. (2012) indicated that the relationship was found in the aspects of job satisfaction and the employee performance. From the study, it can be said that aspects of job satisfaction such as promotion, job security and safety, pay, job autonomy, employee and supervisor relationships, and the nature of the job affect the level of job satisfaction.

#### **2.5 Summary**

To conclude, this chapter had reviewed the issues related to the study which included demographic factors, organizational culture, and employee performance. Besides, Denison's model of organizational culture also has been discussed. In addition, previous related findings regarding this study also had been discussed.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discussed the methodology used in this study to obtain data. It consists of explanations about the research design, location, population, sample, sampling technique, instrument, pilot study, validity and reliability, ethics of the study, data collection procedure, and data analysis procedure. Besides, research processes and timeline also included in this chapter.

### **3.2 Research Design**

This study was conducted quantitatively to explore impacts of organizational culture on employee performance. According to Kamolson (2007), quantitative research was a type of research that involves explaining phenomena, collect numerical data, use of mathematically based methods which were statistics to analyze the data. Quantitative research was appropriated for testing of hypotheses (Sukamolson, 2007). Meanwhile, a cross-sectional survey involved a sort of observational study in which data from a population was examined at one point in time (Wang & Cheng, 2020). It also frequently quicker and less expensive to be conducted. In this study, impacts of organizational culture on employee performance was interpret. Hence, a quantitative case study cross-sectional survey was used to identify the relationship between organizational culture as independent variables (empowerment, team orientation, agreement, creating change, and job satisfaction) and employees' performance as dependent variable.

### **3.3 Location, Population, and Sampling Method**

A population can refer a group of individuals with characteristics of interest to the researcher. According to Majid (2018), the population of interest was the study's target

population that it intends to study. In this study, the target population was 100 employees who work in different private sector in Kuching, Sarawak. Simple random sampling was a type of probability sampling in which numbers are assigned to the units that make up the population (Adwok, 2015). Hence, simple random sampling was used in which every individual was equal and has independent chance to participate for answering the questionnaire.

### **3.4 Instrument**

The research instrument used in this study was a closed-ended questionnaire. Closed-ended questionnaires were used to obtain quantitative data and as types of questions that asked respondents to choose from a separate collection of responses that involved set multiple-choice questions. In this study, an adapted closed-ended questionnaire from past studies by (Nigussie, 2018) and (Baskar S, 2014) were used. Therefore, a set of questionnaires that consists of seven sections are Section A (Empowerment), Section B (Team Orientation), Section C (Agreement), Section D (Creating Change), Section E (Job Satisfaction), Section F (Employee performance), and Section G (Demographics factor). The questions from Section A through Section F were measured using a 5-point Likert Scale that ranges from 1 (Strongly Disagree) to 5 (Strongly Agree) to show the level of agreement of respondents to each question.

### **3.5 Validity and Reliability**

The concepts of validity and reliability were utilized to evaluate the study's quality. Validity refer to the degree to which a concept was accurately measured in a quantitative study (Heale & Twycross, 2015). As stated by Golafshani (2003), in quantitative research regards to validity he stated that whether the measurement techniques are accurate and whether they were actually measuring what they are supposed to measure. In this study, the use of instruments

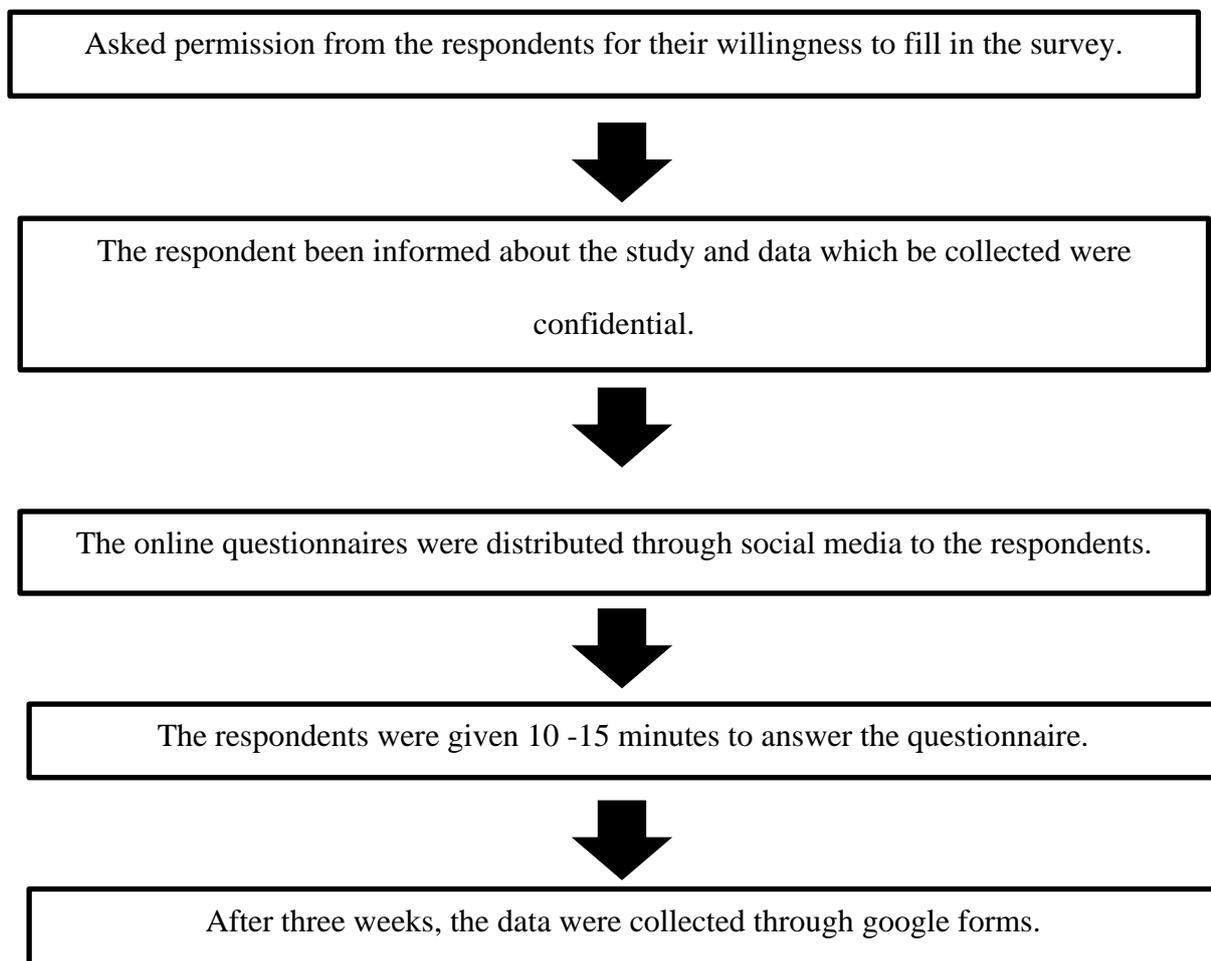
from the past research that includes all the questions in Section A to Section G were adapted to ensure that the findings obtained from the analysis were valid. The questionnaire was written bilingual which are English and Malay language that will make the respondents can get greater understanding. Besides, before being distributed to the respondents, the questionnaire was also double-checked and be approved.

Apart from that, reliability clarifies as the stability of the evaluate instruments used and its consistency over time (Surucu & Maslakci, 2020). In addition, reliability was the capacity for measuring instruments to give comparable results when implementing at various times. As mention by Golafshani (2003), with regards to reliability, whether the result was replicable. Hence, Cronbach's "Social Science Statistical Data Package" (SPSS) was often used to measure reliability and internal consistency. The general rule of thumb was that Cronbach's alpha value of .70 or higher is good, .80 or higher is better, and .90 or higher is the best.

### **3.6 Data Collection Procedure**

According to Kabir (2016), data collection was a process of collecting and measuring information about variables in an established systematic way, enabling people to answer established research questions, test hypotheses, and evaluate results. There were two types of data obtained in this study: primary data and secondary data. The primary data come from online questionnaires that were distributed to the respondents in Kuching through social media platform such as Facebook and WhatsApp. Google forms were utilized for make the online questionnaires. Meanwhile, secondary data was gathered from journal papers, books, and websites in order to gather more information for this study.

