

## Exploring the Role of Organizational Culture on Job Performance in Western Peninsular Malaysia

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### Abstract

In recent years, the significance of organizational culture in managing employees has garnered increasing attention among organizations. Past research has highlighted its role as a decisive factor influencing employee motivation and job performance. However, there have been inconsistent findings regarding the relationship between organizational culture and job performance, particularly within the context of Malaysia, where limited studies exist. This paper aims to explore the influence of organizational culture on job performance among operators in one manufacturing company located in western Peninsular Malaysia. To conduct this research, data was gathered from 102 operators using a questionnaire consisting of 38 items. The Japanese Organizational Culture Scale was employed to measure the level of organizational culture, while the Individual Work Performance Questionnaire assessed job performance. The collected data underwent analysis using both descriptive statistics and structural equation modeling. The results of the study revealed a high level of organizational culture and job performance within the studied population. This suggests that operators perceive the organizational culture practiced in the studied company as positively impacting them and enhancing their job performance. Additionally, the findings established a significant effect of organizational culture on job performance among the studied population. Lastly, the researcher identified areas for potential improvement in future research.

**Keywords:** Organizational Culture, Job Performance, Operator.

**Introduction**

In the age of globalization, organizations go through sudden, unplanned changes (Setiawati, 2019). An organization needs to be able to adapt to changes in the business environment and hire staff with strong abilities if it wants to accomplish its goals. There are some things about organizational development that make it more successful and last longer (Saad, 2013). Norms, values, and goals help improve the culture of a business, which makes employees more committed to the company. The organization's strategy is based on creating a solid culture that supports an active learning environment. A strong organizational culture not only helps employees do their tasks more successfully, but it also forms the basis for expansion and improvement. As per study of Ugheoke (2019), organizations have realized that creating a culture that meets employees' needs is essential to maximizing employee performance. Around 80% of organizations failed as a result of subpar performance brought on by inadequate cultural. In addition, 79.8% of organizations are still operating despite having poor cultural practices. Hence improving organizational culture, job performance claimed to be a tool in measuring organizational culture in manufacturing industries especially in the Malaysia itself. The most significant and extensively researched variable in an organization is likely job performance (Cabarcos et al., 2022). This study focuses on investigating the effect of organizational culture on job performance, considering both factors as crucial variables. By gathering and analyzing relevant evidence, this study aims to provide a comprehensive understanding of how organizational culture impacts job performance.

Organization culture is the first issue that this study investigates. According to The National Department of Culture and Arts, Malaysia is a country where individuals from different ethnic groups, religions, linguistic groups, and cultures coexist in the same area (Lino & Mohd Hashim, 2020). Unconscious prejudices, language hurdles, and cultural differences can all inhibit teamwork and collaboration, as well as an organization's capacity to effectively utilize the talents of its diverse staff (Ilies & Metz, 2017). Moreover, manufacturing industry in Malaysia not only having multicultural people from Malaysia but it has employee from abroad to work here. This will affect the job performance of the staff in the organization. Job performance is the second issue that needs to be addressed. The level of organizational culture in a company has an impact on the employee's job performance. Understanding the cultural aspects is crucial for employee performance due to the diverse culture in Malaysia. Lack of knowledge about the culture within an organization or the context in which a business operates can have severely detrimental effects on employee job performance (Onyekwelu, 2019). According to Chien Jie et al. (2020), there is substantial evidence that a company's success and quality of its operations are positively correlated with a supportive company culture. Therefore, this paper aims to investigate on how organizational culture in a manufacturing company at western Peninsular Malaysia affects job performance among its operators.

**Literature Review***Brief Overview of Organizational Culture*

The appropriate behavior inside an organization is determined by its culture. An organization's culture is made up of values and symbols that are embraced and upheld by all personnel (Pawirosumarto et al., 2016). This unique organization distinguishes itself in

a distinctive way from other organizations thanks to its culture. All employees share a set of values that make up an organization's culture. It is researched, used, and nurtured as a binding framework to help the business achieve its goals. Pawirosumarto et al., (2016) Members of a company have revealed that the organization has two different types of culture, including a dominant culture that represents the values shared by most of its employees and gives the organization its distinctive features, and a subculture, a mini culture that evolved from different departments and geographical regions. According to Mills (2016), organizational culture offers a potentially valuable term for the analysis of gender in that it allows account to be taken of societal- organizational inter-relationships, according to an understanding of the contemporary concern with the qualitative and symbolic components of organizational life. In order to understand theoretical concepts, the next section will explain the theory of organizational culture.

