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# Exploring an Organizational Cultures on Employee Productivity – Oil Palm Plantation Company in Johor

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**Abstract**

Employees play a vital role in the growth and success of an organization. Organizational culture significantly influences employee productivity. In the agriculture sector, particularly in palm oil cultivation, there is a strong reliance on a large workforce. According to a report issued by the Department of Statistics Malaysia was concluded that the rate of workers productivity in the agriculture sector was found to be increase slightly slower. Consequently, this study was carried out at Felcra Bhd Bukit Pedoman, an organization specializing in palm oil cultivation. Therefore, this study aims to investigate the relationships between organizational culture and employee productivity in oil palm plantation. Also, identify dominant factors that influence employee productivity in oil palm plantation. The factors of organization culture in this study include mission, adaptability, consistency and involvement. A quantitative research method was employed, with questionnaires distributed to 92 respondents. The response rate was 78.63%, and the data collected were analysed using the Statistical Package for Social Sciences (SPSS). All the factors are determined by using correlation and linear regression. The findings in this study show that factors of mission have a positive significant relationship and dominant factor to the employee productivity compared to the other factors under the organization culture. This research suggests that aligning the mission to employees will increase their motivation, engagement and productivity.

**Keywords:** Productivity, Mission, Adaptability, Consistency, Involvement

## Introduction

Malaysia's oil palm plantations cover more than 5.67 million hectares, which is about 17% of the country's total land area (MPOB, 2022). Oil palm organizations play a crucial role in the growth and sustainability of industry. Employees are the main drivers of an organization's success. Their performance significantly influences the organization's overall growth and

prosperity (Herdiansyah et al., 2020). Productivity is one of the key elements influencing economic growth, profitability and organizational competitiveness (Čechura et al., 2021). According to Department of Statistics Malaysia (2024), labour productivity in the agricultural sector increased per hour by 0.9% in the first quarter of 2024, compared to 1.0% in the same period in the previous year. This increase in productivity coincided with a 1.6% rise in value added compared to the previous quarter. Meanwhile, the total number of hours worked grew at a slower rate of 0.7% to 1,012 million hours, and the average hours worked increased by 0.5% to 41.6 hours per week. Labour productivity in terms of value added per employment increased by 0.1% to 1,875 thousand persons. This report shows that the labour productivity per hour worked on the first quarter 2024 increase but smaller than fourth quarter 2023 and the labour productivity per employment on the first quarter 2024 increase in fourth quarter 2023 but not significant. In the palm oil industry, environmental organizations frequently encounter issues related to employee productivity. Despite the industry's significance, there is a notable lack of research on how specific factors of organizational culture such as adaptability, mission, involvement and consistency give an impact to the employee productivity in the context of oil palm plantation in Johor. Existing studies, such as those by Ismail et al. (2015), have quantified oil palm labour productivity based on land-labour and output-labour ratios across different job types, areas, and estate size. These studies emphasize the necessity for the oil palm plantation industry enhance worker productivity to remain competitive in the global market. Similarly, Saleh (2021) explored employee productivity in a palm oil mill in Pahang, Malaysia, identifying personal motivation, remuneration and training as crucial factors. Despite these insights, the work environment often receives criticism for its impact on productivity. However, there is a gap in understanding how elements of organizational culture specifically adaptability, mission, involvement and consistency affect employee productivity in the oil 3 palm plantation sector in Johor. This gap limits the ability of plantation companies to implement effective strategies that foster a positive work environment and enhance productivity. The factors of this study consist of mission, adaptability, consistency and involvement. All the factors are regarding the Denison Model, according to the model, a strong organizational culture can increase employee productivity and reduce resistance to change (Abdavi et al., 2018). A mission statement is a concise summary of a company's, guiding employees in their operational activities and identifying opportunities. It should be clear and memorable; it is considered effective if employees can recite it from memory (Gutterman, 2023). Adaptability has been defined by (Nejad et al., 2021) as the mental, behavioural and emotional adjustments individuals make to cope with change, challenges and uncertainty. Involvement enhances productivity and firm performance through collaborative interactions and influence (Kumari & Prasanna Kumari, 2014). The concept of consistency in organization management refers to the alignment and coherence between different levels of management structures within an organization, aiming for organizational (Iwona Chomiak-Orsa & Michał Flieger, 2017). Thus, objective of this study is to investigate the relationships between organizational culture and employee productivity in oil palm plantation. Also, to identify dominant factors that influence employee productivity in oil palm plantation.