The data from the respondents was collected in several steps. At first, the respondents were asked for permission to participate in the survey. Then, the respondents been informed about the study and the information collected were confidential. Besides, after been informed about the study, the online questionnaires were distributed through social media to the respondents. The respondents were given 10 – 15 minutes to answer the questionnaires. After three weeks, the data were collected and ready to be analyzed. The flow chart for data collection procedure was presented in the figure below.





Checked and analyzed the questionnaires.

*Figure 3: Data Collection Procedure*

### **3.7 Data Analysis Procedure**

Data analysis was a repetitive process of numbers being manipulated and interpreted them to answer questions from research, explore meanings that can be inductively derived from the information and test hypothesis (Mertens et al., 2016). All of the data obtained in this study was entered into the Statistical Package for Social Sciences (SPSS) version 26 for data analysis utilizing descriptive and inferential statistics.

#### **3.7.1 Descriptive Statistics**

Descriptive statistics were analyses that explain, summarize, and allow data to be view in ways that make it easier to understand (Corner, 2017). As mentioned by Mathur & Kaushik (2014), descriptive statistics deals with the layout in tables or graph forms, numerical facts or data, and the methodology of data analysis. The demographic information of the respondents, which includes gender, age, ethnicity, educational level, and length of service, were reported using frequency and percentage in this study. In addition, tables and pie charts were used to show the data. In this study, descriptive statistics was utilized to answer the following research question:

RQ1: What are the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector?

### **3.7.2 Inferential Statistics**

Inferential statistics refers to include methods for making inferences on results made from samples, inferences about the entire population (Mathur & Kaushik, 2014). In this study, Independent Samples T-Test, One-Way ANOVA, and Pearson Correlation were used.

#### **3.7.2.1 Independent Samples T- Test**

According to Byrne (2007), the means were compared between two values by a t-test. It checks whether any variations in the means were statistically significant or can be explained by chance. In this study, Independent Samples T-Test was used to test the research hypothesis shown below:

H<sub>0</sub>1: There is no significant difference between gender and employees' performance in private sector.

#### **3.7.2.2 One-Way ANOVA**

According to Byrne (2007), One-Way ANOVA compares means between two groups, but it can also be used to compare more than two. One-Way ANOVA examines whether differences between categories were greater or less than differences within categories. The following research hypotheses were tested using One-Way ANOVA in this study shown below:

H<sub>0</sub>2: There is no significant difference between age and employees' performance in private sector.

H<sub>0</sub>3: There is no significant difference between ethnicity and employees' performance in private sector.

H<sub>0</sub>4: There is no significant difference between educational level and employees' performance in private sector.

H<sub>05</sub>: There is no significant difference between length of service and employees' performance in private sector.

### 3.7.2.3 Pearson Correlation Coefficients

Pearson Correlation Coefficients refers to measuring the strength of correlation between two variables to shows whether the correlation is positive or negative (Byrne, 2007). A positive relationship means that when one variable increases, the other increases, and a negative relationship means that when one variable increases, the other decreases. Coefficients range from +1.00 to -1.00. A higher correlations (coefficients closer to +1.00 or -1.00) indicates a stronger relationship (Apuke, 2017). The table below has shown the rules of thumb about the strength of Correlation Coefficients.

*Table 2: Rules of Thumb about the Strength of Correlation Coefficients*

<b>Pearson Correlation Coefficient, r</b>	<b>Strength of Correlation</b>
-1	Perfectly negative
-0.8	Strongly negative
-0.5	Moderately negative
-0.2	Weakly negative
0	No association
0.2	Weakly positive
0.5	Moderately positive

0.8	Strongly positive
1	Perfectly positive

In this study, the research hypotheses shown as below were tested using Pearson Correlation:

H<sub>06</sub>: There is no significant relationship between empowerment and employees' performance in private sector.

H<sub>07</sub>: There is no significant relationship between team orientation and employees' performance in private sector.

H<sub>08</sub>: There is no significant relationship between agreement and employees' performance in private sector.

H<sub>09</sub>: There is no significant relationship between creating change and employees' performance in private sector.

H<sub>010</sub>: There is no significant relationship between job satisfaction and employees' performance in private sector.

### **3.8 Ethics of the Study**

In this study, confidentiality and anonymity were emphasized. The researcher guarantee that the information provided by interviewees will not be discovered and will not be used for other purposes (except for this study). For anonymity describes in which situations the identity of the respondents was not known to researchers. This was essential to respect the privacy of relevant respondents involve. In addition, the researcher prepared an informed consent form

for all respondents and ensure that the respondents read the informed consent form so that they can understand the purpose of the survey. Therefore, all the data collected from respondents will keep confidential and use solely for research purposes. In addition, there was no obligation on any respondent to participate in the survey.

### 3.9 Research Timeline

*Table 3: Research process and timeline*

<b>Date</b>	<b>Activity</b>
26 October 2020	Find and choose the topic of interest.
30 October - 29 November 2020	Acknowledge all the information, journal article, and find the appropriate instrument for study.
7 December 2020	Getting approval from the supervisor.
12 December 2020	Start the writing for Chapter 1.
30 December 2020	Prepare slides for presentation.
3 January 2021 - 8 January 2021	Consultation with the supervisor and prepare the presentation.
11 January - 15 January 2021	Presentation week.
10 January – 24 January 2021	Writing the Chapter 2 and Chapter 3.
25 January 2021	Submit FYPI report which include Chapter 1 – 3.

24 March 2021	Edit and improve research instrument.
April -May 2021	Distribute the questionnaire.
3 June 2021	Collect data from the respondents
4 June 2021	Data analysis and run the SPSS test
5 – 15 June 2021	Writing the Chapter 4 and Chapter 5
14 - 18 June 2021	Presentation Week
4 - 12 July 2021	Improved FYP report
23 July 2021	Submit FYP full report

### 3.10 Summary

In summary, this chapter discussed about the research methodology used in this study and explain the data used in the study. This study used a quantitative correlational research design. The data collected through the questionnaires from respondents were analyzed using Statistical Package for Social Sciences (SPSS) version 26. For descriptive statistics were used to describe the demographic factors of the respondents meanwhile inferential statistics such as Independent Samples T- Test, One-Way ANOVA and Pearson Correlation were utilized to test the research hypotheses.

## **CHAPTER 4: FINDINGS**

### **4.1 Introduction**

The data collecting summary, data preparation, and reliability analysis of data from closed-ended questionnaires were briefly discussed in this chapter. In addition, the demographic findings were examined in this chapter, which included gender, age, ethnicity, educational level, and length of service. In this chapter, there were includes the explanation of the findings of each research hypothesis.

### **4.2 Data Collection Summary**

The closed-ended questionnaire was used to collect the data for this study. Before disseminating the questionnaires through social media, the researcher provides an overview of the study so that participants are aware of the purpose of this study. The questionnaires were started to distribute to the respondents on 13 May 2021. The respondents were given three weeks to answer the questionnaires. However, the questionnaires will only take about 10 -15 minutes of their time but some of the respondents were busy. Hence, the questionnaires were collected by the researcher on 3 June 2021.

### **4.3 Data Preparation**

The researcher checks all the questionnaire in the google forms after collecting the from the respondents. The respondents have completed and validly answered 100 sets of questionnaires in total. After that, the data was entered into SPSS version 26 for analysis. The data was double-checked to ensure that it was correctly entered, functional, and valid for testing. Furthermore, in order to avoid any errors in computation, the researcher has examined for any obvious faults in data typing.

#### 4.4 Data Reliability Analysis

Table 4: Data reliability analysis

Section	Variable	Number of Items	Cronbach's Alpha Value
A	Empowerment	4	0.882
B	Team Orientation	4	0.877
C	Agreement	3	0.883
D	Creating Change	3	0.810
E	Job Satisfaction	4	0.833
F	Employees' Performance	4	0.911

Based on Table 4, the Cronbach's Alpha value for Section A (Empowerment) was 0.882, Section B (Team Orientation) was 0.877, Section C (Agreement) was 0.883, Section D (Creating Change) was 0.810. Section E (Job Satisfaction) was 0.833 and Section F (Employees' Performance) was 0.911. The Cronbach's Alpha scores for these sections were higher than 0.7, indicating that they were acceptable to be used.