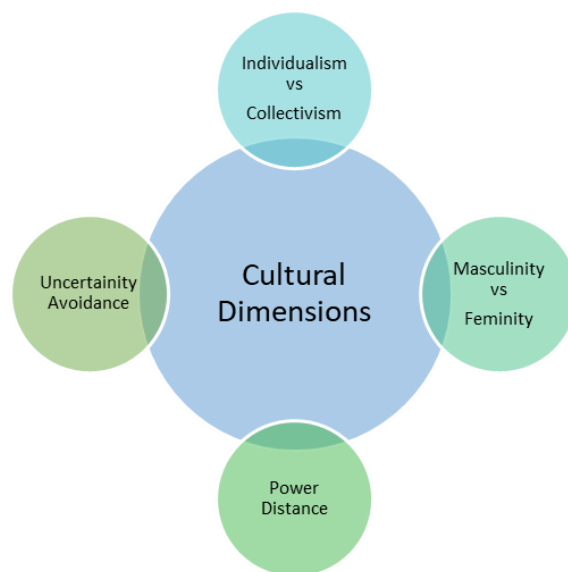


Figure 1: Hofstede's Cultural Dimensions Theory (Source: Jandt, 2004: 163)

Figure 1 illustrated Hofstede's Cultural Dimensions Theory created and developed by Geert Hofstede in 1980. This theory serves as a valuable tool for comprehending the disparities in culture among countries and understanding how business practices differ across diverse cultures. Firstly, according to Jones & Gable (2020), the concept of individualism-collectivism characterizes the nature of relationships within different cultures. In individualistic civilizations, people put their personal and the needs of their immediate families first, but in collectivistic communities, people belong to groups that offer support in exchange for loyalty. The second factor is the distinction between masculinity and femininity throughout cultures (Jandt, 2020). According to Hofstede (2020), asserts that women's social positions varied across civilizations less than men's did. The societies that seek to distinguish the most clearly between what is expected of men and women are those he categorized as having a macho culture. Strongly patriarchal cultures place a strong emphasis on success materially, assertiveness, and competition. The social roles of the sexes can overlap more in cultures that are considered feminine.

According to Hofstede (2020), the third dimension is power distance, or how a society reacts to inequality. The extent to which less powerful members of institutions and organizations within a nation assume and accept that power is allocated unequally is referred to as "power distance,". The fourth dimension, which (Jandt, 2020) defines as the extent to which individuals of a society feel threatened by uncertain or unexplored conditions, is uncertainty avoidance. Smith & Schwartz (2021) asserts that this feeling shows tense anxiety and a need for predictability, or for both written and unwritten laws. In order to avoid such situations, many civilizations retain strict moral standards and steadfastly adhere to their beliefs in the absoluteness of reality. High levels of uncertainty avoidance are characterized by activity, hostility, emotion, compulsive security seeking, and intolerance; low levels are characterized by reflection, a lack of aggression, emotion, and relaxation, as well as acceptance of personal risks (Soares et al., 2020). Therefore, all the dimensions in organizational culture are important in dealing with the culture which indirectly affects job performance within the organization context. Job performance will be discussed comprehensively in the next section.

### Brief Overview of Job Performance

Based on Sonnentag et al (2017), both individuals and organizations place a high value on individual job performance. It increases sentiments of self-efficacy and mastery in addition to bringing about personal satisfaction. According to Yu (2019), an employee's job performance may be summed up as the total number of tasks connected to their job that they are expected to complete, as well as how successfully they do so. Employee productivity is measured by how well workers complete activities in accordance with job requirements (Shaikh et al.,2017). Additionally, it is acknowledged as a necessary stage for establishing organizational success. The effectiveness of employees also contributes to the strategy of the organization, notably in terms of production and efficiency (Abualoush et al., 2017). Job performance refers to the results attained by employees during a specific time, whether they were profitable. In other words, performance is what workers do when they are at work. According to June and Mahmood (2011), job performance is correlated with an employee's capacity to be aware of assigned goals, meet objectives, and reach targets, as well as to complete a normal set of responsibilities for the organization. Hence, this overview of job performance provides an explanation of job performance related theory which will be discussed further.