*Materials and methods*

This study was conducted at FELCRA Berhad Kawasan Bukit Pedoman, Mersing, Johor. The sample size of this study was 9; it was determined by Krejcie and Morgan table (1970). The data collection for this study primarily involves quantitative methods. For this research, the

sampling method is chosen in simple random sampling. Simple random sampling ensures that every unit of the population has an equal chance of being selected for the sample. Common methods include surveys and questionnaires, experiments and the use of existing statistical databases. Surveys and questionnaires are particularly effective for reaching large populations, providing standardized data that can be easily quantified and analyzed. For this study, data and information were gathered through a questionnaire. For data analysis in this study, the Statistical Package for Sosial Science (SPSS) was utilized as the primary tool. The data analysis begins with conducted reliability test, finding out descriptive analysis and getting the result of correlation and multiple linear regression.

**Results and Discussion**

*Descriptive analysis*

The major of the respondents is male, comprising 93.48% of the total sample (approximately 88 individuals). For the group of age majority of respondents fall within the 20-29 years old age group, accounting for 66.30% of the total sample. The result of race shows 75% fall under the "others" category, suggested significant diversity among workforce or potentially encompassing ethnic groups not specifically categorized as Malay or Indian. Therefore, most respondents, 56.52%, reported being single, indicating that over half of the labor may consist of individuals who are not married. Analysis of working experience found 57.61% have 1-5 years of working experience, indicating that most employees are relatively new to the organization or have joined within the past few years. A significant majority, 57.61% earn between RM 1500 – RM 2000, which constitutes the largest income group in monthly income. The analysis of the main factors affecting employees' productivity in the oil palm plantation company reveals a relatively balanced distribution among the four key organizational culture dimensions.

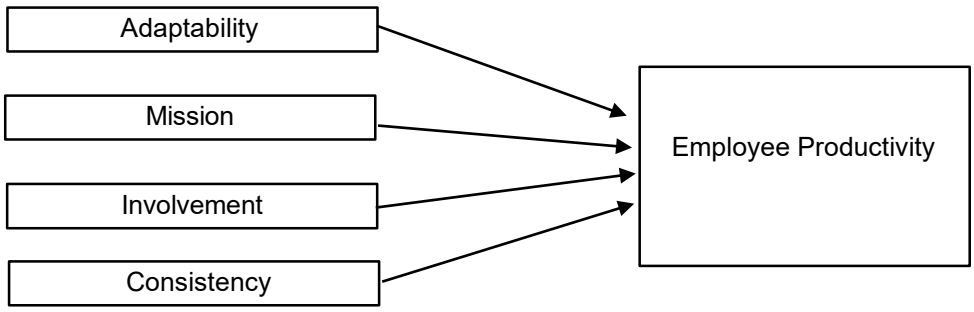



Figure 1 Theoretical framework

*Correlation analysis*

This study employed Pearson Correlation analysis to investigate the relationship between organizational culture factors and employee productivity within Felcra Bhd Bukit Pedoman. The correlation coefficient which ranges from -1 to 1, indicates the degree of association between variables (Schober & Schwarte, 2018). From table 1, result of mission reveals a moderate positive correlation between mission clarity and employee productivity. A 0.348 Pearson correlation coefficient indicates that as the organization's mission aligns, employee productivity increases. Az-Zaakiyyah et al. (2024) emphasize that a strong corporate culture, which includes a clear vision and mission, significantly influences employee performance. Adaptability shows a weak and statistically insignificant positive relationship between

