



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP OF ORGANIZATIONAL CULTURE AND EMPLOYEE
PERFORMANCE**

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The project entitled 'The Relationship Of Organizational Culture And Employee Performance' was prepared by Shalini Anak Willie and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (*Human Resource Development*)

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with Honours
(Human Resource Development)**

**Faculty of Cognitive Sciences and Human Development UNIVERSITI MALAYSIA
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ABSTRACT

This study aims to determine the relationship between organizational culture which consists of Hostede's four cultural dimensions; power distance, uncertainty avoidance, individualism vs collectivism and femininity vs masculinity and employees' performance. This study has been conducted by using a quantitative correlational research design with a self-administered questionnaire distributed to 169 employees in the public sector organization sector at Kota Samarahan, Sarawak. The sample size was determined by using Krejcie and Morgan (1970) table. The data obtained was analysed by using IBM Statistical Package for Social Science SPSS version 26.0. Descriptive statistics used to analyse demographic information of respondents followed by Pearson correlation analysis. The study has found out that there is a significant relationship between organizational culture and employees' performance. The result of Pearson correlation shows that there is positive relationship between power distance with $r = 0.589$ and $p < 0.05$, uncertainty avoidance with $r = 0.621$ and $p < 0.05$, individualism vs collectivism with $r = 0.586$ and $p < 0.05$ and femininity vs masculinity with $r = 0.561$ and $p < 0.05$ towards employees' performance. The study also recommended the public sector organisation to pay more attention to the factor that stimulate employees' job performance. Based on the findings, recommendations were made for human resource managers, organization and future researcher. The organization is encouraged to cultivate empowerment culture and to recognise the achievement of employee while future researchers should explore on variety of cultural dimension of organization to enhance employee performance and human resource development.

Keywords: Employees' Performance, Hofstede's Cultural Dimensions, Multinational Corporations, Organizational Culture.

ABSTRAK

Kajian ini bertujuan untuk menentukan hubungan antara budaya organisasi yang merangkumi empat dimensi budaya Hofstede; jarak kuasa, penghindaran ketidakpastian, individualisme vs kolektivisme dan femininiti vs maskuliniti dengan prestasi pekerja. Kajian ini dijalankan menggunakan reka bentuk penyelidikan kuantitatif korelasi dengan soal selidik yang dikendalikan sendiri dan diedarkan kepada 169 orang pekerja dalam sektor organisasi awam di Kota Samarahan, Sarawak. Saiz sampel ditentukan berdasarkan jadual Krejcie dan Morgan (1970). Data yang diperoleh telah dianalisis menggunakan perisian IBM Statistical Package for Social Science (SPSS) versi 26.0. Statistik deskriptif digunakan untuk menganalisis maklumat demografi responden diikuti dengan analisis korelasi Pearson. Kajian ini mendapati bahawa terdapat hubungan yang signifikan antara budaya organisasi dan prestasi pekerja. Hasil analisis korelasi Pearson menunjukkan bahawa terdapat hubungan positif antara jarak kuasa dengan $r = 0.589$ dan $p < 0.05$, penghindaran ketidakpastian dengan $r = 0.621$ dan $p < 0.05$, individualisme vs kolektivisme dengan $r = 0.586$ dan $p < 0.05$ serta femininiti vs maskuliniti dengan $r = 0.561$ dan $p < 0.05$ terhadap prestasi pekerja. Kajian ini juga mencadangkan agar organisasi sektor awam memberi lebih perhatian terhadap faktor-faktor yang merangsang prestasi kerja pekerja. Berdasarkan dapatan kajian, beberapa cadangan telah dibuat untuk pengurus sumber manusia, organisasi dan penyelidik masa hadapan. Organisasi digalakkan untuk memupuk budaya pemerkasaan serta menghargai pencapaian pekerja, manakala penyelidik masa hadapan disarankan untuk meneroka pelbagai dimensi budaya organisasi bagi meningkatkan prestasi pekerja dan pembangunan sumber manusia.

Kata Kunci: Prestasi Pekerja, Dimensi Budaya Hofstede, Syarikat Multinasional, Budaya Organisasi.

CHAPTER 1 INTRODUCTION

1.0 Introduction

The chapter covers the background of the research, statement of problem, research objectives, research hypothesis, as well as the conceptual framework highlighting the variables used in this study. In addition, this chapter also covers the significance of research, definitions, and limitations of research.

1.2 Background Research

Organizational culture is a fundamental aspect of any workplace, shaping employee attitudes, behaviors, and overall experiences. It encompasses the shared values, beliefs, and practices that define how individuals interact within the organization. A strong and positive organizational culture fosters collaboration, trust, and mutual respect, which are critical for maintaining a motivated and committed workforce. According to Saleem, Shenbei, and Hanif (2020), organizational culture refers to the set of beliefs and principles that guide behavior and practices within an organization, which directly influences how employees approach their roles and responsibilities. A well-defined culture promotes a sense of belonging and encourages individuals to match their own aspirations with organizational aims. By aligning organizational culture with employee performance, organizations can create a more enjoyable work environment, boost work discipline, and foster stronger relationships among employees, ultimately leading to improved organizational outcomes.

Organizations with a positive culture encourage employees to engage more with their jobs and the organization as a whole (Parent & Lovelace, 2018). According to Almerri (2023), creating a positive organizational culture enhances teamwork, collaboration, and mutual respect, leading to higher employee loyalty and satisfaction. For instance, when employees feel supported and valued within their organization, they are more likely to demonstrate greater effort, deliver high-quality work, and contribute actively to the organization's success. According to the research by Murtiningsih (2020), organizational culture should be reinforced to create a more enjoyable work environment and promote stronger work discipline, which can strengthen interpersonal relationships and reduce workplace conflicts. Another study by Naz et al. (2020) stated that a supportive work environment promotes employee retention by reducing stress and burnout. This can be done through the support from supervisors and coworkers. A positive organizational culture enables employees to thrive by providing a stable, motivating, and inclusive environment that boosts their job satisfaction, resilience, and overall output.

Thus, recognizing and maintaining a positive organizational culture is critical for increasing employee performance. This study seeks to investigate the complex relationship between organizational culture and employee performance, giving light on how cultural aspects in the workplace can act as drivers for individual and organizational success. By exploring how a positive and inclusive culture promotes employee engagement, accountability, and resilience, the study hopes to provide insights into how

organizations might deliberately modify their cultures to improve performance results. This focus is particularly important in today's dynamic business environment, where adaptability, collaboration, and innovation are key to sustaining competitive advantage.

1.3 Statement of Problem

Many organizations face a disconnect between the organizational culture they aspire to cultivate and the culture that employees perceive and engage with. This misalignment often results in lower employee morale and productivity, as employees may feel disconnected from the organization's values and objectives (Iskamto, 2023). For example, a weak organizational culture might make it difficult to achieve company requirements, resulting in lower motivation and productivity (Ningsih et al., 2024). Jie et al. (2020) performed research across multinational firms in Sarawak to determine how Hofstede's cultural characteristics of power distance and individualism versus collectivism affect employee performance. The findings revealed that organizational culture is critical in developing employees' job professionalism, with major positive or negative consequences depending on how successfully these cultural elements are controlled. Aside from that, research among operators in a manufacturing company in western Peninsular Malaysia revealed that, despite high levels of organizational culture, poor cultural practices still existed (Aanathan et al., 2024). This situation demonstrates a lack of understanding of cultural nuances and a weak or poorly implemented organizational culture can make it difficult to meet performance goals, contributing to higher turnover rates and lower employee satisfaction.

1.2.1 Theoretical Problem Statement

Organizational culture is widely acknowledged as a crucial factor influencing employee performance, and established theories such as Schein's Organizational Culture Model and Hofstede's Cultural Dimensions provide frameworks for understanding its impact (Nneji & Asikhia, 2021). However, these theories frequently lack precise contextual application to diverse and fast-changing workplaces, leaving a gap in our knowledge of how cultural variables translate into practical employee performance outcomes. Furthermore, existing theoretical models do not often address the interaction of cultural values, human behaviors, and organizational goals, limiting their usefulness in dealing with modern organizational difficulties. This study aims to close the gap by investigating the theoretical foundations of organizational culture and linking them to employee performance outcomes. In addition, organizations often prioritize intrinsic and extrinsic rewards while neglecting the foundational role that culture plays in performance management (Jie et al., 2020). This oversight suggests that regular assessments of organizational culture could be beneficial in enhancing employee engagement and overall performance outcomes.

1.2.2 Empirical Problem Statement

A strong organizational culture leads to improved employee performance across various sectors, including service industries like hospitality and manufacturing. Misalignment can

lead to high turnover rates as employees may feel disconnected from the company's values or mission. For example, tech companies like Google have faced challenges when their internal culture does not match the external image they project, leading to employee disillusionment and disengagement (Nilsen, 2023). Studies consistently find that organizations with well-defined cultural values achieve better operational efficiency and employee outcomes. Hofstede's cultural dimensions (Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity) significantly predict employee performance in multinational corporations (Jie et al., 2020). Hence, this research indicates that these dimensions shape work behaviors and attitudes, affecting overall performance metrics.

1.3 Research Objectives

The general objective of this study is to determine the relationship of organizational culture and employee performance. Specifically, this study aims to explore how the following cultural dimensions influence employee performance

- i. To study the relationship of power distance and employees' performance
- ii. To study the relationship of uncertainty avoidance and employees' performance
- iii. To study the relationship of individualism versus collectivism and employees' performance
- iv. To study the relationship of femininity versus masculinity and employees' performance

1.4 Research Question

The following research questions have been proposed in relation to the problem statement raised in the preceding section:

1. Does Power Distance relate to employee job performance?
2. Does Uncertainty avoidance relate to employee job performance?
3. Does Individualism versus Collectivism relate to employee job performance?
4. Does Femininity versus Masculinity relate to employee job performance?

1.5 Research Hypothesis

H1: There is a significant relationship between Power Distance and employees' performance.

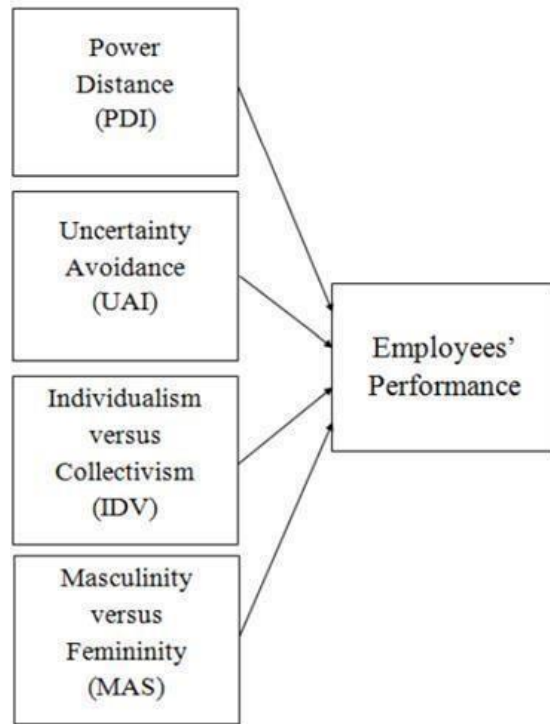
H2: There is a significant relationship between Uncertainty Avoidance and employees' performance.

H3: There is a significant relationship between Individualism versus Collectivism and employees' performance.

H4: There is a significant relationship between Femininity versus Masculinity and employees' performance.

1.6 Conceptual Framework

Figure 1 Research Framework



Source: Adapted from Jie, I. L. C., Djubair, R. A., & Harun, M. Z. M. (2020). Impact of organizational culture on employees' performance: A study in multinational corporations in Sarawak. *International Journal of Business and Technopreneurship*, 10(2), 133-152.

The conceptual framework for this study is based on Hofstede's Cultural Dimensions, examining how power distance, uncertainty avoidance, individualism versus collectivism, and femininity versus masculinity influence employee performance outcomes. Each cultural dimension is considered as an independent variable impacting employee performance as the dependent variable.