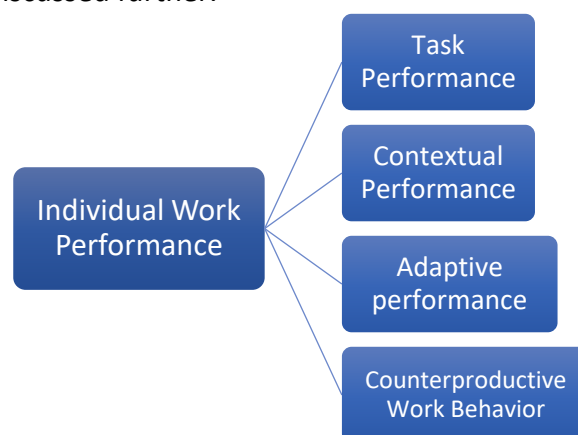


Figure 2: Heuristic Framework of Individual Work Performance (Source: Koopmans, et al., 2011:863)

The Heuristic Framework of Individual Work Performance developed by Koopmans, is the most useful method for evaluating an employee's performance on the job and categorized job performance into three parts which are task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2021). Figure 2 illustrates the three parts of job performance in this model. Task performance, the first dimension, refers to how well a person performs crucial job responsibilities. Contextual performance, the second component, describes employee actions that support the organizational, social, and psychological setting in which the primary job activities are carried out. Adaptive performance is a dimension that describes actions made in response to a changing work environment (Admasu et al., 2022). A few examples of what it entails include creative problem-solving, handling uncertain or unpredictable work conditions, learning new skills, technology, and procedures, and adapting to various people, cultures, or physical settings (Lee & Lim, 2020).

The fourth dimension, counterproductive work behavior, refers to behavior that is harmful to the well-being of the organization. A high level of agreement, reaching 84% consensus, was observed among experts from diverse professional backgrounds regarding the indicators used in assessing individual work performance (Linda et al., 2014). Additionally, these experts reached a consensus on the relative importance assigned to each dimension of IWP when evaluating work performance. Additionally, nearly half of the experts expressed belief in the potential development of a fully generic questionnaire for measuring individual work performance (Tavares & Hontangas, 2021). Hence, the following subsections will provide more detail on the dimensions used to develop the hypothesis. The next section will highlight a few past studies that prove the existence of the relationship between organizational culture and job performance.

### **The Effect of Organizational Culture on Job Performance**

Numerous studies have been conducted in a diversified setting to identify the influence of organizational culture on job performance such as Ding (2015) conducted a study in a manufacturing industry in Kuching, Sarawak, Malaysia. The findings revealed a significant positive relationship between cultural norms, cultural values, subculture, compensation systems, and job performance in the manufacturing industry. There was also a study conducted in small and medium-sized firms (SMEs) in Penang by Gunasigren (2021). The study looked at the connections between four organizational culture facets the workplace, teamwork, communication, and reward system and worker productivity. The results showed that employee job performance was highly influenced by the workplace, teamwork, communication, and reward system. This study advances our knowledge of the relationship between corporate culture and workers' job performance in the context of SME in Penang state. In addition to the manufacturing industry, the construction industry also shows a connection between organizational culture and job performance.

Furthermore, in contrast to other industries, the construction business has a different link between organizational culture and job performance. Mokhtar et al. (2015) conducted a study on the relationship between organizational culture and project performance in Pahang, Malaysia's construction industry. The results of this study have revealed a strong relationship between organizational culture and project performance. In addition, another

study by Jie et al., (2020) on the impact of organizational culture on employees' performance. In a number of multinational corporations in Sarawak, Malaysia, the study examined the relationship between organizational culture and workers' performance. The researcher used the four cultural values identified by Hofstede for this study: power distance, uncertainty avoidance, individualism against collectivism, and femininity versus masculinity. The study found a significant link between corporate culture and worker performance in multinational corporations. The survey also suggested that multinational corporations place greater emphasis on the factor that drives employee success. Therefore, there is a clear linkage between organizational culture and job performance which contribute to the hypotheses developed in this research which is:

H<sub>a</sub>: There is an effect of organizational culture on job performance among operators at western Peninsular Malaysia's manufacturing company.