## 4.5 Demographic Findings

RQ1: What are the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector?

### 4.5.1 Gender

Table 5: Frequency and Percentage Distribution of Respondents based on Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	29.0	29.0	29.0
	Female	71	71.0	71.0	100.0
Total		100	100.0	100.0	

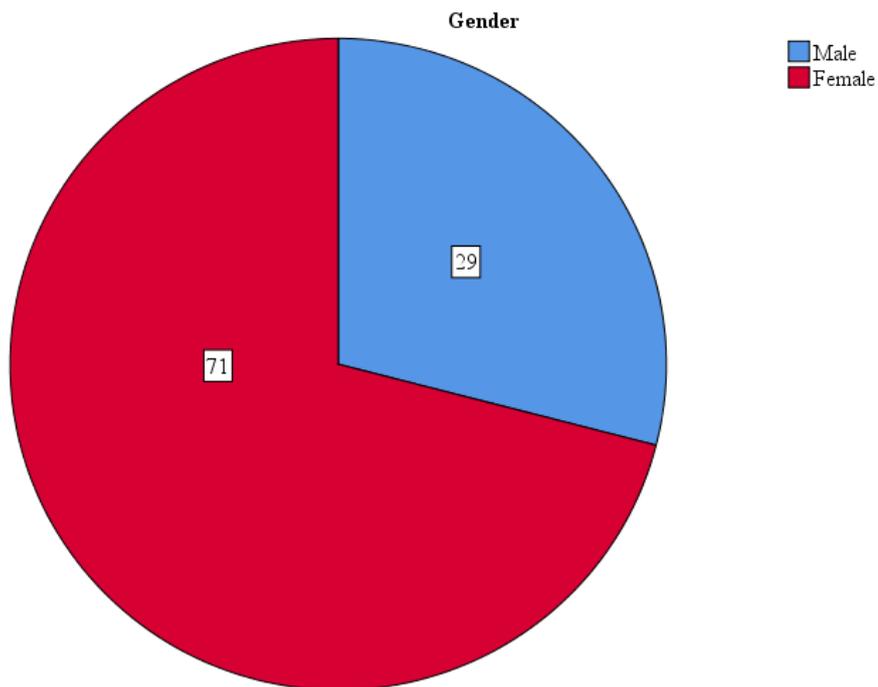


Figure 4: Pie Chart of Gender

According to Table 5 and Figure 4, out of a total of 100 respondents, 29 were male, which was comparable to 29%, and 71 were female, which was equivalent to 71%.

#### 4.5.2 Age

Table 6: Frequency and Percentage of Respondent based on Age

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 29 years old	70	70.0	70.0	70.0
	30 - 39 years old	22	22.0	22.0	92.0
	40 - 49 years old	7	7.0	7.0	99.0
	50 years old and above	1	1.0	1.0	100.0
	<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

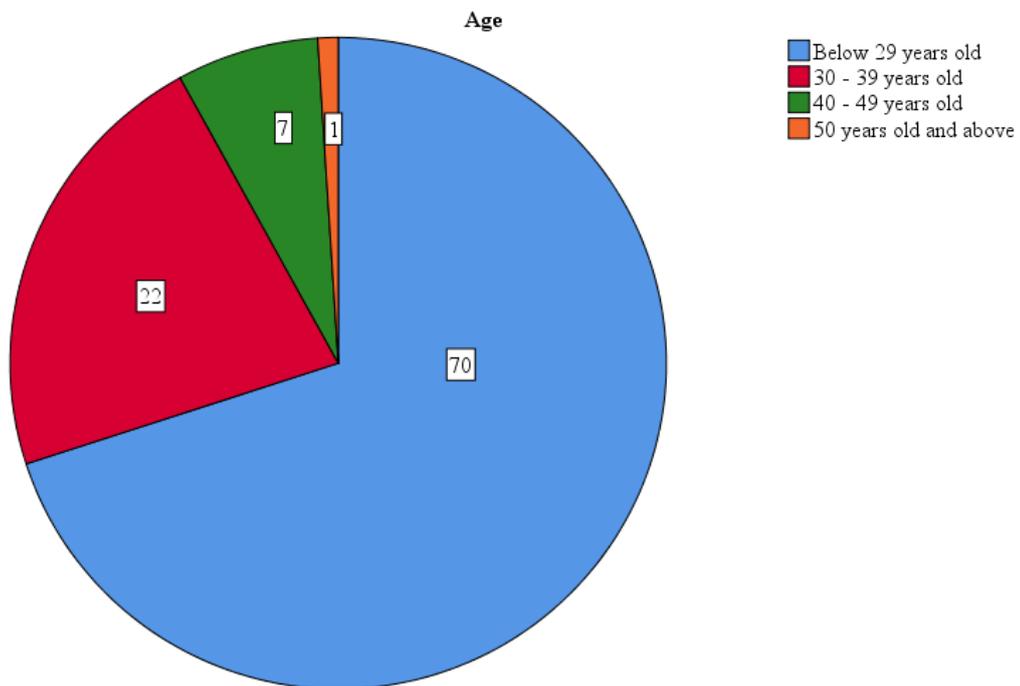


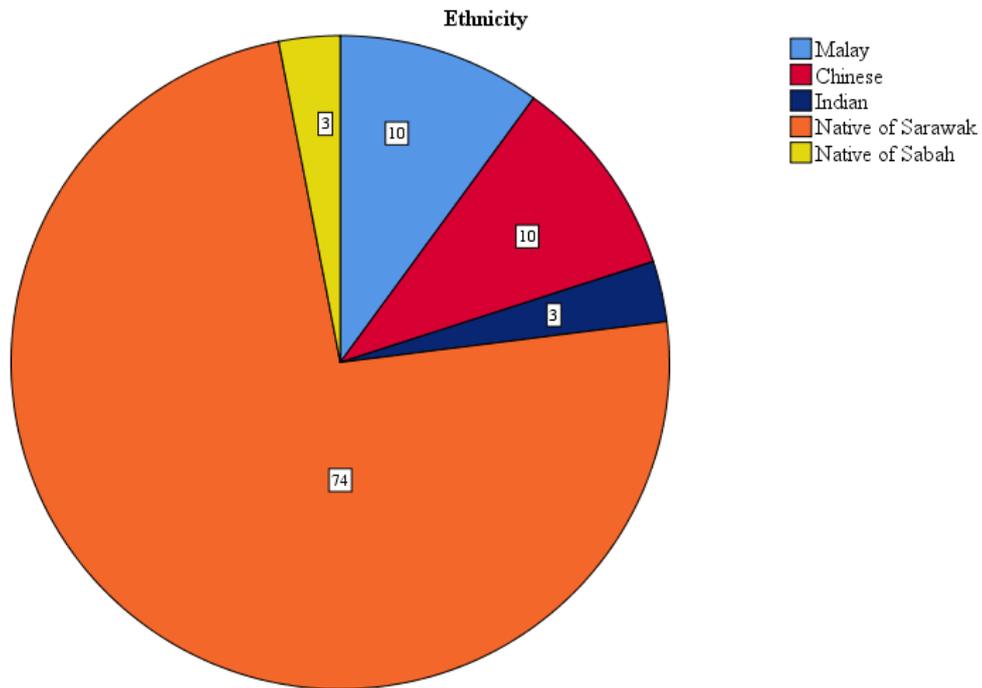
Figure 5: Pie Chart of Age

According to Table 6 and Figure 5, the age group of respondents below 29 years old has the highest number of respondents which was 70 respondents (70%). This was followed by 22 respondents (22%) in the 30–39 years old age group and 7 respondents (7%) in the 40–49 years old age group. The number of people in the 50 years old and above age was the smallest, with only one respondent (1%).