1.7 Definition of Terms

1.7.1 Operational Definition

1.7.1.1 Organizational Culture

Organizational culture is defined as an organization's shared principles, beliefs, norms, and practices that impact employee behavior and interactions. It includes a variety of factors, including as leadership styles, communication techniques, the overall work environment, core organizational principles, and the organization's ability to adapt to change. In this study, organizational culture will be examined using the Organizational Culture Assessment Instrument (OCAI), which assesses these important characteristics to provide a thorough knowledge of its impact.

1.7.1.2 Power Distance

Power distance is a concept that describes how power is distributed and accepted within a society or organization. It reflects the degree to which less powerful members of a society defer to more powerful members, influencing organizational structure, communication, and management styles. Power distance can be categorized into two types which are high and low. The Power Distance Index quantifies the level of power distance within different cultures and organizations. It is derived from surveys assessing attitudes toward authority and hierarchy, with higher scores

indicating greater acceptance of inequality. Power distance is crucial to understanding how hierarchical relationships affect organizational dynamics. By recognizing the implications of varying power distances, organizations can better navigate cultural differences.

1.7.1.3 Uncertainty Avoidance

Uncertainty avoidance refers to the extent to which employees and management prefer structured environments with clear rules and procedures to minimize uncertainty. Surveys or questionnaires could be used to gauge employee perceptions of uncertainty and risk to measure uncertainty avoidance within an organization.

1.7.1.4 Individualism

Individualism in an organizational context refers to a cultural orientation where personal goals, autonomy, and self-reliance are prioritized over collective goals and group cohesion. Utilizing standardized instruments such as Hofstede's Individualism Index can provide a quantitative measure of individualistic tendencies within an organization. Questions may focus on values related to personal achievement, competition versus cooperation, and attitudes toward teamwork.

1.7.1.5 Collectivism

Collectivism in organizational contexts refers to a cultural orientation where the interests and goals of the group are prioritized over those of individuals. Surveys designed to measure attitudes toward group versus individual goals can provide quantitative data on collectivist

tendencies. Items may include statements about teamwork, loyalty, and group decision-making that respondents rate on a Likert scale.

1.7.1.6 Masculinity

Masculinity in organizational contexts refers to the characteristics, behaviors, and cultural norms that are traditionally associated with male identities and roles within the workplace. Instruments or surveys that assess perceptions of masculinity in the workplace could be distributed to measure masculinity. This can include self-reported measures where employees rate their agreement with statements related to gendered behaviors and traits.

1.7.1.7 Femininity

Femininity in organizations can be defined as a set of attributes, behaviors, and roles traditionally associated with women. To measure femininity, instruments or surveys that assess perceptions of femininity in the workplace could be distributed. This can include self-reported measures where employees rate their agreement with statements related to gendered behaviors and traits.

1.7.1.8 Employee Performance

Employee performance refers to how effectively an individual meets job responsibilities and contributes to organizational goals. It encompasses the quality and quantity of work produced, adherence to company policies, and the ability to collaborate with others. Employee engagement

surveys can indicate performance levels by assessing motivation, job satisfaction, and alignment with organizational goals.

1.7.2 Conceptual Definition

1.7.2.1 Organizational Culture

Organizational culture is the collective mental programming that distinguishes members of one organization from others. It includes shared values, attitudes, and practices that influence behavior within the organization (Hofstede et al., 1990).

1.7.2.2 Power Distance

Power distance can be defined as the degree of acceptance of unequal power distribution among members of a society or organization. In high power distance cultures, there is a clear hierarchy where authority is concentrated at the top, and lower-ranking individuals are expected to defer to their superiors. Conversely, low power distance cultures promote egalitarianism, where power is distributed more evenly, and employees are encouraged to participate in decision-making processes (Uzun, 2020).

1.7.2.3 Uncertainty Avoidance

Uncertainty avoidance refers to the extent to which members of a culture feel threatened by ambiguous situations and strive to avoid uncertainty through various means such as rules, regulations, and structured environments. Cultures with high uncertainty avoidance tend to prefer

stability, clear guidelines, and established procedures. In contrast, those with low uncertainty avoidance are more comfortable with change, ambiguity, and risk-taking.

1.7.2.4 Individualism

Organizational individualism refers to a corporate culture that values the unique attributes and skills of each employee. It encourages individuals to express their creativity and take ownership of their work, leading to increased engagement and accountability. In such environments, employees are recognized not merely as part of a collective but as distinct contributors whose personal achievements are celebrated (Chen & Unal, 2023).

1.7.2.5 Collectivism

Collectivism is a cultural framework that emphasizes the importance of group goals and the welfare of the community over individual aspirations. Within organizational contexts, collectivism manifests as a workplace culture where collaboration, loyalty, and interdependence are prioritized.

1.7.2.6 Masculinity

Masculinity, particularly within organizational contexts, encompasses a complex interplay of behaviors, social roles, and cultural meanings attributed to men. It is shaped by societal norms and expectations, which dictate how masculinity is constructed and performed in various settings, including workplaces.

1.7.2.7 Femininity

Femininity in organizational contexts refers to a set of attributes, behaviors, and roles traditionally associated with women, which can influence leadership styles, team dynamics, and organizational culture. The understanding of femininity has evolved significantly, particularly in relation to how it is perceived and enacted within professional environments.

1.7.2.8 Employee Performance

Employee performance can be defined as the extent to which an employee fulfills their job duties and meets the expectations set by the organization. It is not merely about the quantity of work produced but also involves the quality and impact of that work on organizational goals. As noted by recent studies, effective employee performance is pivotal for achieving strategic objectives and fostering a competitive advantage in the marketplace.

1.8 Significance of Study

This study contributes to the body of knowledge by exploring the dynamic relationship between organizational culture and employee performance. It highlights how cultural elements shape employee attitudes, behaviors, and ultimately their performance levels. By identifying key aspects of organizational culture that affect performance, this study lays the groundwork for future research. It invites scholars to investigate additional variables that may interact with organizational culture to influence employee performance. The findings from the study can enhance the understanding of how culture impacts performance which allows organizations to implement targeted interventions that can lead to improved employee outcomes. For instance, creating a culture that promotes open communication and trust can enhance performance

management processes. Hence, this study is significant as it not only enriches academic discourse but also provides actionable insights for organizations aiming to enhance employee performance through effective cultural practices.

1.9 Limitations of Research

This research paper focuses on four organizational culture aspects which are power distance, uncertainty avoidance, individualism versus collectivism, and femininity versus masculinity that may influence employee job performance. This study is only limited to the four aspects that are mentioned above. There are many more aspects of organizational culture such as reward systems, training and development, communication, and general HR practices are not included in this study.

1.10 Summary

In summary, this study investigates the impact of organizational culture on employee performance, focusing on important cultural dimensions such as power distance, uncertainty avoidance, individualism vs. collectivism, and masculine vs. femininity. A strong and well-defined culture promotes collaboration, trust, and motivation, resulting in increased job satisfaction and productivity. However, organizations frequently struggle to reconcile their intended culture with employees' views, resulting in low morale, poor performance, and high turnover rates. According to research findings, cultural misalignment has a detrimental impact on

job professionalism and engagement, hence organizations must deliberately manage culture to improve employee outcomes.

The study is based on Hofstede's Cultural Dimensions Model, which examines how various cultural influences influence employee behaviour. The research questions and hypotheses indicate a strong link between organizational culture and job performance, with a focus on building a happy and inclusive work environment. By defining important terminology and developing a clear conceptual framework, the study offers valuable insights for organizations looking to improve performance through effective cultural practices.

In addition, this study is significant since it adds to both academic knowledge and practical business practices, including ideas for creating a more supportive workplace. However, it only considers four cultural aspects, neglecting additional factors such as reward systems, training, and communication, all of which may have an impact on performance. Future research can build on these findings to create a more complete picture of how culture influences employee success. Finally, this study emphasizes the importance of organizational culture in promoting employee engagement, efficiency, and long-term organizational success.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This section will review previous researchers' perspectives on the interpretations and importance of organizational culture and employee performance, as well as the impact of organizational culture on employee performance and Geert Hofstede's cultural approach to organizational culture. This chapter will also offer researchers' perspectives from prior relevant studies to help in understanding the research gap.

2.2 Variables

2.2.1 Independent Variable: Organizational Culture

Power Distance

This concept describes how power is distributed and perceived within organizations and societies.

Uncertainty Avoidance

Uncertainty avoidance is a significant cultural dimension that influences organizational behavior and decision-making. It refers to the extent to which individuals or societies are uncomfortable with ambiguity and uncertainty, often leading them to prefer structured environments with clear rules and guidelines.

Individualism vs Collectivism

Individualism and collectivism are two contrasting cultural frameworks that significantly influence workplace dynamics, employee behavior, and organizational effectiveness.

Masculinity vs Femininity

The concepts of masculinity and femininity in organizational contexts refer to the distinct traits, values, and leadership styles traditionally associated with male and female roles.

2.2.2 Dependent Variable: Employee Performance

Employee performance in an organization is a complete measure of how well a person performs their job tasks and contributes to the organization's overall goals.

2.3 Organizational Culture

Organizations vary in size, location, industry, kind, and personnel count, among other factors. These differences, when combined, result in an organization's culture (Neyadi et al., 2024). Furthermore, organizational culture is the sum of the effects of those distinctions. Organizational culture is a shared set of meanings among members that distinguishes it from other organizations. Organizational culture refers to a collection of acceptable social standards that influence decisions and behaviour inside an organization. Hussain and Talpur (2021) define a successful company as having a strong organizational culture and ethical leadership based on common principles and a robust structure. During a crisis, a company's culture can motivate employees to work together to overcome paralysis Olofsson et al. (2022). Negative work culture might impair an organization's progress toward its goals (Paltu & Brouwers, 2020). For public sector organizations, an organizational culture founded on collectivism which can impact employee engagement by fostering emotional relationships. An organization's culture can influence its development and sustainability (Gökalp and Soran, 2022). Shehu Lokaj and Latifi Sadrija (2020) found a high correlation between organizational culture and transformative leadership styles. To prevent workplace accidents and dangers, organizations establish a safety

culture (Naevestad et al., 2021). Implementing a safety culture in an organization can impact productivity (Davis et al., 2020). To effectively implement a safety culture, companies should provide employees with socialization and training on relevant materials (Ahadzi et al., 2021).

2.4 Employee Performance

Employee performance has consistently been a focal point of organizational attention (Zheng Yuen, 2023). Employee performance is a multifaceted concept that encompasses how effectively and efficiently individuals execute their job responsibilities. It can be broadly categorized into three dimensions which are outcomes, behaviors, and traits (Yating, bin Arshad, & Mengjiao, 2024). Outcomes refer to the quality and quantity of work produced, which includes the effectiveness with which tasks are completed. Behaviors encompass the actions taken by employees in their roles, such as adherence to schedules, communication, and teamwork. While traits involve personal characteristics that influence performance, including initiative and the ability to contribute innovative ideas. For instance, some scholars argue that performance should be viewed as a combination of outcomes and behaviors. An organization's ability to develop action plans will determine whether or not its target and objectives have been achieved. Managers play an important role in ensuring that the employees under their supervision achieve the anticipated level of work performance. Managers must ensure that employees, whether working individually or in teams, fully understand their roles and responsibilities. Ultimately, delivering exceptional work means that each employee contributes to high-quality service and products. In summary, strong employee performance helps address company challenges like low productivity and overall inefficiency. As stated by Yu (2019), an employee's performance can be defined by the tasks they are expected to complete and their level of success in accomplishing

them. Employee productivity is determined by how successfully employees accomplish tasks in accordance with job criteria. Furthermore, it is seen as a vital stage in achieving organizational success.

2.5 Importance of Organizational Culture And Performance

Organizational culture has a pivotal role in shaping employee performance, engagement, and overall business success. A study found that about 87% of organizations recognize the connection between employee engagement and organizational culture, identifying them as critical workplace challenges. A strong organizational culture fosters an environment where employees feel valued and engaged, leading to improved performance. Besides, research also indicates that a robust organizational culture helps in retaining top talent by creating a culture of engagement and satisfaction (Mafrudoh, 2023).