### **Research Methodology**

The population involved in this study was among 102 operators of a manufacturing company located in western Peninsular Malaysia and all of them had been selected as the respondents of this study. The organizational culture variable was measured by the Japanese Organizational Culture Scale (JOCS) developed by Tang et al. (2000). There are 15 items of four dimensions named family orientation/loyalty, open communication, team approach, and knowledge of managers measured in this section using the 5-point Likert scale (1-disagree strongly, 2-disagree, 3-neutral, 4-agree, 5-agree strongly). The Cronbach's Alpha value for this variable is 0.961 indicating very strong reliability. The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2019) was used to measure the job performance variable. This instrument comprises three dimensions which are task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). All items were measured using a 5-point Likert scale (0-4) which the task performance and contextual performance is ranging from seldom, sometimes, frequently, often, and always, whereas counterproductive work behavior is measured with a scale ranging from never, seldom, sometimes, frequently and often. This variable recorded a value of Cronbach's Alpha 0.858 indicating that the items have high reliability. Descriptive statistics (mean and standard deviation) and structural equation modelling were conducted to answer the research purpose. The mean value for organizational culture was described as; Low = 1.00 - 2.33; Moderate = 2.34 - 3.67; High = 3.68 - 5.00 meanwhile for job performance mean value was described as; Low = 0.00 - 1.33; Moderate = 1.34 - 2.67; High = 2.68 - 4.00 (Na-Nan et al., 2020).

**Findings and Discussions***Level of Organizational Culture among Operators in Western Peninsular Malaysia's Manufacturing Company*

Table 2

*Findings on Level of Organizational Culture and Its Dimensions*

<b>Dimension</b>	<b>M</b>	<b>SD</b>	<b>Level</b>
Family orientation/loyalty	3.88	0.718	High
Open communication	3.95	0.761	High
Team approach	3.98	0.710	High
Knowledge of managers	3.94	0.755	High
<b>Overall mean for Organizational Culture</b>	<b>3.93</b>	<b>0.538</b>	<b>High</b>

Table 2 presents the overall mean score for all dimensions of organizational culture. The overall mean score for the family orientation/loyalty dimension is 3.88 (Standard Deviation = 0.718) indicating a high level of mean. It indicates that the company respects its employees as human beings instead of just a mechanism to get tasks done and it tries to create a family-like relationship between the operators. Next, the overall mean score for the open communication dimension is 3.95 indicating a high level of mean. It implies that the managers welcome operators to ask questions and highly encourage two-way communication among them. Besides, the overall mean score for the team approach dimension is 3.98 (Standard Deviation = 0.710) indicating a high level of mean. It signifies that the operators believe the managers have been promoting collaboration among operators to work together and encourage everyone to share input and their points of view when in discussion with other team members. Furthermore, the overall mean score for the last dimension of organizational culture, knowledge of managers, is 3.94 (Standard Deviation = 0.755) demonstrating a high level of mean. This indicates that most of the operators agree that the appointed managers have adequate managerial skills and knowledge so that they are capable of guiding and train other employees to reach the company's goal.

Based on Table 1, the findings showed that the organizational culture variable achieved a high-level of the mean (Mean = 3.93). Indirectly, it illustrates the level of satisfaction of the respondents regarding organizational culture within the organization. It is important to maintain a high level of organizational culture since it can manipulate the job performance of the organization.