### 4.5.3 Ethnicity

*Table 7: Frequency and Percentage of Respondents based on Ethnicity.*

		<b>Ethnicity</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	10	10.0	10.0	10.0
	Chinese	10	10.0	10.0	20.0
	Indian	3	3.0	3.0	23.0
	Native of Sarawak	74	74.0	74.0	97.0
	Native of Sabah	3	3.0	3.0	100.0
	<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	



*Figure 6: Pie Chart of Ethnicity*

According to Table 7 and Figure 6, the number of respondents from Native of Sarawak was the greatest, at 74 respondents (74%). The was followed by Malay and Chinese, each had 10 respondents (10%). The least number of responses were Indians and Native of Sabah, with 3 respondents (3%) respectively.

#### 4.5.4 Educational Level

Table 8: Frequency and Percentage of Respondents based on Educational Level

		Educational Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master's degree	9	9.0	9.0	9.0
	Bachelor's degree	29	29.0	29.0	38.0
	STPM / Diploma or equivalent	40	40.0	40.0	78.0
	SPM	19	19.0	19.0	97.0
	Skills Certificate	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

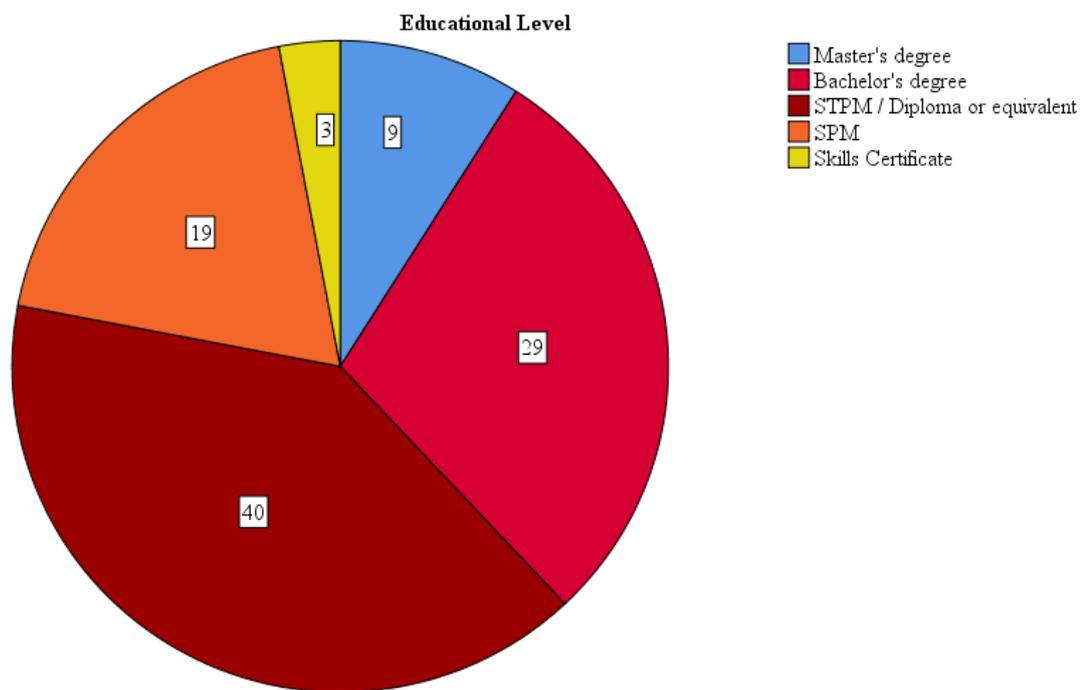


Figure 7: Pie Chart of Educational Level

According to Table 8 and Figure 7, the number of respondents from STPM / Diploma or equivalent holder was 40 (40%). The number of respondents from Bachelor's degree holder,

which was 29 (29%) and followed by SPM holder which was 19 (19%). The number of Master's degree was 9 respondents (9%) and the least was Skills Certificate which was 3 respondents (3%).

#### 4.5.5 Length of Service

Table 9: Frequency and Percentage Distribution of Respondents based on Length of Service

		Length of Service		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Less than 5 years	63	63.0	63.0	63.0
	5 - 10 years	27	27.0	27.0	90.0
	More than 10 years	10	10.0	10.0	100.0
Total		100	100.0	100.0	

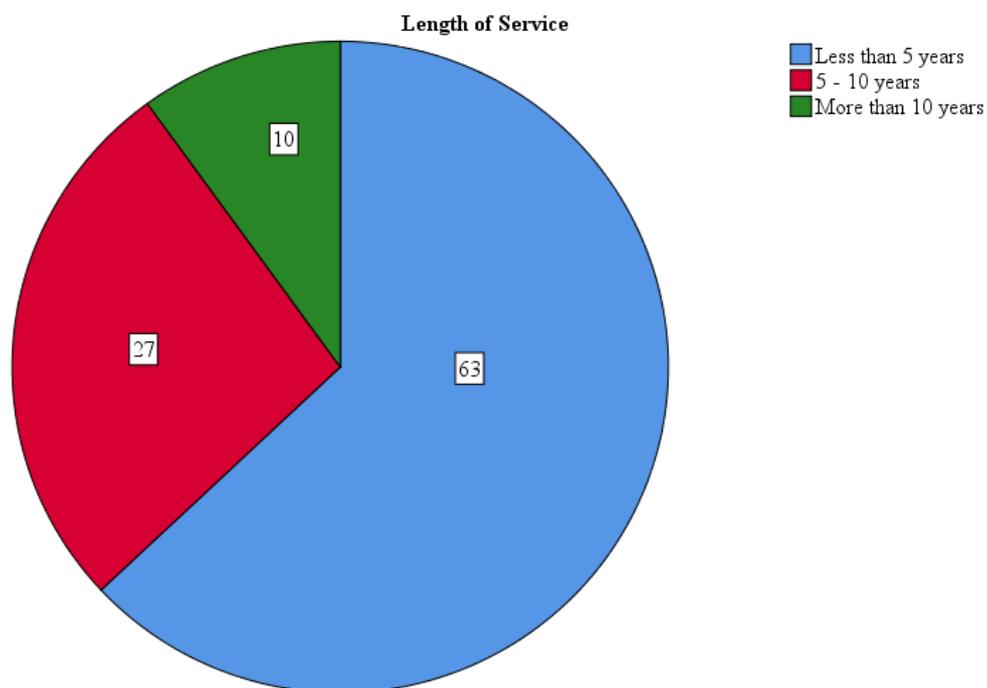


Figure 8: Pie Chart of Length of Service

Based on Table 9 and Figure 8, the number of respondents who work less than 5 years was the highest which was 63 respondents (63%). This followed by 27 respondents (27%) which length of service was 5 – 10 years. The number of respondents who have more than 10 years length of service was the least, which was 10 respondents (10%). According to Table 9 and Figure 8, the number of respondents who have worked less than 5 years was the greatest, at 63 respondents (63%). This was followed by 27 respondents (27%) with length of service was 5–10 years. The number of responses with more than 10 years of service was the smallest, with only ten (10%).

#### 4.6 Bivariate Analysis

##### 4.6.1 Hypotheses Testing Using Independent Sample T-Test

###### 4.6.1.1 Difference between Gender and Employees' Performance

H<sub>0</sub>1: There is no significant difference between gender and employees' performance in private sector.

Table 10: Mean and Standard Deviation of Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee Performance	Male	29	3.9655	.90318	.16772
	Female	71	3.9507	.66362	.07876

Table 11: Independent Samples T-Test for Gender and Employees' Performance

Independent Samples Test	
Levene's Test for Equality of Variances	t-test for Equality of Means

		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee Performance	Equal variances assumed	1.518	.221	.091	98	.928	.01481	.16309	-.30883	.33845
	Equal variances not assumed			.080	40.914	.937	.01481	.18529	-.35941	.38903

From Table 10 and Table 11, the data show that there was no difference in employees' performance between the male group (N = 29, M = 3.9655, SD = 0.90318) and the female group (N = 71, M = 3.9507, SD = 0.66362) with equal variances assumed in the T-Test,  $t(98) = (0.91)$ ,  $p = 0.928$ . Since the p-value ( $p = 0.928$ ) was greater than the  $\alpha$ -value ( $\alpha = 0.05$ ), hence failed to reject  $H_0$ . As a conclusion, there was no significant difference between gender and employees' performance.

#### 4.6.2 Hypotheses Testing Using One-Way ANOVA

##### 4.6.2.1 Difference between Age and Employees' Performance

$H_0$ : There is no significant difference between age and employees' performance in private sector.