Employees who are motivated, skilled, and committed can help organizations achieve higher levels of efficiency, leading to increased profitability. For example, research by Iskanto (2023) found that high employee performance improves task efficiency, which directly contributes to business growth and profitability. Employee performance has a long-term effect on organizational effectiveness. High-performing employees help drive innovation, customer satisfaction, and market competitiveness, which are essential for organizational sustainability. Pathiranage (2019) noted that a focus on improving employee performance leads to more effective decision-making, strategic alignment, and better management of organizational resources.

2.6 Impact of Organizational Culture on Employee Performance

Employees who embody performance-related values and beliefs help align the organization with its objectives. Organizational culture plays a crucial role in fostering shared relationships, which enhances the effective management of organizational processes. Research conducted in 2023 revealed that organizational culture has a significant influence on employee performance, accounting for approximately 26.6% of performance outcomes (Iskamto, 2023). This suggests that a strong organizational culture can boost employee engagement and productivity, ensuring better alignment with company goals. Both organizational culture and productivity contribute to enhanced employee performance. A positive link between culture and performance can lead to better organizational results. An organization's culture has a strong impact on work performance, ultimately driving higher productivity. Additionally, norms and values shaped by different cultural influences affect workforce management (Pathirana, 2019). A well-established organizational culture supports the efficient and effective administration of employees. Moreover, an organization's overall profitability can further enhance employee performance. Using resources effectively within a cultural association promotes healthy organizational development. Organizational culture can help improve and provide a competitive advantage under certain conditions. Employee dedication and group efficiency improve performance and ensure organizational viability.

A study conducted by Gunasigren (2021) focused on small and medium-sized enterprises (SMEs) in Penang. This research examined the effects of four aspects of organizational culture which are workplace environment, teamwork, communication, and reward systems on employee

productivity. The findings revealed that these factors significantly influenced job performance. This study enhances our understanding of how corporate culture impacts employee performance within SMEs in Penang. Beyond the manufacturing sector, the construction industry has also shown a connection between organizational culture and job performance.

2.7 Geert Hofstede's Approach to Organizational Culture

Geert Hofstede's approach to organizational culture is a framework that analyzes how cultural dimensions impact workplace dynamics in an organization. Six key dimensions of Hofstede that characterize national and organizational cultures are power distance, individualism vs collectivism, masculinity vs femininity, uncertainty avoidance, long-term vs short-term orientation, and indulgence vs restraint.

Hofstede's model is particularly relevant in organizational contexts for several reasons. First, it promotes cultural awareness by helping organizations understand and navigate cultural differences, which leads to improved communication and collaboration among diverse teams (Lin & Lou, 2024). Additionally, the model aids in change management, as it enables managers to assess employees' cultural orientations and tailor change initiatives to align with prevailing cultural attitudes within the organization, thus reducing resistance to change. A study emphasizes that when organizational values resonate with individual employees' values, it enhances commitment and efficiency, thereby facilitating smoother transitions during change management processes. Furthermore, Hofstede's dimensions offer valuable insights into potential sources of conflict that may arise from cultural misunderstandings (Akanji et al., 2021) This allows

organizations to implement effective strategies for conflict resolution and foster harmony in the workplace.

Geert Hofstede's model serves as a valuable framework for analyzing cultural differences between nations and how organizational practices differ across cultures. Jones and Gable (2020) suggest that the concept of individualism versus collectivism defines the nature of relationships in various societies. In individualistic cultures, personal and immediate family needs take precedence, whereas collectivist societies emphasize communal support in return for loyalty. Another key aspect is the distinction between masculinity and femininity within cultures. Hofstede (2020) noted that women's social status tends to show less variation across societies compared to men's. He identified masculine cultures as those that distinctly define the roles and expectations of men and women.

Hofstede (2020) identifies the third dimension as power distance, which refers to how a society responds to inequality. It describes the extent to which less powerful members of organizations accept and tolerate an unequal distribution of power. The fourth dimension, uncertainty avoidance, is defined by Jandt (2020) as the extent to which individuals within a community feel threatened by uncertain or unfamiliar situations. According to Smith and Schwartz (2021), this perception arises from intense stress and a need for predictability, which can be reinforced through both formal and informal rules. High uncertainty avoidance is characterized by activity, hostility, emotional responses, a strong desire for security, and low tolerance for ambiguity. In contrast, low uncertainty avoidance is associated with introspection, calmness, minimal aggression, emotional restraint, and a willingness to take personal risks (Soares et al., 2020).

Therefore, various aspects of organizational culture play a crucial role in shaping workplace dynamics, ultimately influencing job performance within an organization.

2.8 Past Research Related to IV's and DV's

This study is focusing on the value of power distance orientation as it will represent individual cultural value that has been demonstrated to differentiate people both within and between cultures (Richard et al., 2022). Power distance orientation involves accepting hierarchy and status disparities, as well as the expectations of at least two major actors which are those in positions of power (e.g., supervisors) and those at lower levels of power. It affects how individuals interact with those in positions of authority, influencing communication patterns and organizational behavior. Imbalance of power distance orientation between supervisors and subordinates can lead to higher job stress and poor job performance among subordinates. This is because varying expectations about authority and hierarchy can cause conflict and misunderstandings. In recent years, research has further emphasized the role of power distance orientation in workplace dynamics. For instance, a study published in 2022 explored the mechanisms by which power distance belief affects workplace communication, highlighting the mediating role of fear of authority (Dai et al., 2022). Another study validated the relevance of power distance, among other cultural dimensions, in the service sector, underscoring its impact on employee attitudes and behaviors (Saha & Nanda, 2022). These findings support the proposition that power distance orientation that exists between supervisors and subordinates can lead to subordinate job strain and lower job performance.

Meanwhile, organisational uncertainty avoidance has a substantial impact on employee performance by influencing workplace structure, decision-making procedures, and general work culture. Uncertainty avoidance is a cultural feature of Hofstede's paradigm that outlines how individuals or organisations feel threatened by uncertainty and ambiguity, resulting in the implementation of rigid rules, laws, and structures. Employees in high uncertainty avoidance organisations benefit from precise instructions, tight policies, and disciplined routines that increase efficiency and reduce ambiguity-related stress. However, excessive restrictions and bureaucracy can limit creativity, impede decision-making, and inhibit risk-taking, thus lowering innovation and adaptability. Low uncertainty avoidance organisations, on the other hand, promote flexibility, innovation, and rapid decision-making, which can improve employee engagement and responsiveness to change.

The relationship between individuality vs collectivism and employee performance has been extensively researched, yielding important insights into how cultural orientations influence workplace dynamics and results. In 2024, researchers looked at how individualistic versus collectivist cultures affected project commitment. Individualists thrive on personal achievement and creativity, but collectivists excel in cooperative settings where harmony is valued. According to the study, both approaches offer different advantages: individualism encourages innovation, whilst collectivism increases organizational loyalty and dedication to group goals. Hoxha and Ramadani (2023) discovered that employees who share collectivist beliefs frequently exhibit higher levels of engagement and collaboration, resulting in better performance outcomes. Thus, cultivating a workplace culture that balances individualistic and collectivist values is critical for encouraging idea sharing and improving organisational performance, implying that organisations

should incorporate both types of practices into their HRM strategies, foster balanced team dynamics, and promote cultural awareness in order to maximise employee engagement and productivity.

The level of masculinity vs femininity in an organization substantially impacts employee performance. A high-masculinity culture encourages competition, success, and goal orientation, which can boost productivity while simultaneously increasing stress and burnout. A high-femininity culture, on the other hand, emphasizes collaboration, work-life balance, and employee well-being, which can lead to increased job satisfaction and retention while perhaps lowering competition. Research has shown that organizational culture, specifically Hofstede's masculinity-femininity dimension, has a major impact on employee performance. Masculine cultures emphasize results and competitiveness, whereas feminine cultures prioritize the quality of life and collaboration. This cultural context can influence communication styles and team dynamics in organizations (Escobar & Altunkaya, 2022).

2.9 Summary

Various cultural aspects, such as power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity, have a substantial impact on workplace dynamics and employee well-being. According to research, organizational culture influences around 26.6% of employee performance results, highlighting the value of established policies, leadership styles, and reward systems. Hofstede's cultural model offers a theoretical framework for comprehending these impacts and applying change management tactics that promote cohesion and adaptation. Empirical research show that organizations with clearly defined

cultures have higher staff retention, productivity, and job satisfaction. Cultural alignment is especially important in small and medium-sized businesses (SMEs) and industries such as construction for increasing efficiency and innovation. Organizations must regularly evaluate their cultural frameworks to ensure that they are in line with business objectives and workforce expectations. Effective leadership, open communication, established yet flexible policies, and thorough training programs all contribute to a flourishing organizational culture. Businesses may improve employee engagement, drive long-term growth, and preserve a competitive advantage in the changing corporate landscape by combining cultural knowledge and adaptive methods.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter describes the methodology used to collect and analyse data for this research article. This section details the processes and strategies used to answer the research questions, ensuring that the study is credible, valid, and reproducible. It discusses the research methodology (quantitative approach), sampling methodologies, data collection tools, and data analysis methods. This research design aims to provide a clear and complete description of the precise steps employed in this investigation.

3.2 Research Design

This study's research design focuses on the relationship of organizational culture on employee performance. This study took a quantitative approach and was carried out utilizing the statistical method. To determine the extent to which organizational culture influences employee performance, a correlational research approach was used.

This study design is based on a quantitative methodology. Quantitative techniques analyze respondents' behaviors, perceptions, and personal traits. On a given scale, it focuses on measuring and identifying principles or variables. Conceptual approaches to problem-solving are often straightforward and use established instruments for idea measurement. The primary goal of a quantitative study is to determine the validity of a hypothesis for the sample and the population. Statistical tests are used to determine whether a hypothesis is accepted or denied.

Additionally, quantitative research aims to generalize findings to a larger population. A well-organized questionnaire is created and delivered to a large number of responders.

3.3 Population and Sampling Design

The target population in this study consists of employees from public sector organisation in Kota Samarahan, Sarawak which is 300 employees. A sample is described as a group of people or objects taken from larger population to generalize and represent the characteristics of the whole population. According to Omair (2025), sample size can be determined as per 10% of the population. To establish a relationship between the dependent and independent variables, a minimum of 30 samples was utilized in the correlational study (Temizhan et al., 2022). To collect the data, a minimum of 90 respondents which representing approximately 10% of the target population, was initially determined as the required sample size. The study employed a convenience sampling method due to its efficiency in terms of time and cost. The decision to target at least 90 respondents was guided by the understanding that a larger sample size generally improves data accuracy and reliability (Zamboni, 2018). For this research, sample size will be determined using krejcie and morgan. According to table krejcie and Morgan (1970), the total number of sample size is 169 employees chosen as a sample. The study employed random sampling method where each employees has an equal chance of being selected. This approach enhances the validity and reliability of the study results. Accordingly, the data collection was carried out using an online questionnaire distributed via Google Forms through email. As a result, a total of 169 completed responses were successfully collected for further analysis.

Figure 2*Table Sample Size Krejcie & Morgan*

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368

140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

3.4 Method of Data Collection

There are two kinds of data to be collected to complete this study with useful data and information. The two data are primary data and secondary data. Primary data refers to first-hand information collected directly by a researcher or a group of researchers through methods such as observation, interviews, categorization, or surveys. In this study, the primary data was gathered using a research questionnaire developed specifically for this purpose. Once the respondents completed the questionnaires, the primary data was successfully obtained. Secondary data, on the other hand, refers to second-hand information that was originally collected by others. It is used to

support or validate the primary data. In the present study, secondary data was sourced primarily from articles, journals, research papers, and websites that are closely related to the topic of this study.

To examine the organization's culture, a quantitative data-gathering method will be used to ensure objective and measurable insights. A standardized questionnaire with closed-ended questions, including Likert scale items, will be developed using validated frameworks for assessing organizational culture. The survey will be disseminated electronically via email or an online platform, with clear instructions and a time commitment to promote participation. Before proceeding, participants will read an information sheet detailing the study's goal, rights, and confidentiality measures, and they will provide electronic consent. The data collection phase will last two to three weeks, with periodic reminders given to ensure maximum response rates. All data will be securely stored in password-protected files, accessible only to authorized researchers, and identifying information will be removed to maintain anonymity. This methodical approach will ensure the collection of reliable and unbiased data for a comprehensive analysis of organizational culture.