*Level of Job Performance among Operators in Western Peninsular Malaysia's Manufacturing Company*

Table 3

*Findings on Level of Job Performance and Its Dimensions*

<b>Dimension</b>	<b>M</b>	<b>SD</b>	<b>Level</b>
Task performance (TP)	4.03	0.656	High
Contextual performance (CP)	4.00	0.678	High
Counterproductive work behaviour (CWB) (reversed item)	3.91	1.042	High
<b>Overall Mean for Job Performance</b>	<b>3.99</b>	<b>0.384</b>	<b>High</b>

Table 3 presents the overall mean score for all dimensions of job performance. Overall, the mean score for the task performance dimension is 4.03 (Standard Deviation = 0.656) indicating a high level of mean. It means that the operators can get their work done excellently with minimal difficulties and they are aware of the company's expectations that they must meet. Moreover, the overall mean score of contextual performance level among the respondents is 4.00, demonstrating a high mean value. It proposes that the operators make sure their skills and job knowledge are updated from time to time to align with the current demands of the industry. Lastly, the overall score of the counterproductive work behavior dimension is 3.91 (Standard Deviation = 1.042), demonstrating a high level of mean. It signifies that most production workers face obstacles the way they are without exaggerating them and they view every situation in the workplace positively. Based on Table 2, the job performance variable presents a mean score of 3.99 which falls under a high level. This shows that the workers were able to safeguard themselves from being misbehave or unproductive within the working area. This indirectly creates a positive working environment that contributes to a better image of the company and to greater job performance in the workplace.

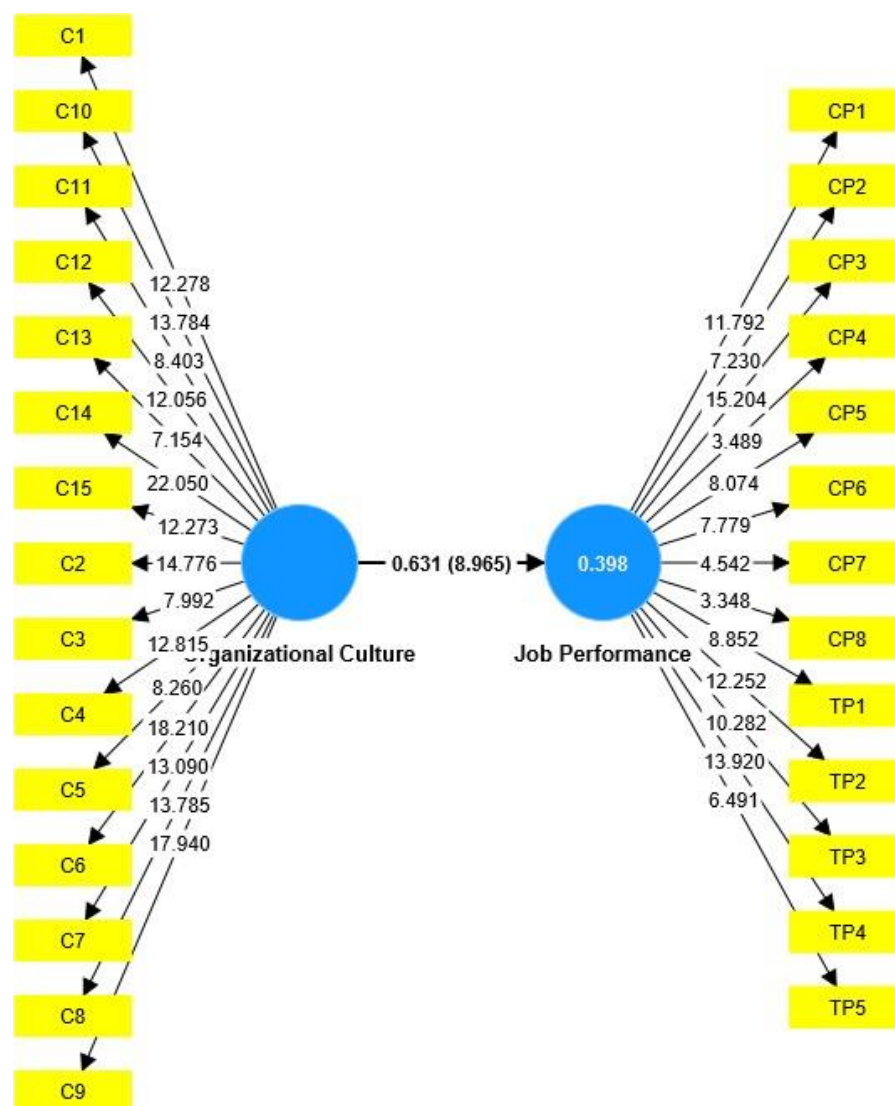
*The Effect of Organizational Culture on Job Performance among Operators in Western Peninsular Malaysia's Manufacturing Company*