Table 12: Results of ANOVA for Age and Employees' Performance

ANOVA						
Employees' Performance						
	Sum of Squares	df	Mean Square	F	Sig.	
Between Groups	8.973	3	2.991	6.424	.001	
Within Groups	44.699	96	.466			

Total	53.673	99
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Table 12 shows the ANOVA results [ $F(3, 96) = 6.424, p = 0.001$ ]. Since the p-value ( $p = 0.001$ ) was less than the  $\alpha$ -value ( $\alpha = 0.05$ ), hence reject  $H_02$ . Therefore, there was significant difference between age and employees' performance.

#### 4.6.2.2 Difference between Ethnicity and Employees' Performance

$H_03$ : There is no significant difference between ethnicity and employees' performance in private sector.

*Table 13: Results of ANOVA for Ethnicity and Employees' Performance*

ANOVA					
Employee Performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.445	4	.361	.657	.623
Within Groups	52.228	95	.550		
Total	53.673	99			

Table 13 shows the ANOVA results [ $F(4,95) = 0.657$ ]. Since the p-value ( $p = 0.623$ ) was greater than the  $\alpha$ -value ( $\alpha = 0.05$ ), hence failed to reject  $H_03$ . Therefore, there was no significant difference between ethnicity and employees' performance.

#### 4.6.2.3 Difference between Educational Level and Employees' Performance

$H_04$ : There is no significant different between educational level and employees' performance in private sector.

Table 14: Results of ANOVA for Educational Level and Employees' Performance

<b>ANOVA</b>					
<b>Employee Performance</b>					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.695	4	.174	.312	.870
Within Groups	52.977	95	.558		
Total	53.673	99			

Table 14 shows the ANOVA results [ $F(4, 95) = 0.312, p = 0.870$ ]. Since the p-value ( $p = 0.870$ ) was greater than the  $\alpha$ -value ( $\alpha = 0.05$ ), hence failed to reject  $H_0$ . Therefore, there was no significant difference between educational level and employees' performance.

#### 4.6.2.4 Difference between Length of Service and Employees' Performance

$H_0$ : There is no significant difference between length of service and employees' performance in private sector.

Table 15: Results of ANOVA for Length of Service and Employees' Performance

<b>ANOVA</b>					
<b>Employee Performance</b>					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.979	2	.489	.901	.410
Within Groups	52.694	97	.543		
Total	53.673	99			

Table 15 shows the ANOVA results [ $F(2,97) = 0.901, p = 0.410$ ]. since the p-value ( $p = 0.410$ ) was greater than  $\alpha$ -value ( $\alpha = 0.05$ ), hence failed to reject  $H_0$ . Therefore, there was no significance difference between length of service and employees' performance.

### 4.6.3 Hypotheses Testing Using Pearson Correlation

#### 4.6.3.1 Relationship between Empowerment and Employees' Performance

$H_0$ : There is no significant relationship between empowerment and employees' performance in private sector.

Table 16: Correlation between Empowerment and Employees' Performance

		<b>Correlations</b>	
		Empowermen t	Employee Performance
Empowerment	Pearson	1	.638**
	Correlation		
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson	.638**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	100	100

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

Based on Table 16, it shows that p-value ( $p = 0.000$ ) was less than the alpha value ( $\alpha = 0.05$ ). Thus, reject  $H_0$ . There was significant relationship between empowerment and employees' performance. The r value was 0.638 which indicated that there was a strong positive correlation between empowerment and employees' performance.

#### 4.6.3.2 Relationship between Team Orientation and Employees' Performance

H<sub>07</sub>: There is no significant relationship between team orientation and employees' performance in private sector.

Table 17: Correlation between Team Orientation and Employees' Performance

<b>Correlations</b>			
		Team Orientation	Employee Performance
Team Orientation	Pearson	1	.607**
	Correlation		
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson	.607**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	100	100

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

Based on Table 17, it shows that p-value ( $p = 0.000$ ) was less than the alpha value ( $\alpha = 0.05$ ). Thus, reject H<sub>07</sub>. There was significant relationship between team orientation and employees' performance. The r value was 0.607 which indicated that there was a strong positive correlation between team orientation and employees' performance.

#### 4.6.3.3 Relationship between Agreement and Employees' Performance

H<sub>08</sub>: There is no significant relationship between agreement and employees' performance in private sector.

Table 18: Correlation between Agreement and Employees' Performance

		<b>Correlations</b>	
		Agreement	Employee Performance
Agreement	Pearson Correlation	1	.616**
	Sig. (2-tailed)		.000
	N	100	100
	<hr/>		
Employee Performance	Pearson Correlation	.616**	1
	Sig. (2-tailed)	.000	
	N	100	100
	<hr/>		

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

Based on Table 18, it shows that p-value ( $p = 0.000$ ) was less than the alpha value ( $\alpha = 0.05$ ). Thus, reject  $H_08$ . There was significant relationship between agreement and employees' performance. The r value was 0.616 which indicated that there was a strong positive correlation between agreement and employees' performance.

#### 4.6.3.4 Relationship between Creating Change and Employees' Performance

$H_09$ : There is no significant relationship between creating change and employees' performance in private sector.

Table 19: Correlation between Creating Change and Employees' Performance

**Correlations**

		Creating Change	Employee Performance
Creating Change	Pearson Correlation	1	.633**
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson Correlation	.633**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Based on Table 19, it shows that p-value ( $p = 0.000$ ) was less than the alpha value ( $\alpha = 0.05$ ). Thus, reject  $H_0$ . There was significant relationship between creating change and employees' performance. The r value was 0.633 which indicated that there was a strong positive correlation between creating change and employees' performance.

**4.6.3.5 Relationship between Job Satisfaction and Employees' Performance**

$H_0$ : There is no significant relationship between job satisfaction and employees' performance in private sector.

Table 20: Correlation between Job Satisfaction and Employees' Performance

<b>Correlations</b>			
		Job Satisfaction	Employee Performance
Job Satisfaction	Pearson	1	.815**
	Correlation		
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson	.815**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	100	100

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

Based on Table 20, it shows that p-value ( $p = 0.000$ ) was less than the alpha value ( $\alpha = 0.05$ ). Thus, reject  $H_0$ . There was significant relationship between job satisfaction and employees' performance. The r value was 0.815 which indicated that there was a strong positive correlation between job satisfaction and employees' performance.

## 4.7 Summary of Findings

Table 21: Summary of Main Findings

Research Objectives	Research Question / Research Hypotheses	Analysis Method	Findings	P & R Values
1. To determine the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector.	RQ1: What are the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector?	Descriptive Statistics (Frequency, Percentage)	-	-
2. To determine if there is any significant difference between gender and employees' performance in private sector.	H01: There is no significant difference between gender and employees' performance in private sector.	Independent Samples T- Test	Failed to reject H <sub>01</sub>	t (98) = (0.91) p= 0.928
3. To determine if there is any significant	H <sub>02</sub> : There is no significant difference between age and	One-Way ANOVA	Reject H <sub>02</sub>	f (3,96) = 6.242

difference between age and employees' performance in private sector.	employees' performance in private sector.			$p = 0.001$
4. To determine if there is any significant difference between ethnicity and employees' performance in private sector.	H <sub>03</sub> : There is no significant difference between ethnicity and employees' performance in private sector.	One-Way ANOVA	Failed to reject H <sub>03</sub>	$f(4,95) = 0.657$ $p = 0.623$
5. To determine if there is any significant difference between educational level and employees' performance in private sector.	H <sub>04</sub> : There is no significant difference between educational level and employees' performance in private sector.	One-Way ANOVA	Failed to reject H <sub>04</sub>	$f(4,95) = 0.870$ $p = 0.870$
6. To determine if there is any significant difference between length of service and employees' performance in private sector.	H <sub>05</sub> : There is no significant difference between length of service and employees' performance in private sector.	One-Way ANOVA	Failed to reject H <sub>05</sub>	$f(2,97) = 0.901$ $p = 0.410$

performance in private sector.				
7. To determine the relationship between empowerment and employees' performance in private sector.	H <sub>06</sub> : There is no significant relationship between empowerment and employees' performance in private sector.	Pearson Correlation	Reject H <sub>06</sub>	p = 0.000 r = 0.638
8. To determine the relationship between team orientation and employees' performance in private sector.	H <sub>07</sub> : There is no significant relationship between team orientation and employees' performance in private sector.	Pearson Correlation	Reject H <sub>07</sub>	p = 0.000 r = 0.607
9. To determine the relationship between agreement and employees' performance in private sector.	H <sub>08</sub> : There is no significant relationship between agreement and employees' performance in private sector.	Pearson Correlation	Reject H <sub>08</sub>	p = 0.000 r = 0.616
10. To determine the relationship between creating change and	H <sub>09</sub> : There is no significant relationship between creating change and	Pearson Correlation	Reject H <sub>09</sub>	p = 0.000 r = 0.633

employees' performance in private sector.	employees' performance in private sector.			
11. To determine the relationship between job satisfaction and employees' performance in private sector.	H <sub>0</sub> 10: There is no significant relationship between job satisfaction and employees' performance in private sector.	Pearson Correlation	Reject H <sub>0</sub> 10	p = 0.000 r = 0.815