3.5 Research Instrument

A structured questionnaire is developed and implemented as research instrument for this study. The questionnaire is an effective research strategy for gathering primary data by soliciting replies from specified respondents. A closed-ended questionnaire with a limited number of predetermined responses is developed. It does not necessitate lengthy and detailed feedback, and it would be more successful when assessing respondents' willingness to participate in answering

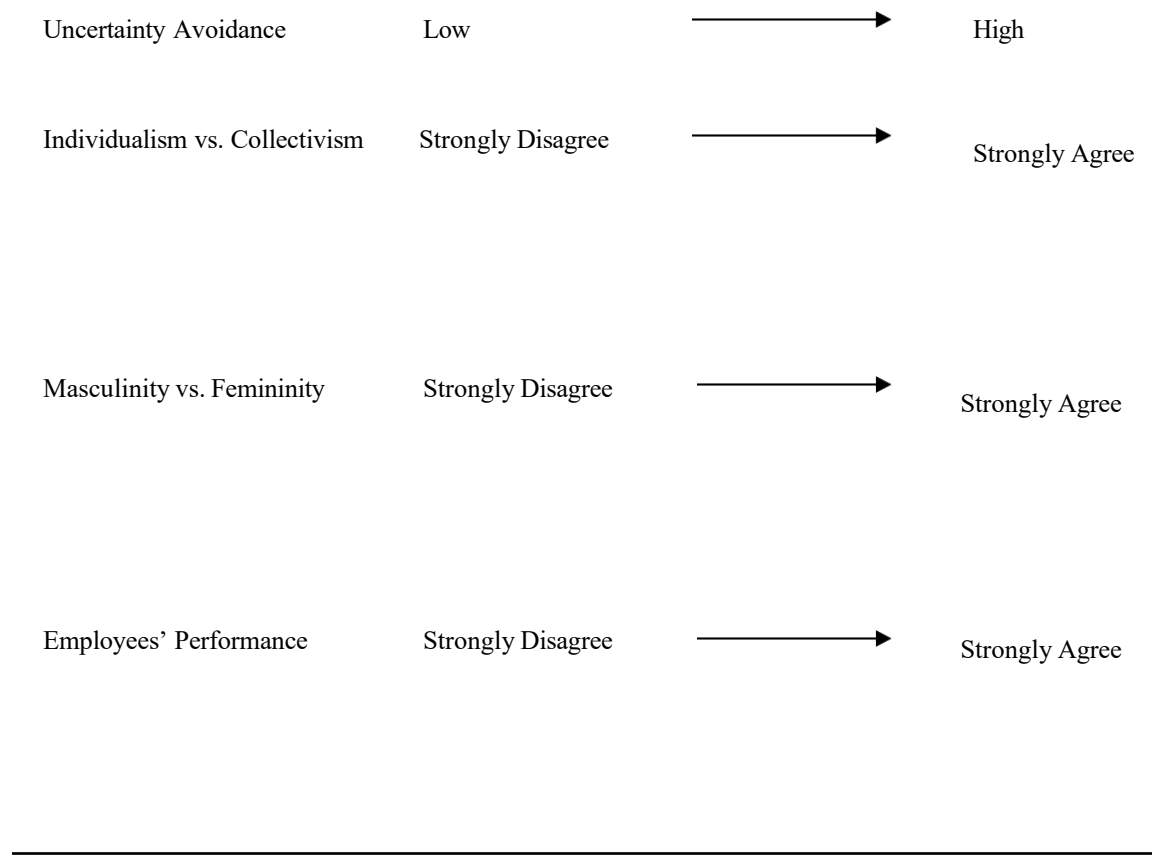
the questions. This questionnaire was self-administered, which implies that no intervention from the researcher was required because all target respondents completed the questionnaire. The questionnaire would be delivered to the intended responders in person. The questionnaire is divided into three sections which are demographic profiles with 5 items, organizational culture with 20 items, 5 items assigned for each of Hofstede's cultural dimensions, and 12 items for employees' performance. There will be 37 questions in total to analyze the variables and demographic background of targeted respondents. Size of interval will defines how variables are measured. Interval scales are quantitative scales that measure intervals consistently. When responding to different things, variables might be calculated on a five-point scale. The interval scale is used to generate scores across many items. This study examines organizational culture through four dimensions which are the power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity. Therefore, a five-point Likert Scale is executed for respondents to choose their own level of agreement from 1 to 5. Table 1 below shows the measurement of the variables in a Five-point Likert Scale.

Table 1

Measurement Table of Variables

Variable	1	2	3	4	5
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Power Distance Low  High



3.6 Data Analysis Procedure

IBM SPSS 25.0 is used to analyze data and study findings obtained. Data were analyzed using a few SPSS statistical methods, including descriptive analysis, reliability analysis, Pearson correlation analysis, and multiple regression analysis. By using descriptive analysis, the demographic profile of the respondents will be investigated. To ensure the stability and consistency of the data collected from respondents, reliability analysis will be used. Pearson Correlation analysis will be used to investigate the effect and relationship of organizational culture on employee performance. More specifically, Pearson correlation analysis will be used to assess the four cultural variables using the coefficient range to get a better understanding of their relationship (positive or negative) with employee performance. Pearson correlation is suitable for measuring linear relationships between continuous variables.

3.7 Pilot Test

A pilot test will be conducted with a small sample of respondents to evaluate the clarity and effectiveness of the questionnaire. Feedback from the pilot test will then be used to refine the instrument before the full survey is administered. Table below shows the internal consistency standard of Cronbach's Alpha (Nunnally & Berstein, 1994).

Table 2

Cronbach's Alpha Internal Consistency

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Very Good
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Problematic
$0.6 > \alpha \geq 0.5$	Weak
$0.5 > \alpha$	Unacceptable

According to the overall findings of the current study's pilot test, the questionnaire is suitable for further investigation into the link between variables, and its reliability satisfies the internal consistency criteria.

3.7.1 Validity and Reliability of Pilot Test

A Cronbach's Alpha test will be performed on the questionnaire to ensure its reliability and validity, using IBM SPSS Statistics version 26. This exam will assess the internal consistency of the items. In addition, a reliability analysis will be conducted prior to the main survey to ensure that the questions are clear and measure what they are intended to achieve.

Table 3*Reliability Statistic (Power Distance)*

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.873	5

The result from the reliability statistics table shows that the Cronbach's Alpha value for the Power Distance-related questions is **0.875**, which means that the Power Distance section of the questionnaire demonstrates **good reliability**. This supports the use of these items in further statistical analyses and contributes to the overall validity of the research instrument.

Table 4*Reliability Statistic (Uncertainty Avoidance)*

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.842	.844	5

The Cronbach's Alpha value for the Uncertainty Avoidance related questions is **0.842** which indicates **good internal consistency** among the five items used to measure the variables. This suggests that the items are well-aligned and reliably measure the same underlying psychological

or behavioral trait. Respondents likely understood and answered the items consistently, which supports the construct validity of the scale.

Table 5

Reliability Statistic (Individualism vs. Collectivism)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.853	5

The Cronbach's Alpha score of **0.859** reflects that the five items used to measure Individualism vs. Collectivism are well-correlated and provide a reliable scale for assessing respondents' orientation toward either individualistic or collectivistic values. This value also falls within the $0.8 \leq \alpha < 0.9$ range, indicating a **good** level of internal consistency.

Table 6

Reliability Statistic (Femininity vs. Masculinity)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.789	5

The Cronbach's Alpha value of **0.792** lies within the range of $0.7 \leq \alpha < 0.8$, which, according to the internal consistency benchmark, indicates **Acceptable** reliability. This result implies that the five items used to measure the dimension of Femininity vs. Masculinity show a reasonable level of consistency.

Table 7

Reliability Statistic (Employee Performance)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.725	.707	12

The Cronbach's Alpha value of **0.725** also falls within the **Acceptable** range, confirming the internal consistency of the twelve items used to evaluate Employee Performance. With a relatively larger number of items (12), this level of reliability is satisfactory, suggesting that the instrument is cohesive and produces reliable responses across different items.

3.8 Ethics Of The Study

Before conducting research on the organizational culture of the organization, strict ethical standards will be upheld throughout the study. All participants will provide informed permission, ensuring that they completely understand the study's aim, methods, potential hazards, and their right to withdraw at any time without consequence. Confidentiality and anonymity will be prioritized by anonymizing data and removing identifying information from all paperwork.

Transparency will be maintained by explicitly describing data collecting and analysis processes, with non-identifiable data made accessible for verification and replication to increase confidence. Efforts will be made to reduce harm by carefully wording sensitive topics and enabling participants to skip any that are uncomfortable. Finally, the research will be conducted with integrity, ensuring data is collected, processed, and published honestly and without any modification or fabrication. These procedures will ensure that participants' rights are respected and the study's credibility is maintained, all while adhering to academic and organizational ethical norms.

3.9 Summary

This study uses a quantitative, correlational research approach to look into the impact of organizational culture on employee performance. Data will be collected using standardized questionnaires and a five Likert scale to assess Hofstede's cultural dimensions (power distance, uncertainty avoidance, individualism vs. collectivism, and masculinity vs. femininity) and their relationship to employee performance. A pilot test will determine the questionnaire's validity and reliability, with Cronbach's Alpha used to validate internal consistency. We shall rigorously adhere to ethical principles such as informed consent and anonymity. The data will be analyzed using IBM SPSS, which will comprise descriptive statistics, reliability analysis, mean analysis, and correlation analysis to evaluate the type and strength of association between organizational culture and employee performance.

CHAPTER 4 DATA ANALYSIS

4.1 Introduction

This chapter provides a brief overview of the findings and discussion. It begins with a description of the respondents' demographic profiles, followed by the descriptive statistics for each section of the questionnaires, the results of the normality tests, and most importantly, the main findings of the study accompanied by their discussion. The discussion is solely based on interpreting these findings. An in-depth discussion aims to enhance the reader's understanding of the results by examining their relevance from empirical, theoretical, and practical perspectives. At the end of the chapter, all sections are summarized in the chapter summary.

4.2 Demographic Profile of Respondents

The demographic profile consists of five factors which are gender, age, race, education and years of service were collected from 169 respondents for the data collection process. Table below is the summary of demographic information obtained.

Table 8

Respondents' Demographic Profile (n=169)

Demographic Items		Frequency (n)	Percentage (%)
Gender	Male	54	32.0

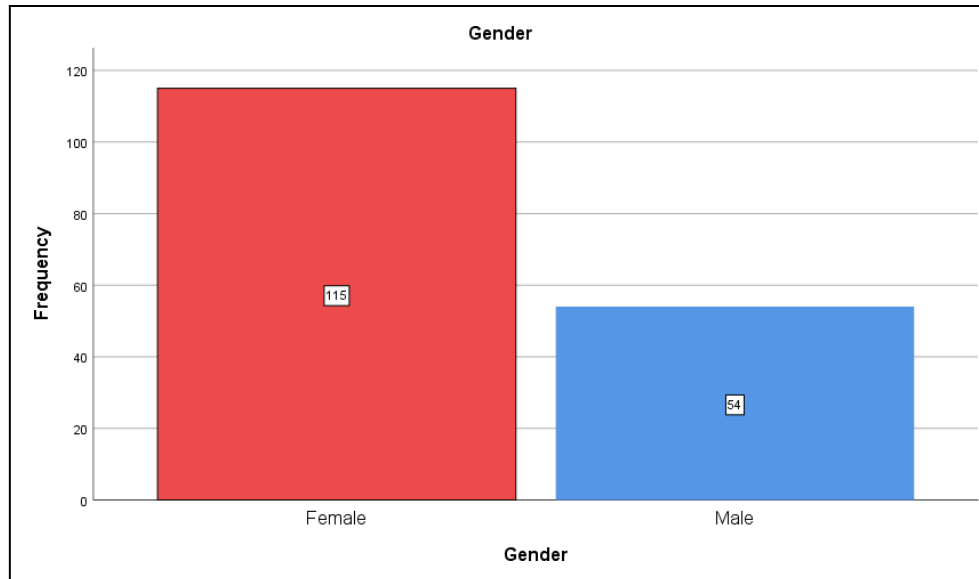
	Female	115	68.0
	Total	169	100.0
Age	25-35	59	34.9
	36-45	92	54.4
	46-55	16	9.5
	55 and above	2	1.2
	Total	169	100.0
Race	Malay	14	8.3
	Chinese	0	0
	Indian	0	0
	Bumiputera Sarawak	151	89.3
	Bumiputera Sabah	4	2.4
	Total	100	100.0
Education	Secondary School	11	6.5
	Diploma	50	29.6
	Degree/Professional Qualification	100	59.2
	Postgraduate	8	4.7
	Total	169	100.0
Years of Service	2-3 years	13	7.7
	3-5 years	85	50.3