Table 3

*Summary of analysis findings on the effect of organizational culture on job performance*

<b>Hypotesis</b>	<b>Relationship</b>	<b>Path Coefficient</b>	<b>Standard Error</b>	<b>t value</b>	<b>Decision</b>	<b>R<sup>2</sup></b>
H <sub>a</sub>	Organizational Culture → Job Performance	0.631	0.070	8.965	Supported	0.398





*C = Organizational Culture, CP = Contextual Performance; TP = Task Performance*

Figure 3: Analysis of the model to measure the effect of organizational culture on job performance

In this study, Statistical Package for Social Sciences (SPSS) version 23.0 and Smart PLS version 4.0.9.5 were adopted to analyze the data. To be specific, SmartPLS software was used to run structural equation modelling using partial least square (PLS) method. The main reason of choosing partial least square is because it is able to analyze all constructs involved at the same time (Thaker et al., 2020). As explained by Haenlin and Kaplan (2004), structural equation modelling which is the second-generation multivariate data analysis method is capable to test theoretically supported linear and additional causal models and yet were most used in social science studies. Table 3 shows the findings of the structural equations modeling and Figure 3 demonstrates the model that measures the effect of organizational culture on job performance. To determine the effects of organizational culture on job performance,  $R^2$  value is used as the guideline (Ramayah et al., 2018). As shown in Table 3,  $R^2$  value of 0.398 confirms that 39.8% of job performance is explained by organizational culture. The study also found that there is a significant effect of

organizational culture on job performance through the t-value of 8.965. On top of that, path coefficient value (0.631) confirms that organizational culture has a positive and moderate relationship to job performance. This positive relationship means when organizational culture is highly practiced in the company it thus helps to improve job performance among the studied population. Therefore, the findings supported the hypothesis of the study.

## **Discussion and Recommendation**

### ***Discussion of Findings***

#### *Level of Organizational Culture among Operators in Western Peninsular Malaysia's Manufacturing Company*

The results conclude that the studied company practices a good organizational culture among its operators. It indicates that the respondents have positive traits like strong team collaboration, open communication, loyalty, and good understanding of managerial knowledge. Family orientation/loyalty contributes the highest mean score among the four dimensions of organizational culture. It is suggested that the respondents were aware and assert that family orientation or loyalty only play half part of their working environment, especially for their production sector. Other than that, the dimension of the team approach recorded the second-highest mean score. It positively proves that organizational culture is highly important in improving team approach. This finding is corroborated with the study of Tang et al. (2000) that Japanese likewise emphasize a team objective and promote and lay responsibility on groups rather than on individuals.

The next highest mean score was gained by the open communication dimension. Operators feel at ease expressing their opinions or raising questions, and the company is perceived as allowing its operators to work independently. This corroborates the previous study by Lincoln et al. (2014) that indicating productivity can be enhanced through effective communication when employees have a clear understanding of desired performance. The last dimension of organizational culture, which is the knowledge of managers, also recorded a high level of mean score which indicates that the operators believed the managers' knowledge is necessary to help them excel in their career. It is consistent with Tang et al (2000), which claims that managers create lasting relationships and a culture where everyone is aware of their place in the status hierarchy because of long tenure and the network of friendships.

#### *Level of Job Performance among Operators in Western Peninsular Malaysia's Manufacturing Company*

Furthermore, the results reveal that the level of job performance among operators in the studied company achieved a high level. Every aspect of job performance yielded consistently high mean scores, suggesting that the operators encountered minimal difficulties in executing their job tasks. This proves that they are aware of the individual's task while conducting their job. This finding aligns with Yu (2019) that explains employees' job performance may be summed up as the total number of tasks connected to their job that they are expected to complete, as well as how successfully they do so. The second highest dimension is contextual performance which indicates that employees know their abilities in performing their own task in the workplace. The statement is supported by

Kalangulla (2015), employee performance is essential to a team's success, and the majority of businesses gauge employee performance based on output quantity and quality, timeliness, and labor productivity.