#### 4.8 Chapter Summary

In summary, this chapter has explained the research findings based on the data collected from the respondents through SPSS analysis. Descriptive statistics be used for allowed the data to be view in tables, pie chart and numerical data. Meanwhile inferential statistics also allowed to make inferences on result from the data which researcher utilized Independent Samples T-Test, One Way ANOVA, and Pearson Correlation. Most of the research findings supported past studies which linked to the impact of organizational culture on employees' performance.

## **CHAPTER 5: DISCUSSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In this chapter the findings of each study hypothesis were discussed. It also analyzes the contributions of study, limitations, recommendations, and conclusion about this study.

### **5.2 Discussions on the Findings**

#### **5.2.1 Difference between Gender and Employees' Performance**

The result of the Independent Sample T Test shown that there was no significant difference between gender and employees' performance. This means that in the private sector, both male and female employees perform equally well. This finding was similar to the past research done by Sarani & Rezaee (2017) and Yilmaz (2015) that concluded that no significant difference between gender of employees and their performance. Meanwhile, different from Thakur (2015); Kotur & Anbazhagan, (2014b) and Dhani & Sharma (2017) researches which found significant difference between male and female in term of performance.

#### **5.2.2 Difference between Age and Employees' Performance**

The results of the One-Way ANOVA shown that there was significant difference between age and employees' performance. This suggested that in this study, the employees from the three different age groups which been arranged from below 29 years old, 30 -39 years old, 40 - 49 years old, and above 50 years old have different level of performance. This finding was consistent with the study by Kotur & Anbazhagan (2014b) and Abbas (2016). Meanwhile, different from Yilmaz (2015) and Shahhosseini & Silong (2015) found that no significant difference between age and employee performance.

### **5.2.3 Difference between Ethnicity and Employees' Performance**

The results of the One-Way ANOVA shown that there was no difference between ethnicity and employees' performance. This indicated that all employees from various ethnic have the same level of performance. This finding was supported with the past research done by Pandey (2020). Meanwhile different from Zhuwao et al. (2019) and Shrestha & Parajuli (2020) shows that there were significant difference between ethnicity and employees' performance.

### **5.2.4 Difference between Educational Level and Employees' Performance**

The results of the One-Way ANOVA shown that there was no difference between educational level and employees' performance. This reveals that the employees from different educational level have the same level of performance. This finding was supported with the past research done by Omolayo & Omole (2013) and Shafril & Uli (2010) had no significant difference between educational level and employee performance. Meanwhile different from Kotur & Anbazhagan (2014a); Lankeshwara,(2016) and Abdulrahamon et al. (2018) which shows that there were significant different between educational level and in term of performance.

### **5.2.5 Difference between Length of Service and Employees' Performance**

The results of the One-Way ANOVA shown that there was no significant difference between length of service and employees' performance. This revealed that in this study, all the employees regardless the length of service less than 5 years, 5-10 years, and more than 10 years have the same level of performance. This finding was supported with the past research done by Wafula & Korir (2015) which shown there was no significant difference between length of service and employee performance. Meanwhile, different from research done by Omolayo &

Omole (2013) and (Yilmaz, 2015) shown significant different between length of service and employee performance.

#### **5.2.6 Relationship between Empowerment and Employees' Performance**

The results of the Pearson Correlation shown that there was a strong positive relationship between empowerment and employees' performance. This indicated that employees who highly involved in the organization and be given ability to manage their jobs tend to contribute high level of employees' performance which can bring positive impact in work environment. This finding was consistent with the past researches done by Chen (2011) as well as Rajalingam et al.(2015).

#### **5.2.7 Relationship between Team Orientation and Employees' Performance**

The results of the Pearson Correlation shown that there was a strong positive relationship between team orientation and employees' performance. This indicated that when employee jointly work as a team will give better performance in the organization as they have a sense of belonging toward their organization. This finding was reasonable with the past researches done by Rahman et al. (2017) and Phina et al. (2018).

#### **5.2.8 Relationship between Agreement and Employees' Performance**

The result of the Pearson Correlation shown that there was a strong positive relationship between agreement and employees' performance. This suggested that the employees who can have mutual understanding in the organization can enhanced employee performance, improve trust and confidence among themselves, and minimized workplace conflicts. This finding was reasonable with the past researches done by Nigussie (2018) and Tafvelin & Hasson (2019).

### **5.2.9 Relationship between Creating Change and Employees' Performance**

The result of the Pearson Correlation shown that there was a strong positive relationship between creating change and employees' performance. This suggested that having an organization that were flexible and easily adopt change to the work environment can enhanced employee readiness to bring out better performance for the jobs. This finding was passable with the past researches done by Carter et al. (2013); Wanza & Nkuraru, (2016) as well as Sinaga et al. (2018).

### **5.2.10 Relationship between Job Satisfaction and Employees' Performance**

The result of the Pearson Correlation shown that there was a strong positive relationship between job satisfaction and employees' performance. This suggested that when the employees were well pleased, having sense of pride, and treat fair enough in the organization will have positive emotion toward the job which directly can have good performance as well. This finding was consistent with the past researches done by Khan et al. (2012); Yee (2018), and Ezeanyim & Ufoaroh (2019).

### 5.3 Summary of Discussions

Table 22: Summary of Discussions on the Findings

Research Objectives	Research Question / Research Hypotheses	Findings	Compare to Past Year Findings
1. To determine the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector.	RQ1: What are the demographic factors attributes (gender, age, ethnicity, educational level, and length of service) of the respondents in private sector?	-	-
2. To determine if there is any significant difference between gender and employees' performance in private sector.	H01: There is no significant difference between gender and employees' performance in private sector.	<b>Failed to reject H01</b> t (98) = (0.91) p= 0.928	Similar to Sarani & Rezaee (2017) and Yilmaz (2015) Difference from (Thakur, 2015); Kotur & Anbazhagan (2014b) and Dhani & Sharma (2017)

<p>3. To determine if there is any significant difference between age and employees' performance in private sector.</p>	<p>H<sub>02</sub>: There is no significant difference between age and employees' performance in private sector.</p>	<p><b>Reject H<sub>02</sub></b>  <math>f(3,96) = 6.242</math>  <math>p = 0.001</math></p>	<p>Similar to Kotur &amp; Anbazhagan (2014b) and Abbas (2016)  Different from Yilmaz, (2015) and Shahhosseini &amp; Silong (2015)</p>
<p>4. To determine if there is any significant difference between ethnicity and employees' performance in private sector.</p>	<p>H<sub>03</sub>: There is no significant difference between ethnicity and employees' performance in private sector.</p>	<p><b>Failed to reject H<sub>03</sub></b>  <math>f(4,95) = 0.657</math>  <math>p = 0.623</math></p>	<p>Similar to Pandey (2020)  Different from Zhuwao et al. (2019) and Shrestha &amp; Parajuli (2020)</p>
<p>5. To determine if there is any significant difference between educational level and employees' performance in private sector.</p>	<p>H<sub>04</sub>: There is no significant difference between educational level and employees' performance in private sector.</p>	<p><b>Failed to reject H<sub>04</sub></b>  <math>f(4,95) = 0.870</math>  <math>p = 0.870</math></p>	<p>Similar to Omolayo &amp; Omole, (2013) and Shafril &amp; Uli, (2010)  Different from Kotur &amp; Anbazhagan (2014a);  Lankeshwara (2016) and Abdulrahamon et al.( 2018)</p>