	6-10 years	53	31.4
	11-15 years	11	6.5
	15 years and above	7	4.1
	Total	169	100.0

According to Table 1, the sample consists of 169 respondents, with the majority being female with 115 respondents (68.0%) and male respondents totaling 54 (32.0%). In terms of age distribution, the largest group of respondents falls within the 36–45 years category, comprising 92 individuals (54.4%), while the smallest age group is 55 years and above, with only 2 respondents (1.2%). With regard to race, the majority of respondents are Bumiputera Sarawak, accounting for 151 individuals (89.3%). The smallest representation comes from Chinese and Indian ethnicities, with no respondents recorded (0%). For educational background, most of the respondents (100 individuals or 59.2%) hold a degree or professional qualification. Meanwhile, postgraduate degree holders represent the smallest portion, with only 8 respondents (4.7%). In terms of years of service, the majority of respondents (85 individuals or 50.3%) have between 3 to 5 years of work experience. The smallest group is those with 15 years and above of service, totaling 7 respondents (4.1%). As stated in Table 1, the demographic data obtained in this study demonstrates a diverse and balanced representation across gender, age, race, education, and years of service. With a sufficient sample size of 169 respondents and clear distribution patterns, the data is deemed suitable and reliable for further analysis in support of the research objectives.

Figure 3

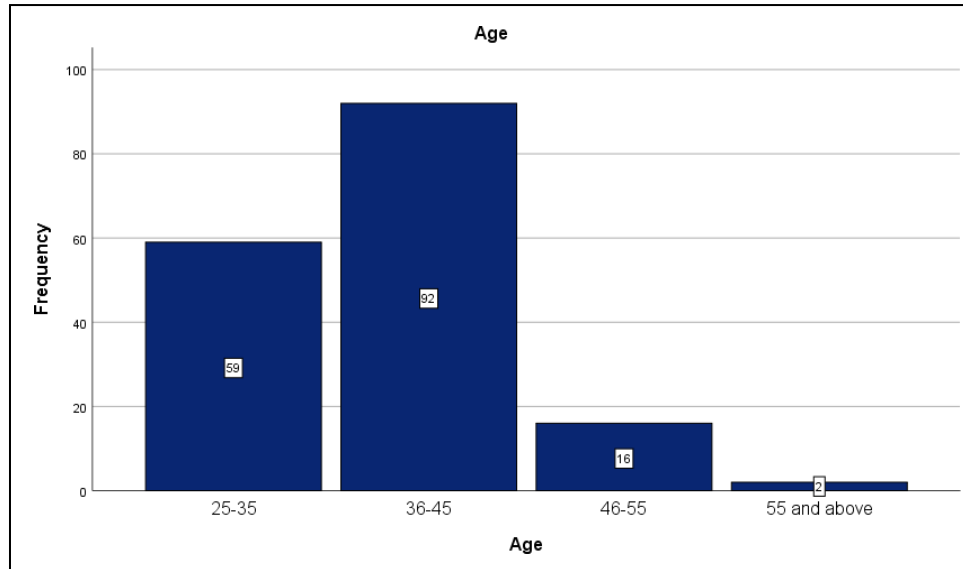
Respondents' Gender Bar Chart Result



Based on Figure 1, the result reveals that majority of the respondent is female, 115 persons (68%) whereas male respondents are 54 persons (32%).

Figure 4

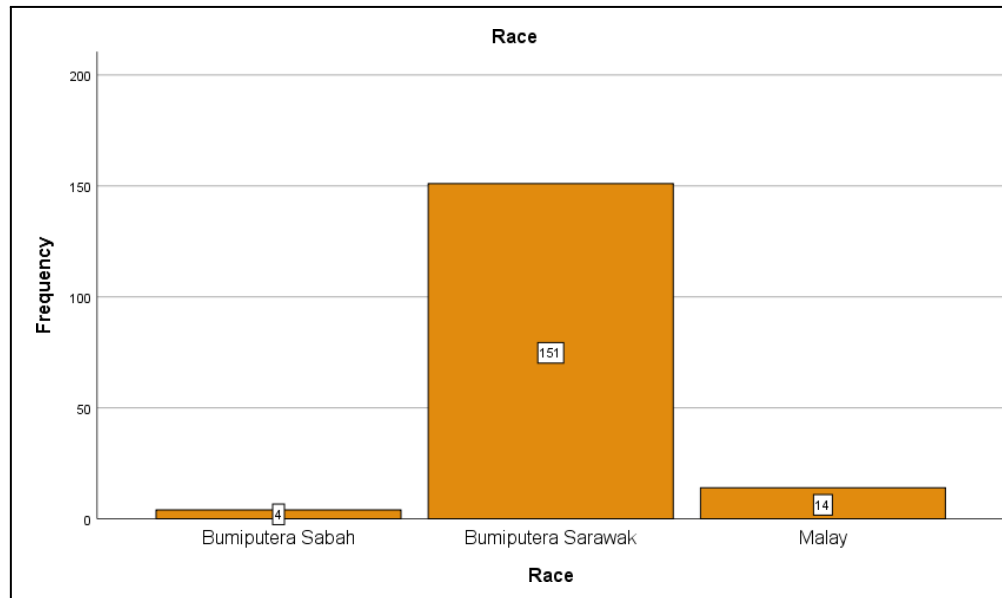
Respondents' Age Bar Chart Result



Most respondents are at age 36-45 years old which are 92 persons (54.4%) followed by 59 persons of that aged 25-35 years old (34.9 %), 16 persons (9.5%) at the age of 46-55 years old and lastly, respondents at age more than 55 years old is the minority with 2 persons only or at 1.2%.

Figure 5

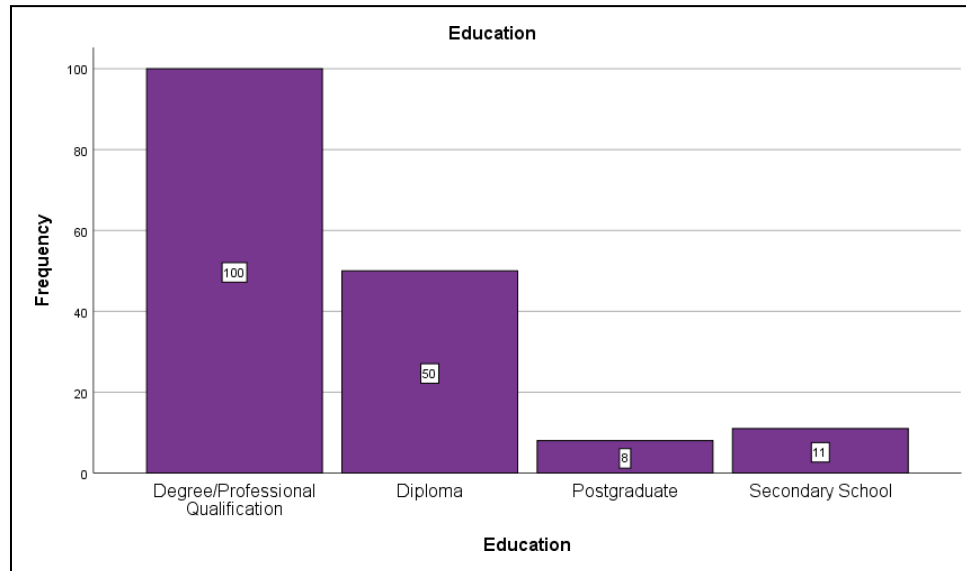
Respondents' Race Bar Chart Result



The demographic data for race indicated that the majority of respondents were Bumiputera Sarawak, accounting for 151 individuals or 89.3%. The Malay group comprised 14 respondents (8.3%), while Bumiputera Sabah respondents numbered 4 (2.4%).

Figure 6

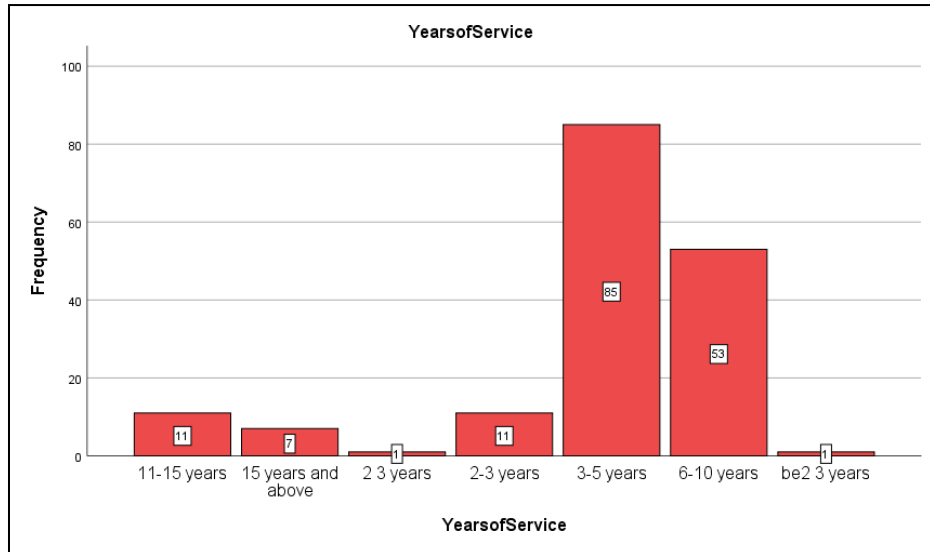
Respondents' Education Level Bar Chart Result



The data on respondents' education levels showed that the majority had attained degree/professional qualification which were 100 persons (59.2%), followed by those with a diploma 50 respondents (29.6%). A smaller portion of respondents had completed their secondary school with a total of 11 respondents (6.5%), while only 8 respondents (4.7%) had pursued postgraduate studies.

Figure 7

Respondents' Years of Service Bar Chart Result



Most of the respondents had worked for 3-5 years which were 85 persons (50.3%). Meanwhile, 53 respondents (31.4%) have been working for 6-10 years, 13 respondents (7.7%) have been working for 2-3 years and respondents who worked 11-15 years were 11 people (6.5%). The lowest respondents with only 7 persons (4.1) has worked for 15 years and above in the organization.

4.3 Descriptive Statistics

This section presents a summary of the questionnaire data using descriptive statistics. Descriptive statistics were applied to condense the information gathered from the questionnaires into key statistical measures, which are further detailed through percentages, means, and standard deviations. The mean score represents the central tendency, or the average, for each data set. Meanwhile, the standard deviation illustrates the extent of variation or dispersion from the mean. A smaller standard deviation indicates that the scores are closer to the mean, reflecting less variability, while a larger standard deviation suggests greater spread among the scores. Thus, the relationship between the mean and standard deviation is inversely proportional, helping to predict how closely the data points cluster around the average.

4.3.1 Power Distance

Table 9

Percentage, Mean and Standard Deviation of Power Distance

<i>Item</i>	<i>VL</i>	<i>L</i>	<i>N</i>	<i>H</i>	<i>VH</i>	<i>Mean,</i>	<i>Std.</i>
							<i>Dev</i>
							,
						$\bar{X}$	σ
	%	%	%	%	%		

<i>The comfort level I feel when approaching my immediate supervisor with concerns or suggestions is</i>	0	1.8	13.0	63.3	21.6	4.05	0.648
<i>The degree of respect and dignity shown to employees at all levels in this organization is</i>	0	0	9.5	61.5	29.0	4.20	0.590
<i>The autonomy given to employees to make decisions within their job scope is</i>	0	1.8	14.2	38.5	45.6	4.28	0.771
<i>The encouragement for employees to openly share their opinions during team discussions or meetings is</i>	0	1.2	7.7	43.8	47.3	4.37	0.679
<i>The frequency of direct communication between non executives and executives is</i>	0	1.8	7.8	42.5	47.9	4.37	0.706

Note: Likert scale used are 1 – Very Low(VL); 2 – Low(L); 3 – Neutral (N); 4 – High (H); 5 – Very High (VH), “%” for percentage, mean denoted as “ $\bar{X}$ ” and standard deviation denoted as “ σ ”.