Lastly, the lowest scored dimension is counterproductive behavior. The items in this dimension were coded reversely during the data analysis process which trades the highest score to the lowest score (1=5, 2=4, 3=3, 4=2, 5=1) as the items were originally negatively worded. The result indicates that the production workers show that the respondents did not complain about minor work-related issues, however they did not make problems at work bigger than they were. The statement is aligned with study by Koopmans, et al. (2005) indicates that these deviant behaviors have detrimental effects on both individuals and organizations. In addition, this is consistent with the study by Dalal (2005) that counterproductive work behavior and contextual performance, they are separate constructs with unique characteristics and distinct impacts on organizational outcomes.

#### *The Effect of Organizational Culture on Job Performance among Operators in Western Peninsular Malaysia's Manufacturing Company*

Structural equation modelling was used in order to analyze the effect of both studied variables. As a result, the findings found that there is a significant effect of organizational culture on job performance among the studied respondents. This result showed that there is a linkage between respondent's perception towards culture and overall job performance in the company. If they can perceive culture aspect positively, it could promote a better overall performance of a job for the person while performing the duties. In fact, it could reduce the risk of the employees quitting their work. This finding seems consistent to Ding (2015) that highlights dominant factors such as cultural norms, cultural values, and compensation systems have an influential role in shaping job performance in the manufacturing sector. Besides, this positive and significant correlation indicates that the higher the organizational culture is practiced, the better the job performance among the operators. The result of this study is also being supported by Gunasigren (2021), that states employee job performance was highly influenced by open communication, family orientation and team approach.

#### **Recommendation**

According to this study, the researcher conducted research among operators employed in a manufacturing company located at western Peninsular Malaysia. A qualitative approach is recommended for future research as it can yield more precise results compared to quantitative research. In quantitative research, data is typically collected through questionnaires, while in qualitative research, the researcher personally conducts interviews with respondents to gather data. This approach allows for more in-depth information compared to quantitative methods. However, it does require more time compared to the efficiency of using questionnaires, which are cost-effective and suitable for collecting data from a large number of respondents. Questionnaires provide more objective information, and the results can be quickly processed using software.

In a broader context, it is advisable for future studies to be conducted in diverse locations, involving a wide range of manufacturing companies. The greater the number of participating companies, the more varied the responses that can be gathered. Ideally, such research should encompass multiple states across Malaysia to ensure that the results are more representative and applicable in shedding light on organizational culture. This recommendation is supported by the fact that different geographic regions in Malaysia exhibit distinct cultural and mindset variations, which can influence how individuals behave and think. Consequently, a diverse range of feedback can be obtained from the respondents. In summary, it is strongly encouraged for future research to continue delving into this field, as it holds significant importance in providing employers with insights into their employees' perceptions of workplace culture. These perceptions can, in turn, stimulate positive job performance within the company.

### **Conclusion**

The primary objective of this study is to investigate the effect of organizational culture on job performance among operators in western peninsular Malaysia' manufacturing company. As highlighted earlier, this study addresses pressing issues that demand immediate attention. Consequently, the research is deemed crucial as it delves into the perceptions of workers regarding the integration of organizational culture and its potential effect with job performance standards within the company. This study has confirmed that organizational culture plays a significant role in fostering a harmonious and positive work environment among operators, ultimately leading to increased job performance. In other words, an individual may perform better at their job while carrying out their responsibilities if they have a positive perception of the organizational culture. In practical perspectives, the company will derive benefits from the study as it provides valuable information and guidelines regarding the dimensions of organizational culture and job performance, aiding in managing worker behaviour effectively within the workplace. By utilising their organizational culture, it can be said that organizations are taking a proactive approach to caring for the performance of their people. Organizations are urged to uphold moral principles, create welcoming cultures, and use efficient management techniques to create productive workplaces that encourage excellent job performance.

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