<p>6. To determine if there is any significant difference between length of service and employees' performance in private sector.</p>	<p>H<sub>05</sub>: There is no significant difference between length of service and employees' performance in private sector.</p>	<p><b>Failed to reject H<sub>05</sub></b>  <math>f(2,97) = 0.901</math>  <math>p = 0.410</math></p>	<p>Similar to Wafula &amp; Korir (2015)  Differences from Omolayo &amp; Omole (2013) and Yilmaz (2015)</p>
<p>7. To determine the relationship between empowerment and employees' performance in private sector.</p>	<p>H<sub>06</sub>: There is no significant relationship between empowerment and employees' performance in private sector.</p>	<p><b>Reject H<sub>06</sub></b>  <math>p = 0.000</math>  <math>r = 0.638</math></p>	<p>Similar to Chen (2011) and Rajalingam et al. (2015)</p>
<p>8. To determine the relationship between team orientation and employees' performance in private sector.</p>	<p>H<sub>07</sub>: There is no significant relationship between team orientation and employees' performance in private sector.</p>	<p><b>Reject H<sub>07</sub></b>  <math>p = 0.000</math>  <math>r = 0.607</math></p>	<p>Similar to Rahman et al. (2017) and Phina et al. (2018)</p>

<p>9. To determine the relationship between agreement and employees' performance in private sector.</p>	<p>H<sub>08</sub>: There is no significant relationship between agreement and employees' performance in private sector.</p>	<p><b>Reject H<sub>08</sub></b>  p = 0.000  r = 0.616</p>	<p>Similar to Nigussie (2018) and Tafvelin &amp; Hasson (2019)</p>
<p>10. To determine the relationship between creating change and employees' performance in private sector.</p>	<p>H<sub>09</sub>: There is no significant relationship between creating change and employees' performance in private sector.</p>	<p><b>Reject H<sub>09</sub></b>  p = 0.000  r = 0.633</p>	<p>Similar to Carter et al. (2013); Wanza &amp; Nkuraru (2016) and Sinaga et al. (2018)</p>
<p>11. To determine the relationship between job satisfaction and employees' performance in private sector.</p>	<p>H<sub>010</sub>: There is no significant relationship between job satisfaction and employees' performance in private sector.</p>	<p><b>Reject H<sub>010</sub></b>  p = 0.000  r = 0.815</p>	<p>Similar to Khan et al. (2012); Yee, (2018) and Ezeanyim &amp; Ufoaroh (2019)</p>

## **5.4 Contributions of Study**

### **5.4.1 Knowledge**

- This study can contribute and enhance the knowledge about organizational culture and employees' performance among people within the organization.
- This study can strengthen the Denison's model and contribute new findings with provide future researchers more knowledge.
- This study also can provide future researchers more awareness and guideline regarding the relationship between organizational culture, demographic factors, and employees' performance.

### **5.4.2 Methodology**

- The research framework that includes statement of problem, research hypothesis, research conceptual framework can be used for adaption by other researchers in the future.
- The research instrument of this study can used by other researchers in the same topic of interest and can be improve from time to time to for adaption of their research.

### **5.4.3 Human Resource Practitioner**

- This study can be used to guide and help human resource practitioners in understanding impact of organizational culture on employee performance.
- Human resource practitioners can promote organizational culture among the employees which could enhance their performance in the organizations.

- Human resource practitioners also can understand the effectiveness of organizational culture practises which can directly impact employees' performance as well provide a conducive working environment.

#### **5.4.4 Policy**

- The findings of the research will help the organizations in developing policies to address organizational culture difficulties that employees encounter, as well as improve employee performance.
- The findings of the research can also be used to develop more realistic tactics for enhancing organizational policies and employee equity in the labor market.

### **5.5 Limitation of Study**

#### **5.5.1 Topical**

- Researcher only focused on impacts of organizational culture on employees' performance in the private sector in Kuching, Sarawak.
- Several factors also can give impact towards employees' performance which were not includes in this study.

#### **5.5.2 Subject/knowledge/theory**

- Researcher only measure 5 elements of organizational culture which were empowerment, team orientation, agreement, creating change and job satisfaction.
- In this study, researcher focused on Denison's Model of Organizational Culture while several dimensions also can be used in the study of organizational culture.

- Furthermore, just five demographic factors were involved to investigate employee performance that includes gender, age, ethnicity, educational level, and length of service hence this study does not include all demographic factors.

### **5.5.3 Methodology**

- This study only used survey quantitative using questionnaire only and no open-ended questionnaire be used.
- This study was limited to employees that working in the private sector and not available for public sector which it may not represent to apply the findings of this study to both sectors.
- The respondents' data must be collected within a three-week time span and the Pandemic Covid-19 make it difficult to approach the organization which make the researcher change the population of study and adopt to social media as a platform to do data collection.
- Furthermore, because no interview or observation was undertaken for better explanation, the accuracy of this research's conclusions may be dependent on the respondents' desire and cooperation to provide an honest response in the questionnaire.

### **5.5.4 Physical limitation**

- The research was limited to the employees from the private sector in Kuching, Sarawak.
- There are no other towns involved. As a result, the data gathered in this study may not certainly represent other parts of Malaysia.

## **5.6 Recommendations**

### **5.6.1 For future researchers**

The implementation of organizational culture practices in the private sector may be different from the practices in a public sector in our country. Hence, future researchers should try to explore the differences by conducting their research in public sector or combine both sectors as well to see the differences result of findings. It will lead to different outcome which can help to further contribution to this research field especially among the local perspectives.

Besides, future studies should also focus on different aspects of organizational culture such as components of culture or different dimension of organizational culture that allow the researchers have broad knowledge and understand about organizational culture. Future researcher also may conduct this study but adjust to using mixed method approach. The mixed method approach to conducting the study, which combines both quantitative and qualitative methods, allows for a deeper understanding of the impact of organizational culture on employee performance in the private and public sectors in Malaysia. Therefore, it can help the researchers to obtain more accurate, valid, and reliable data. Apart from that, the future researchers also can add more dependent variable in their research to investigate more possible relationships toward organizational culture.

### **5.6.2 For the organization**

The organization should understand that organizational culture practices can be the one of the successful keys to lead to the better work environment which the employees can give the better performance in the organization. Therefore, each organization should be able to give awareness to the employees about organizational culture regardless new employees or old

employees. It also recommended that the organization need to put into practice of the organizational culture which are suitable for the organization and adapt it well.

Besides, the organization also can re-evaluate their present culture in the organization that can help them to identifying certain possibility that can bring threats to employees. Through this precautions step, it useful for organization to eliminate the threats and fix it precisely for bring more positive culture practice that can help in organization's success.

## **5.7 Conclusion**

Based on the analysis and findings of the study, the following conclusion were drawn. The findings of this study have shown each of the organizational culture elements that includes empowerment, team orientation, agreement, creating change, and job satisfaction have impacts toward employees' performance. It was found that organizational culture had a significant relationship with employees' performance while job satisfaction had the strongest positive correlation which r value was 0.815. The organizational culture practices help the employees to have conducive work environment that contributes to enhancing their performance and organizational efficiency. Hence, the research objective of this study was achieved. Besides, the findings also have shown that there was no significant difference between demographic factors (gender, ethnicity, educational level, and length of service) and employees' performance. Meanwhile, there was significant difference between age and employees' performance for demographic factors components. Therefore, it was intended that the findings of this study, as well as the offered recommendations, would serve as a guideline and reference for future researchers and the organization as it hopes can bring benefits and insight to them regards the study.

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**APPENDIX**  
**RESEARCH INSTRUMENT**



UNIVERSITI MALAYSIA SARAWAK  
FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT  
BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE  
DEVELOPMENT)

**Research Title / *Tajuk Kajian***

**Impacts of Organizational Culture on Employees' Performance**

*Kesan Budaya Organisasi Terhadap Prestasi Pekerja*

Dear Sir / Madam,

This survey is conducted as a part of the Bachelor of Science with Honours (Human Resource Development) program final year project, which should be submitted in partial completion of the Bachelor of Science with Honours (Human Resource Development) program from Universiti Malaysia Sarawak.