The fifth statement received the highest very high level with 47.9% ($\bar{X}=4.37$, $\sigma = 0.706$) and disagreement of 0% ($\bar{X}=4.37$, $\sigma=0.706$) as well. Second highest very high level was the fourth statement with 47.3% ($\bar{X} = 4.37$, $\sigma = 0.679$) and the lowest agreement was the first statement 21.6% ($\bar{X} = 4.05$, $\sigma = 0.648$).

4.3.2 Uncertainty Avoidance

Table 10

Percentage, Mean and Standard Deviation of Uncertainty Avoidance

<i>Item</i>	<i>VL</i>	<i>L</i>	<i>N</i>	<i>H</i>	<i>VH</i>	<i>Mean,</i>	<i>Std.</i>
						$\bar{X}$	σ
	%	%	%	%	%		
<i>The organization's</i>	0	1.8	14.8	35.5	47.9	4.30	0.646
<i>preparedness to address</i>							
<i>unforeseen challenges is</i>							

<i>The level of discomfort experienced when faced with significant changes in work processes is</i>	0	2.4	11.8	44.4	41.4	4.25	0.779
<i>The clarity of organizational policies and procedures for handling unexpected situations is</i>	0	3.6	9.5	47.3	39.6	4.23	0.764
<i>The level of detail provided in job roles and responsibilities to avoid ambiguity is</i>	0	3.6	10.7	45.0	40.2	4.23	0.754
<i>The extent to which employees are required to follow a structured workflow to complete tasks is</i>	0	0.6	7.7	48.5	42.6	4.34	0.784

Note: Likert scale used are 1 – Very Low(VL); 2 – Low(L); 3 – Neutral (N); 4 – High (H); 5 – Very High (VH), “%” for percentage, mean denoted as “ $\bar{X}$ ” and standard deviation denoted as “ σ ”.

The first statement received the highest very high level with 47.9% ($\bar{X}$ =4.30, σ = 0.646)) and disagreement of 0% ($\bar{X}$ =4.30, σ =0.646) as well. Second highest very high level was

the fifth statement with 42.6% ($\bar{X} = 4.34$, $\sigma = 0.784$) and the lowest agreement was the third statement 39.6% ($\bar{X} = 4.23$, $\sigma = 0.764$).

4.3.3 Individualism vsCollectivism

Table 11

Percentage, Mean and Standard Deviation of Individualism vs Collectivism

<i>Item</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>	<i>Mean,</i> <i>$\bar{X}$</i>	<i>Std.</i> <i>Dev</i> <i>,</i> <i>σ</i>
	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>		
<i>Employees prioritize their personal goals over team objectives.</i>	0	3.6	14.2	38.5	43.8	4.22	0.822
<i>Employees are encouraged to focus on their individual career</i>	0	5.9	8.3	37.3	48.5	4.28	0.853

growth rather than collective

success.

<i>Employees value personal</i>	<i>0</i>	<i>1.8</i>	<i>14.8</i>	<i>42.6</i>	<i>40.8</i>	<i>4.22</i>	<i>0.762</i>
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accountability more than
shared responsibility.

<i>Employees prefer to make</i>	<i>0.6</i>	<i>6.5</i>	<i>8.3</i>	<i>46.7</i>	<i>37.9</i>	<i>4.15</i>	<i>0.870</i>
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decisions independently rather
than seeking group input.

<i>Problem-solving often involves</i>	<i>0</i>	<i>0</i>	<i>5.3</i>	<i>46.2</i>	<i>48.5</i>	<i>4.43</i>	<i>0.595</i>
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the active participation of team
members.

Note: Likert scale used are 1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 – Strongly Agree (SA), “%” for percentage, mean denoted as “ $\bar{X}$ ” and standard deviation denoted as “ σ ”.

The second and fifth statement received the highest agreement with 48.51% ($\bar{X} = 4.28, \sigma = 0.853$) and 48.5% ($\bar{X} = 4.43, \sigma = 0.595$) respectively. Second highest agreement was the first statement with 43.2% ($\bar{X} = 4.22, \sigma = 0.822$) and the lowest agreement was the forth statement 37.9% ($\bar{X} = 4.15, \sigma = 0.870$).

4.3.4 Femininity vs Masculinity

Table 12

Percentage, Mean and Standard Deviation of Femininity vs Masculinity

<i>Item</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>	<i>Mean,</i> <i>$\bar{X}$</i>	<i>Std.</i> <i>Dev</i> <i>σ</i>
	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>		
<i>In this organization, employees are encouraged to compete with one another.</i>	1.2	4.7	17.8	42.0	34.3	4.04	0.906
<i>Maintaining harmonious relationships is a priority in our workplace.</i>	0	0	8.9	46.5	45.0	4.36	0.641

<i>Success is defined by achieving measurable results and recognition.</i>	0	0	9.5	42.6	47.9	4.38	0.655
<i>The organization values emotional well-being and employee satisfaction.</i>	0.6	1.8	10.7	40.8	46.2	4.30	0.778
<i>Gender-specific roles or traits influence workplace tasks and responsibilities.</i>	1.2	2.4	11.8	45.6	39.1	4.19	0.824

Note: Likert scale used are 1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 – Strongly Agree (SA), “%” for percentage, mean denoted as “ $\bar{X}$ ” and standard deviation denoted as “ σ ”.

The third statement received the highest agreement with 47.9% ($\bar{X} = 4.38$, $\sigma = 0.655$) and disagreement of 0% ($\bar{X} = 4.38$, $\sigma = 0.655$) as well. Second highest agreement was the fourth statement with 46.2% ($\bar{X} = 4.30$, $\sigma = 0.778$) and the lowest agreement was the first statement 34.3% ($\bar{X} = 4.04$, $\sigma = 0.906$).

4.3.5 Employees' Performance

Table 13

Percentage, Mean and Standard Deviation of Employees' Performance

<i>Item</i>	<i>SD</i>	<i>D</i>	<i>N</i>	<i>A</i>	<i>SA</i>	<i>Mean,</i> <i>$\bar{X}$</i>	<i>Std.</i> <i>Dev</i> <i>σ</i>
	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>		
<i>I perform better when my manager seeks my input on decisions.</i>	0	0	7.1	32.0	60.9	4.54	0.627
<i>Being involved in decision-making enhances my commitment to my work.</i>	0	0.6	5.3	53.8	40.2	4.34	0.606
<i>I feel more productive when I have autonomy in my job tasks.</i>	0	0	7.7	42.0	50.3	4.43	0.633

<i>I perform better when my job tasks and responsibilities are clearly defined.</i>	0	0	5.3	46.2	48.5	4.43	0.595
<i>My performance improves when organizational rules and guidelines are clear and easy to follow.</i>	0	0	5.9	40.2	53.8	4.48	0.608
<i>I feel confident and motivated when the organization provides clear instructions for dealing with uncertainty.</i>	0	0	5.3	42.0	52.7	4.47	0.598
<i>Assertiveness and competition are highly valued in achieving work goals.</i>	0	0.6	9.5	40.2	49.7	4.39	0.682
<i>Nurturing and supporting colleagues is actively practiced in this organization.</i>	1.2	0.6	4.1	47.9	46.2	4.37	0.705

<i>Promotions and rewards are primarily based on measurable performance outcomes.</i>	0.6	1.2	7.7	43.2	47.3	4.36	0.727
<i>Teamwork and collective success are more important than individual accomplishments.</i>	0	0	6.5	41.4	52.1	4.46	0.617
<i>Employees are primarily evaluated based on their individual contributions.</i>	0	0.6	8.3	37.9	53.3	4.44	0.671
<i>The organization encourages a sense of community and belonging among employees.</i>	0.6	0	8.9	43.2	47.3	4.37	0.695

Note: Likert scale used are 1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Neutral (N); 4 – Agree (A); 5 – Strongly Agree (SA), “%” for percentage, mean denoted as “ $\bar{X}$ ” and standard deviation denoted as “ σ ”.

The first statement received the highest agreement with 60.9% ($\bar{X} = 4.54$, $\sigma = 0.627$) and disagreement of 0% ($\bar{X} = 4.54$, $\sigma = 0.627$) as well. Second highest agreement

was the fifth statement with 53.8% ($\bar{X} = 4.48$, $\sigma = 0.608$) and the lowest agreement was the second statement 40.2% ($\bar{X} = 4.34$, $\sigma = 0.606$).

Table 14

Mean Analysis of Variables

Variables	Mean	Std. Deviation	N
Power Distance	4.249	0.4908	169
Uncertainty Avoidance	4.264	0.5634	169
Individualism vs Collectivism	4.263	0.5823	169
Femininity vs Masculinity	4.254	0.4989	169
Employee Performance	4.422	0.4104	169

Before studying the relationship of organizational culture and employees performance with Pearson Correlation, the mean analysis was conducted to analyse the perspective and point of view of SALCRA employees toward employees' performance and cultural nature at the workplace. As presented in Table 3, the employee performance variable recorded a mean score of 4.422. This suggests that office employees working in SALCRA generally agree that organizational culture has a positive influence on their performance. Similarly, the four cultural dimensions which are Power Distance, Uncertainty Avoidance, Individualism vs Collectivism, and Femininity vs Masculinity also received high mean scores with 4.249, 4.264, 2.262, and

4.254 respectively. These findings indicate that employees perceive these cultural values as present and influential in their workplace environment. In line with the measurement indicators outlined in Table 1, the results reflect that SALCRA employees tend to exhibit characteristics of high power distance, high uncertainty avoidance, collectivism, and masculinity.

4.4 Normality Test

The normality test was conducted using SPSS to determine the z-values for both skewness and kurtosis. This analysis was performed to assess whether the collected data followed a normal distribution. The z-value was calculated using the following formula:

$$z\text{-value} = \text{statistic} \div \text{standard error}$$

The table below presents the results of the normality test for this study.

Table 15

Normality Test Results

<i>Item</i>	<i>Skewness</i>			<i>Kurtosis</i>		
	<i>Statistic</i>	<i>Std. Error</i>	<i>Z-value</i>	<i>Statistic</i>	<i>Std. Error</i>	<i>Z-value</i>

		<i>er</i> <i>r</i> <i>or</i>			<i>er</i> <i>r</i> <i>or</i>	
<i>Power Distance</i>	-0.114	0.187	-0.610	0.406	0.371	1.094
<i>Uncertainty Avoidance</i>	-0.236	0.187	-1.262	0.504	0.371	1.358
<i>Individualism vs Collectivism</i>	-0.211	0.187	-1.128	0.412	0.371	1.110
<i>Femininity vs Masculinity</i>	-0.269	0.187	-1.439	0.493	0.371	1.329
<i>Employees' Performance</i>	-0.127	-.187	-0.679	0.398	0.371	1.073

The acceptable range for the z-value is between -1.96 and 1.96. The power distance variable was found to be normally distributed, with a skewness z-value of -0.610 and a kurtosis z-value of 1.094. Similarly, the other three dimensions of organizational culture which are uncertainty avoidance, individualism vs collectivism, and femininity vs masculinity also showed normal distribution. Specifically, uncertainty avoidance had a skewness z-value of -1.262 and a kurtosis z-value of 1.358. Individualism vs collectivism exhibited a skewness z-value of -1.128 and a kurtosis z-value of 1.110, both within the normal range. Femininity vs masculinity showed

a skewness z-value of 0.493 and a kurtosis z-value of 1.329, while employees' performance had a skewness z-value of -0.679 and a kurtosis z-value of 1.073.