adaptability and employee productivity, with a correlation coefficient of 0.085 and a p-value of 0.420. Sumarmi et al. (2023) reported a similarly marginal influence of adaptability on productivity, attributing its limited impact to specific organizational characteristics. The study found a weak negative correlation between consistency and employee productivity, with a Pearson correlation of -0.025 and a p-value of 0.814. Lu et al. (2022) highlighted that consistency is more impactful for shift worker productivity than general employee performance Factor of involvement found a weak positive correlation between employee involvement and productivity, with a Pearson correlation of 0.093, suggesting an insignificant relationship between involvement and employee productivity. Mohamed Rahim et al. (2023) point out that the repetitive and physically demanding nature of the work may limit the impact of employee involvement.

Table 1
*Pearson correlation analysis result*

| **Independent variable** | **Pearson correlation** | **Sig. (2-tailed)** |
|---|---|---|
| Mission | 0.348 | 0.001 |
| Adaptability | 0.085 | 0.420 |
| Consistency | -0.025 | 0.814 |
| Involvement | 0.093 | 0.380 |

*Multiple linear regression*

The model summary shows a weak positive relationship between predictors and the dependent variable, explaining only 12.8% of variation in employee productivity. Adjusted R2 is slightly lower, explaining only 8.7% of variance. The standard error estimate is 0.34718, indicating an average distance between observed data points and the predicted regression line. The multiple linear regression analysis shows that mission has the strongest positive relationship with employee productivity, increasing by 0.282 units for each unit increase. Variables adaptability, consistency, and involvement do not significantly affect productivity, with minimal changes observed in their unstandardized coefficients. Studies by Channuwong et al. (2022), conducted in Thai private universities, found that a clear and compelling mission contributes to employee productivity by providing a strong sense of purpose direction. Moreover, Alghunaimi & Alghenaimi (2024) noted that organizational factors, when positively perceived by employees, have a beneficial effect on mission implementation, which can extend to employee productivity.

Table 2
*Model summary of regression analysis*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .357[a] | .128 | .087 | .34718 |

a.Predictors: (Constant), Mission, Adaptability, Consistency, Involvement
b.Dependent Variable: Employee Productivity

Table 3

*The summary of the coefficient analysis*

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.963 | 0.509 | | 5.819 | <0.001 |
| Mission | | 0.282 | 0.084 | 0.348 | 3.350 | 0.001 |
| Adaptability | | -0.014 | 0.088 | -0.017 | -0.162 | 0.872 |
| Consistency | | -0.007 | 0.038 | -0.019 | -0.184 | 0.854 |
| Involvement | | 0.057 | 0.073 | 0.080 | 0.776 | 0.440 |

**Conclusion**

This study explored the impact of organizational culture on employee productivity within oil palm plantation sector, focusing on Felcra Bhd Bukit Pedoman in Johor. The research had two main objectives: first, to investigate the relationship between organizational culture and employee productivity in oil palm plantation, and second, to identify the dominant factors that influence employee productivity in oil palm plantation. For the first objective, the findings revealed that organizational culture mission is significantly correlated with employee productivity. A strong organizational culture was found to foster shared values, improve communication, and promote alignment with company goals. Among this factor, mission exhibited the strongest positive correlation with p-value < 0.01, highlighting its role as a central element in driving productivity. The second objective is achieved by the analysis that identified mission as the dominant factor influencing productivity. This was supported by the highest beta value (β – value) in the regression analysis. Also, demonstrating that a clear and well-defined organizational mission motivates employees and enhances their performance.

This study underscores the vital role of strengthening a supportive and cohesive organizational culture, particularly in the context of Johor's oil palm plantation industry. Organizations can enhance productivity by prioritizing mission-driven strategies, improving workplace motivation, and creating an environment that reflects shared cultural values. While the study achieved its objectives, future research should examine aspects, such as technological advancements, environmental sustainability, and broader cultural influences, to develop more comprehensive strategies for enhancing employee productivity. These findings offer valuable insights into the interplay between organizational culture and employee performance, contributing to sustainable growth in the plantation sector.

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