The general purpose of this study is to identify the impact of organizational culture on employees' performance in a private sector in Sarawak.

I would like to invite your participation in this survey by completing the attached questionnaire.

This questionnaire should take not more than 10 minutes of your time. This questionnaire consists of seven sections: Section A, B, C, D, E, F, and G. Kindly read each statement carefully and answer them honestly.

All the information in this questionnaire will be treated confidentially and only be used for this study. Your participation is highly appreciated.

Thank you.

Your sincerely,  
Oliver Lefranco anak Sanni (67426)

Supervised by,  
Professor Dr Shahren Ahmad Zaidi Aduce  
Faculty of Cognitive Sciences and Human Development  
Universiti Malaysia Sarawak

## Bahagian A: Pemberiaan Kuasa

### Section A: Empowerment

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Pernyataan / Statement	1	2	3	4	5
1.	Pada pendapat saya, kebanyakan pekerja sangat terlibat dalam pekerjaan mereka dalam organisasi. <i>In my opinion, most of employees are highly involved in their work in the organization.</i>					
2.	Organisasi saya memberi saya kuasa dan keupayaan untuk menguruskan kerja saya sendiri. <i>My organization gives me the authority and ability to manage my own work.</i>					
3.	Maklumat dikongsi secara meluas dalam organisasi supaya semua orang dalam organisasi boleh mendapatkan maklumat yang mereka perlukan apabila diperlukan. <i>Information is widely share within the organization so that everyone in the organization can get the information they need when it is needed.</i>					
4.	Semua orang dalam organisasi percaya bahawa dia boleh memberi kesan positif terhadap pekerjaan mereka. <i>Everyone in the organization believes that he or she can have a positive impact on their work contributes.</i>					

*( Adapted from Nigussie, 2018)*

## Bahagian B: Orientasi Pasukan

### Section B: Team Orientation

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Pernyataan / Statement	1	2	3	4	5
1.	Organisasi saya menitik beratkan nilai bekerjasama sesama pekerja demi menuju ke arah matlamat organisasi yang sama. <i>My organization places much value on employees working cooperatively towards the common goals of the organization.</i>					
2.	Saya percaya kerjasama diamalkan dengan baik dalam organisasi semasa saya menjalankan tugas. <i>I believed that cooperation is well practiced in the organization while I perform my duties.</i>					
3.	Pada pendapat saya, norma-norma organisasi menggalakkan kerjasama, kerja berpasukan, dan penyertaan. <i>In my opinion, the organisation's norms encourage cooperation, teamwork, and participation.</i>					
4.	Dalam organisasi, saya rasa saya adalah sebahagian daripada pasukan. <i>In the organization, I feel like I am part of a team.</i>					

(Adapted from Nigussie, 2018)

## Bahagian C: Persetujuan

### Section C: Agreement

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Statement / Pernyataan	1	2	3	4	5
1.	Jabatan dan bahagian syarikat yang berbeza dapat bekerjasama dengan baik untuk mencapai matlamat yang sama. <i>Different departments and division of the company are able to work well together to achieve common goals.</i>					
2.	Saya berpendapat bahawa organisasi mempunyai budaya organisasi yang kuat. <i>I think the organization has a strong organizational culture.</i>					
3.	Sebagai pekerja, saya berpendapat bahawa saya diberi tugas yang konsisten dengan kekuatan, minat, dan peluang. <i>As an employee, I am given assignments that are consistent with my strengths, interests, and opportunities.</i>					

*( Adapted from Nigussie, 2018)*

## Bahagian D: Mencipta Perubahan

### Section D: Creating Change

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Pernyataan / Statement	1	2	3	4	5
1.	Cara-cara perkara yang dilakukan dalam organisasi adalah sangat fleksibel dan mudah diubah.  <i>The ways things are done in the organization is very flexible and easy to change.</i>					
2.	Organisasi bertindak balas dengan baik kepada pesaing dan perubahan lain dalam persekitaran perniagaan.  <i>The organization responds well to competitors and other changes in the business environment.</i>					
3.	Cara melakukan kerja-kerja diperbaharui dan diperbaiki terus diterima pakai dalam organisasi.  <i>New and improved ways of doing works are continually adopted in the organization.</i>					

( Adapted from Nigussie, 2018)

## Bahagian E: Kepuasan Bekerja

### Section E: Job Satisfaction

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Statement / Pernyataan	1	2	3	4	5
1.	Saya berpendapat bahawa saya dibayar jumlah gaji yang adil untuk kerja yang saya lakukan. <i>I feel I am being paid a fair amount for the work I do.</i>					
2.	Apabila saya melakukan pekerjaan yang baik, saya menerima pengiktirafan itu kerana saya patut menerima. <i>When I do a good job, I receive the recognition for it that I should receive.</i>					
3.	Saya berasa bangga dalam melakukan tugas saya. <i>I feel a sense of pride in doing my job.</i>					
4.	Saya berasa seronok bersama rakan sekerja saya. <i>I enjoy being with my co-workers.</i>					

*( Adapted from Baskar S, 2014)*

## Bahagian F: Prestasi Pekerja

### Section F: Employees' Performance

Arahan: Sila gunakan Skala Likert di bawah untuk menunjukkan tahap persetujuan anda terhadap setiap pernyataan dan tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please use the Likert Scale below to indicate your level of agreement with each statement and tick (√) for your answer in the space provided.*

1	2	3	4	5
Sangat Tidak Bersetuju <i>Strong Disagree</i>	Tidak Setuju <i>Disagree</i>	Neutral <i>Neutral</i>	Setuju <i>Agree</i>	Sangat Bersetuju <i>Strongly Agree</i>

No.	Pernyataan / Statement	1	2	3	4	5
1.	Pekerjaan saya membolehkan saya menggunakan pengetahuan, kemahiran, dan kebolehan saya. <i>My job enables me to make use of my knowledge, skills, and abilities.</i>					
2.	Saya melaksanakan kerja saya berdasarkan piawaian yang ditetapkan. <i>I perform my work to the expected standards.</i>					
3.	Saya dapat menilai keadaan kerja yang diberikan dan bertindak balas terhadapnya. <i>I am able to judge a given work situation and respond to it.</i>					
4.	Saya dapat merasa pencapaian peribadi dari kerja saya. <i>I get a sense of personal accomplishment from my work.</i>					

( Adapted from Nigussie, 2018)

## **Bahagian G: Maklumat Demografi**

### *Section G: Demographic Information*

Arahan: Sila tandakan (√) bagi jawapan anda di ruang yang disediakan.

*Instruction: Please tick (√) for your answer in the space provided.*

#### **1. Jantina / Gender**

Lelaki / *Male* ( )

Perempuan / *Female* ( )

#### **2. Umur / Age**

Di bawah 30 tahun / *Below 30 years old* ( )

30 – 39 tahun / *30 - 39 years old* ( )

40 – 49 tahun / *40 – 49 years old* ( )

50 tahun dan ke atas / *50 years old and above* ( )

#### **3. Etnik / Ethnicity**

Melayu / *Malay* ( )

Cina / *Chinese* ( )

India / *Indian* ( )

Bumiputera Sarawak / *Native of Sarawak* ( )

Lain- lain, sila nyatakan / *Others, please state:* \_\_\_\_\_

#### **4. Tahap Pendidikan / Educational Level**

Ijazah Sarjana / *Master's degree* ( )

Ijazah Sarjana Muda / *Bachelor's degree* ( )

STPM / Diploma atau setaraf /*or equivalent* ( )

SPM ( )

Lain-lain, sila nyatakan / *Others, please state:* \_\_\_\_\_

#### **5. Tempoh Perkhidmatan / Length of Service**

Kurang daripada 5 tahun / *Less than 5 years* ( )

5-10 tahun / *5-10 years* ( )

Lebih daripada 10 tahun / *More than 10 years* ( )

**TERIMA KASIH ATAS KERJASAMA ANDA.**

***THANK YOU FOR YOUR COOPERATION.***