Therefore, it can be concluded that all data sets were normally distributed as their z-values fall within the acceptable range. Consequently, parametric tests, specifically Pearson correlation, will be used to analyze the findings of this study.

4.5 Research Findings and Discussion

The purpose of this section is to examine and highlight the significance of the current study by reflecting on the research objectives and presenting new insights derived from the research analysis. The discussion is grounded in the research objectives, hypotheses, and the literature review, aiming to provide readers with a clearer understanding of the topic based on the study's findings.

Since the data were normally distributed, parametric testing was conducted using Pearson correlation to explore the relationships between the dimensions of organizational culture which are power distance, uncertainty avoidance, individualism vs collectivism, and femininity vs masculinity towards employees' performance in an organisation. Correlation analysis was conducted to examine the relationship between organizational culture and employee performance. This section is organized into four parts, based on Hofstede's four cultural dimensions. Each subsection addresses the corresponding research objectives and hypotheses, interpreting the findings derived from the correlation results. Table 4 shows the correlation strength with respective ranges (Alsaqr, 2021). Meanwhile, the p-value was used to decide

whether to reject or fail to reject the proposed hypotheses. A two-tailed significance test was applied to ensure that the evaluation remained unbiased and did not favor any particular direction in the results.

Table 16

Correlation Coefficient Interpretation

Coefficient Range	Relationship Strength Description
0 - ± 0.20	Very Weak Positive; Negative
$\pm 0.30 - \pm 0.39$	Weak Positive; Negative
$\pm 0.40 - \pm 0.69$	Moderate Positive; Negative
$\pm 0.70 - \pm 0.90$	Strong Positive; Negative
$\pm 0.90 - \pm 1.0$	Very Strong Positive; Negative

4.5.1 Relationship between Power Distance and Employees' Performance

H1: There is a significant relationship between Power Distance and employees' performance.

Objective: To study the relationship of power distance and employees' performance.

Table 17*Correlation (Power Distance)*

Correlations			
		POWER DISTANCE	EMPLOYEES' PERFORMANCE
POWER DISTANCE	Pearson Correlation	1	.589**
	Sig. (2-tailed)		.000
	N	169	169
EMPLOYEE'S PERFORMANCE	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	169	169

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

Based on Table 17, the Pearson Correlation obtained for the Power Distance variable is in positive value which signifies a positive relationship between the variable and employees' performance. The power distance possess a correlation of 0.589 with employees' performance. The value falls between +0.40 to +0.69; $+0.40 < +0.589 < 0.69$. As a result, power distance has a moderately positive impact on employees' performance.

As shown in Table 17, the relationship between power distance and employees' performance obtained a P-value of 0.000, which is less than a two-tailed significance level of 0.01. In other words, it is proved that there is a significant relationship between power distance and employees' performance in organization. Power distance refers to the extent to which less powerful members of organizations accept and expect that power is distributed unequally. A higher power distance implies acceptance of hierarchical order without much questioning. In such environments, employees might experience less ambiguity about decision-making processes, responsibilities, and reporting lines, which can enhance focus and productivity.

This finding aligns with recent studies that concluded higher power distance is positively linked to employee performance. This aligns with a recent study by (Zhenjing et al., 2022), which found clear hierarchies can boost motivation and performance. The moderate positive correlation suggests that while power distance contributes positively to performance, it is not the sole factor influencing employee outcomes

4.5.2 Relationship Between Uncertainty Avoidance and Employees' Performance

H2: There is a significant relationship between Uncertainty Avoidance and employees' performance.

Objective: To study the relationship of uncertainty avoidance and employees' performance.

Table 18

Correlation (Uncertainty Avoidance)

Correlations			
		UNCERTAINTY AVOIDANCE	EMPLOYEES' PERFORMANCE
UNCERTAINTY AVOIDANCE	Pearson Correlation	1	.621**
	Sig. (2-tailed)		.000
	N	169	169
EMPLOYEES' PERFORMANCE	Pearson Correlation	.621**	1
	Sig. (2-tailed)	.000	
	N	169	169

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

Based on Table 18, the Pearson Correlation obtained for the Uncertainty Avoidance variable is in positive value which signifies a positive relationship between the variable and employees' performance. The uncertainty avoidance possesses a correlation of 0.621 with

employees' performance. The value falls between +0.40 to +0.69; $+0.40 < +0.621 < 0.69$. As a result, uncertainty avoidance has a moderately positive impact on employees' performance.

As shown in Table 18, the relationship between uncertainty avoidance and employees' performance obtained a P-value of 0.000, which is less than a two-tailed significance level of 0.01. In other words, it is proved that there is a significant relationship between uncertainty avoidance and employees' performance in organization. Employees in structured environments show better performance. Uncertainty avoidance reflects the extent to which individuals and organizations feel uncomfortable with ambiguity and uncertainty. High uncertainty avoidance cultures or organizations prefer clear guidelines, formalized policies, and predictable routines to reduce unpredictability.

The moderately strong positive correlation found in this study suggests that when organizations emphasize reducing uncertainty through structured environments, employees are more likely to deliver higher performance. This may be because clear expectations and standardized procedures reduce confusion and decision-making stress, enabling employees to concentrate on their tasks efficiently. This preference helps employees feel more secure and confident in their roles, which can enhance focus, reduce stress, and ultimately improve performance. This aligns with a recent study by (Shammout, 2021), highlighting that well-defined rules and procedures significantly increase job effectiveness by providing employees with clear guidance and reducing ambiguity in their roles.

4.5.3 Relationship Between Individualism vs Collectivism and Employees' Performance

H3: There is a significant relationship between Individualism vs Collectivism and employees' performance.

Objective: To study the relationship of individualism versus collectivism and employees' performance.

Table 19

Correlation (Individualism vs Collectivism)

Correlations			
		INDIVIDUALISM VS COLLECTIVISM	EMPLOYEES' PERFORMANCE
INDIVIDUALISM VS COLLECTIVISM	Pearson Correlation	1	.587**
	Sig. (2-tailed)		.000
	N	169	169
EMPLOYEES' PERFORMANCE	Pearson Correlation	.587**	1
	Sig. (2-tailed)	.000	
	N	169	169

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

Based on Table 19, the Pearson Correlation obtained for the variable individualism vs collectivism is in positive value which signifies a positive relationship between the variable and employees' performance. The individualism vs collectivism possesses a correlation of 0.587 with employees' performance. The value falls between +0.40 to +0.69; $+0.40 < +0.587 < 0.69$. As a result, individualism vs collectivism has a moderately positive impact on employees' performance.

As shown in Table 7, the relationship between individualism vs collectivism and employees' performance obtained a P-value of 0.000, which is less than a two-tailed significance level of 0.01. In other words, it is proved that there is a significant relationship between individualism vs collectivism and employees' performance in organization. Collectivist values enhance teamwork and performance. Individualism and collectivism represent opposing cultural

orientations. Individualism emphasizes personal goals, independence, and self-reliance, while collectivism focuses on group goals, interdependence, and social harmony. In organizational settings, collectivist cultures encourage collaboration, loyalty, and teamwork, which can contribute to enhanced group performance.

The moderately positive correlation suggests that workplaces fostering collectivist values such as cooperation, mutual support, and group cohesion tend to experience better employee performance. Collectivism promotes a sense of belonging and shared responsibility, which can motivate employees to work collaboratively towards common objectives, enhancing overall productivity and effectiveness. This aligns with a recent study by Mohammad, Leila, and Saber (2022), showing strong group orientation improves outcomes.

4.5.4 Relationship Between Femininity vs Masculinity and Employees' Performance

H4: There is a significant relationship between Femininity vs Masculinity and employees' performance.

Objective: To study the relationship of femininity versus masculinity and employees' performance.

Table 20

Correlation (Femininity vs Masculinity)

Correlations			
		FEMININITY VS MASCULINITY	EMPLOYEES' PERFORMANCE
FEMININITY VS MASCULINITY	Pearson Correlation	1	.587**
	Sig. (2-tailed)		.000
	N	169	169
EMPLOYEES' PERFORMANCE	Pearson Correlation	.587**	1
	Sig. (2-tailed)	.000	
	N	169	169

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

Based on Table 20, the Pearson Correlation obtained for the variable femininity vs. masculinity is in positive value which signifies a positive relationship between the variable and employees' performance. The femininity vs. masculinity possesses a correlation of 0.587 with employees' performance. The value falls between +0.40 to +0.69; $+0.40 < +0.587 < 0.69$. As a result, femininity vs. masculinity has a moderately positive impact on employees' performance.

As shown in Table 8, the relationship between femininity vs. masculinity and employees' performance obtained a P-value of 0.000, which is less than a two-tailed significance level of 0.01. In other words, it is proved that there is a significant relationship between femininity vs. masculinity and employees' performance in organization. The femininity versus masculinity dimension reflects cultural values related to achievement, assertiveness, and competition (masculinity) versus cooperation, care, and quality of life (femininity). Masculine cultures emphasize success, ambition, and performance, while feminine cultures prioritize relationships, support, and work-life balance. Both cultural orientations can influence workplace dynamics and employee behavior in different but complementary ways.

The moderately positive correlation suggests that organizations that integrate both masculine values (such as achievement and competitiveness) and feminine values (such as cooperation and empathy) tend to foster environments where employees perform better. This balance can create a workplace that motivates employees to excel while also supporting collaboration and well-being, leading to enhanced productivity and job satisfaction. Both achievement and cooperation cultures positively impact performance. This aligns with a recent study by (Hung, Su, & Lou, 2022), which found both values contribute to higher employee effectiveness.

Table 21

Summary of Hypothesis Testing Results

Hypothesis	P-Value	Results
There is a significant relationship between power distance and employees' performance.	$p < 0.001$ (0.000) $r = 0.589$	Failed to reject H1. There is moderate positive correlation between power distance and employees' performance.
There is a significant relationship between Uncertainty Avoidance and employees' performance.	$p < 0.001$ (0.000) $r = 0.621$	Failed to reject H2. There is moderate positive correlation between uncertainty avoidance and employees' performance.

There is a significant relationship between Individualism versus Collectivism and employees' performance.	p< 0.001 (0.000) r= 0.587	Failed to reject H3. There is moderate positive correlation between individualism vs collectivism and employees' performance.
There is a significant relationship between Femininity versus Masculinity and employees' performance	p< 0.001 (0.000) r= 0.587	Failed to reject H4. There is moderate positive correlation between femininity vs masculinity and employees' performance.

4.6 SUMMARY

This chapter began by presenting the demographic profile of the respondents, followed by an analysis using descriptive statistics, specifically Pearson correlation. The Pearson correlation was employed to test the study's hypotheses, with results indicating that none of the first four hypotheses were rejected. The discussion provided further support for the findings obtained from Pearson correlation analyses. These results lay the groundwork for a more in-depth exploration of the study's implications, which will be addressed in the following chapter, Chapter Five.

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a comprehensive summary of the entire research, covering content from Chapter One through Chapter Four. It offers a detailed discussion on the study's implications for human resource practitioners, the research methodology, and the organization itself. The final section of this chapter presents recommendations formulated by the researcher based on the study's findings. These recommendations are directed towards three key groups: human resource manager, the organization, and future researchers.

5.2 Research Summary

This study examines the impact of organizational culture on employee performance by focusing on Hofstede's four cultural dimensions: power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity. The research was conducted among 169 employees in a public sector organization located in Kota Samarahan, Sarawak. Utilizing a quantitative correlational research design, data were collected through self-administered questionnaires and analyzed using IBM SPSS Version 26.0. Descriptive statistics and Pearson correlation analysis were employed to explore the relationships between the cultural dimensions and employee performance.

The findings indicate that organizational culture significantly influences employee performance. All four cultural dimensions showed positive and statistically significant correlations with performance outcomes. Specifically, power distance exhibited a moderate positive correlation ($r = 0.589$), suggesting that clearly defined hierarchical structures contribute

to enhanced performance by providing employees with structured roles and responsibilities. Similarly, uncertainty avoidance demonstrated a moderately strong positive correlation ($r = 0.621$), indicating that employees tend to perform better in environments where clear guidelines and structured workflows reduce ambiguity and uncertainty.

The individualism versus collectivism dimension also showed a moderate positive correlation ($r = 0.586$), highlighting the importance of balancing personal accountability with teamwork to foster better performance. Meanwhile, the masculinity versus femininity dimension presented a slightly weaker but still positive correlation ($r = 0.561$), implying that both competitive and collaborative values play a role in influencing employee performance, albeit to a lesser extent compared to the other dimensions.

These results affirm that organizational culture, as reflected in Hofstede's dimensions, plays a crucial role in shaping how employees engage with their roles and responsibilities. The study concludes that fostering a culture aligned with employees' expectations, one that promotes structure, autonomy, inclusiveness, and mutual respect which is vital for enhancing job performance. Furthermore, the research emphasizes the importance of regularly assessing the organizational culture and implementing practices that support employee growth, motivation, and satisfaction.

Despite its valuable contributions, the study has limitations, notably its focus on only four cultural dimensions. Other important factors such as reward systems, communication practices, and training opportunities were not included in the analysis. Future research should consider integrating these additional variables to develop a more comprehensive understanding of the relationship between organizational culture and employee performance. Expanding the scope of

study to include diverse organizational contexts and additional cultural factors could provide deeper insights and more practical recommendations for enhancing employee performance through cultural management.

5.3 Implication of the study

The findings indicate that organizational culture significantly influences employee performance. The results emphasize the necessity of aligning cultural values such as power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity with the organization's objectives to boost productivity, engagement, and job satisfaction. For organizations, particularly in the public sector, this underscores the importance of proactively managing and nurturing a positive and inclusive culture as a strategic means to enhance employee outcomes and ensure sustained long-term success.

5.3.1 Implication of the study to HR manager

This study offers compelling evidence that organizational culture has a significant impact on employee performance across multiple dimensions. For human resource managers, these results carry practical and actionable implications. By understanding and utilizing the insights gained from this research, HR managers can take on a strategic role in cultivating a workplace environment that is both aligned with the organizational culture and focused on enhancing performance.

The study emphasizes that organizational culture is not merely a passive backdrop but a crucial factor influencing employee behavior and performance. For HR managers, this

underscores the need to adopt an active and strategic approach to managing organizational culture. This includes regularly evaluating the organization's cultural values, identifying any discrepancies, and developing policies that promote the preferred culture. HR managers are encouraged to carry out culture audits or employee engagement surveys to gain insights into the existing cultural environment and to modify HR practices accordingly, reinforcing positive cultural norms that support the organization's objectives.

Apart from that, an important takeaway for HR managers is the strong connection between organizational culture and employee engagement. When employees perceive that their values are acknowledged and mirrored in the workplace culture, they tend to be more committed and perform better. Therefore, HR managers need to cultivate a supportive and inclusive atmosphere that aligns with the prevailing cultural characteristics of their workforce. For instance, in organizations with high power distance, emphasizing respect for authority and providing clear guidance can build trust and a sense of security among employees. Conversely, in collectivist settings, encouraging collaboration and celebrating group accomplishments can enhance job satisfaction and improve employee retention.

Finally, the study highlights the vital role HR managers have in guiding change in a way that is sensitive to cultural differences. Resistance to change frequently arises from cultural unease, particularly in cultures with high uncertainty avoidance where employees favor stability and routine. To address this, HR managers should develop change initiatives that acknowledge these preferences by offering clear plans, transparent communication, and sufficient support mechanisms. By understanding how each cultural dimension influences employees' receptiveness to change, HR managers can implement more effective transition strategies, minimize resistance, and sustain productivity throughout organizational transformations.

5.3.2 Implication of study to methodology

The results of this study carry significant implications for the methodology utilized. Firstly, the adoption of a quantitative correlational research design was effective in identifying and measuring the relationships between organizational culture and employee performance. The statistically significant findings confirm the appropriateness of using structured questionnaires and standardized measurement instruments such as Hofstede's cultural dimensions and the five-point Likert scale to reliably and objectively capture employees' perceptions.

In addition, employing random sampling along with Krejcie and Morgan's sample size formula enhanced the generalizability of the results within the target population of public sector employees in Kota Samarahan. The positive correlations observed across all four cultural dimensions support the validity of the conceptual framework, indicating that similar methodological approaches can be successfully applied in future studies focusing on organizational culture.

Furthermore, the reliability analysis using Cronbach's Alpha demonstrated the internal consistency of the research instrument, confirming that self-administered surveys are suitable for data collection in organizational contexts. The effective use of statistical techniques such as Pearson correlation analysis also suggests that the chosen methodology was robust and well-suited for exploring linear relationships between cultural factors and employee performance outcomes.

5.3.3 Implication of study to organization

The findings of this study have important implications for organizations, particularly regarding the management of internal culture to enhance employee performance. The positive relationships identified between Hofstede's cultural dimensions, power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity and employee performance indicate that organizational culture is not merely a background element but a critical driver of employee behavior and productivity. This highlights the strategic importance of culture in shaping workplace outcomes.

For organizations, this means that developing and maintaining a culture that reflects employees' values and expectations can lead to greater job satisfaction, increased engagement, and improved performance. For instance, in organizations characterized by high uncertainty avoidance, implementing clear policies, structured processes, and well-defined roles can help minimize ambiguity and improve employee focus. Similarly, in collectivist cultures, fostering teamwork, collaboration, and group recognition can enhance motivation and strengthen employee loyalty.

Moreover, the study underscores the need for organizations to continuously evaluate and adjust their cultural environment, especially in dynamic or diverse settings. Ensuring cultural alignment can reduce internal conflicts and turnover while promoting a positive work atmosphere that supports sustainable organizational success. Ultimately, the research suggests that organizations should consider culture as a fundamental component of strategic management, integrating cultural considerations into decision-making processes and employee development initiatives.

5.4 Recommendations

Based on the study's findings and their implications, several key recommendations are proposed to improve the management of organizational culture and employee performance. These recommendations are directed toward Human Resource (HR) managers, future researchers, and organizational leaders to ensure that practices and strategies are aligned with cultural values and performance goals.

Human Resource Managers plays a crucial roles and encouraged to adopt a more strategic and proactive stance in cultivating and maintaining a positive organizational culture. This involves evaluating cultural fit during the recruitment process, customizing training programs to align with employees' cultural orientations, and developing performance appraisal systems that reflect core organizational values, whether they emphasize individual achievement or teamwork. Regular collection of employee feedback and systematic culture assessments are also crucial for ensuring ongoing cultural alignment and continuous improvement. Furthermore, HR managers must lead organizational change initiatives with cultural sensitivity to minimize resistance and facilitate smooth transitions.

For future research, it is recommended that subsequent studies expand their scope beyond Hofstede's four dimensions to investigate other cultural factors that may influence employee performance. Researchers are also encouraged to utilize a mixed-methods approach to gain more comprehensive and nuanced insights. While the effectiveness of the current quantitative method validates its continued use, future studies could enhance generalizability and analytical depth by increasing sample diversity, further validating research instruments, and applying the study to different sectors or geographical regions.

On the other hand, organizations are advised to prioritize culture as a strategic imperative. Leaders should integrate cultural values into their planning and decision-making processes to foster a supportive and high-performance work environment. This includes developing leadership programs that promote cultural awareness, ensuring HR policies align with cultural expectations, and cultivating a workplace climate that truly reflects the values of its employees. By adopting these measures, organizations can significantly enhance employee engagement, satisfaction, and ultimately, achieve sustained long-term success.

5.5 Summary

This chapter has provided a summary of all the chapters covered in this study. The research findings have been discussed in detail, leading to the development of implications and comprehensive recommendations for human resource managers, organizations, and future researchers. Ultimately, the researcher hopes that this study offers valuable insights and contributes to a deeper understanding of organizational culture and its impact on employees' performance, particularly in the context of human resource development (HRD) for managing employees in the workplace.

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APPENDIX

APPENDIX 1 Permission Letter

COPY

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.41 (96)

9 April 2025

Tuan Joseph Blandoi
General Manager
Sarawak Land Consolidation And Rehabilitation Authority
Wisma SALCRA,
No. 1 Lot 2220, Block 26, MTLD,
Jalan Dato Mohd Musa,
94300 Kota Samarahan
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk.

Dengan ini disahkan bahawa pelajar Shalini anak Willie (85635) adalah pelajar Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian : "The Relationship of Organizational Culture And Employee Performance"
Penyelia : Encik Abang Izhar bin Abang Ahmad
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Sehubungan itu, sukacita kiranya pihak tuan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

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

Sekian,

Yang benar,

Julia Anak Clifton Akoi@Empadeng
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Program Pembangunan Sumber Manusia

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RECEIVED
09 MAY 2025
LEARNING
DEVELOPMENT
UNIT

RECEIVED
19 MAY 2025
BUREAU OF ORGANIZATION
WISMA SALCRA
KUCHING

RECEIVED BY:
Friedella J. ...
Date: 14/5/2025

Handwritten notes: "Mod & deal book", "very 'raw' to me", "Pr 19/5", "8/5/25", "A", "8/5/25"

APPENDIX 2 Questionnaires

Part A: Demographic

A questionnaire was created to serve as the primary tool for the current study. The questionnaire was divided into two sections: the first considered the demographics of the study sample (gender, age, and work experience), and the second presented statements about study variables based on previous studies. In its first version, the questionnaire was presented to respondents for arbitration. Following arbitration, the questionnaire consists of 32 statements on a 5- point Likert scale.

Gender

- Male
- Female

Age

- 25-35
- 36-45
- 46-55
- 55 and above

Race

- Malay
- Chinese
- Indian
- Bumiputera Sarawak
- Bumiputera Sabah

Years Of Service

- below 3 years
- 3-5 years
- 6-10 years
- 11-15 years
- Above 15 years

For the next part of the questionnaire, respondents are required to choose only one suitable answer for each of the questions.

PART B

Power Distance (Very High, High, Neutral, Low, Very Low)

1. The comfort level I feel when approaching my immediate supervisor with concerns or suggestions is..
2. The degree of respect and dignity shown to employees at all levels in this organization is..
3. The autonomy given to employees to make decisions within their job scope is...
4. The encouragement for employees to openly share their opinions during team discussions or meetings is...
5. The frequency of direct communication between non-executives employees and executives employees is...

Uncertainty Avoidance (Very High, High, Neutral, Low, Very Low)

1. The organization's preparedness to address unforeseen challenges is...
2. The level of discomfort experienced when faced with significant changes in work processes is...
3. The clarity of organizational policies and procedures for handling unexpected situations is...
4. The level of detail provided in job roles and responsibilities to avoid ambiguity is...
5. The extent to which employees are required to follow a structured workflow to complete tasks is...

Individualism versus Collectivism (Strongly Disagree to Strongly Agree)

1. Employees prioritize their personal goals over team objectives.
2. Employees are encouraged to focus on their individual career growth rather than collective success.
3. Employees value personal accountability more than shared responsibility.
4. Employees prefer to make decisions independently rather than seeking group input.
5. Problem-solving often involves the active participation of team members.

Masculinity versus Femininity (Strongly Disagree to Strongly Agree) (High masculinity to High Femininity)

1. In this organization, employees are encouraged to compete with one another.
2. Maintaining harmonious relationships is a priority in our workplace.
3. Success is defined by achieving measurable results and recognition.
4. The organization values emotional well-being and employee satisfaction.
5. Gender-specific roles or traits influence workplace tasks and responsibilities.

PART C

Employee Performance (Strongly Disagree to Strongly Agree)

1. I perform better when my manager seeks my input on decisions.
2. Being involved in decision-making enhances my commitment to my work.
3. I feel more productive when I have autonomy in my job tasks.
4. I perform better when my job tasks and responsibilities are clearly defined.
5. My performance improves when organizational rules and guidelines are clear and easy to follow.
6. I feel confident and motivated when the organization provides clear instructions for dealing with uncertainty.
7. Assertiveness and competition are highly valued in achieving work goals.
8. Nurturing and supporting colleagues is actively practiced in this organization.
9. Promotions and rewards are primarily based on measurable performance outcomes.
10. Teamwork and collective success are more important than individual accomplishments.
11. Employees are primarily evaluated based on their individual contributions.
12. The organization encourages a sense of community and belonging among employees.