

Impact of Organizational Culture on Employees' Performance: A Study in Multinational Corporations in Sarawak

Ivy Lau Chien Jie^{1*}, Rahmat Aidil Djubair² and Mohd Zainal Munshid Harun³

¹*School of Postgraduate Studies, University College of Technology Sarawak (UCTS), Malaysia*

²*School of Business and Management, University College of Technology Sarawak (UCTS), Malaysia*

³*School of Business and Management, University College of Technology Sarawak (UCTS), Malaysia*

ABSTRACT

In this study, the relationship between both organizational culture and employees' performance has been researched in several numbers of multinational corporations in Sarawak, Malaysia. Sarawak is one of the regions in Malaysia with different categories of race, and different races practise different cultural conducts. As employees from different cultural backgrounds work in multinational corporations from different countries with respective cultures, this will definitely bring influence on the employees' working professionalism with either positive or negative outcomes. The objective of the present study is to investigate whether the organizational culture will impact the employees' performance within multinational corporations selected. This study has been conducted by using quantitative correlational research design with self-administered questionnaire distributing to the targeted respondents. In terms of organizational culture, Hofstede's four cultural values, namely, Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, and Femininity versus Masculinity are adopted by the researcher to conduct this study. The data collected is analyzed by using IBM SPSS 25.0. The study has found out that there is a significant relationship between organizational culture and employees' performance within the multinational corporations. The study also recommended the multinational corporations to pay more attention to the factor that stimulating employees' job performance.

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

1. INTRODUCTION

People's working conducts and ways of dealing with problems are mostly brought up by their perspective cultural background. Culture can be known as an important part in socializing the human all around the world; few social elements that culture exposed are habit, native language, value, standard, belief, and sign (George, Sleeth, & Siders, 1999). Organizational culture is considered as the nature of an organization since it decided the aspects of how an organization should have functioned. It also stresses the significance of developing adequate systems to encourage employees to strive together in accomplishing a shared goal (Weerarathna & Geeganage, 2014). For the purpose of understanding employees' behaviour within an organization, one of the best instruments to consider is organizational culture. It is commonly referred to as a compelling power that dominates the working life of every employee; just like a string that ties the whole organization altogether (Omeregbe & Umemezia, 2017).

There are two examples of globally well-known organizations to be given in exploring the essential of organizational culture on employees' performance. An essential aspect of Apple Inc's to obtain ongoing successes in the world of technology is its organizational culture. Tim Cook, CEO of Apple Inc's nurtured and encouraged cooperative culture among the employees;

*Corresponding author: ivylauchj9@outlook.com

he was doing this for the purpose of allowing the corporate messages could flow around every corner of the organization freely (Pratap, 2017). In addition, Cook puts emphasis on the working performance of the employees to make sure the organization remains in the inventive core. Both Jobs and Cook truly believed that to achieve an outstanding and beneficial accomplishment, a good organizational culture cannot be precluded (Meyer, 2019). Alibaba Group, a best known China corporation founded by Jack Ma and Peng Lei. Alibaba Group has a distinct internal culture that other opponents may find it hard to duplicate; this internal culture established by the founder has contributed a solid corporate foundation for Alibaba (Matous, 2015). According to Ma's belief, one organization could only build a connection between brand and buyer's mind with a powerful and effective organizational culture. Ma never questions the direct relationship between organizational culture and employees' performance, which is why he always pays attention to emphasize the culture that focusing on well-being and equity among the workers so as to ensure their performance, commitment, and business advantageous accomplishments (Shao, 2014).

1.1 Problem Statement

For the purpose to assure the achievement of the organizational goals and objectives, organizations always promote employees to pursue an outstanding working performance which is an element that cannot be omitted (Weerarathna & Geeganage, 2014). Organizational culture possesses a strong impact on the quality and performance of the organization's operations. A kind of culture that clarifies the employees should engage well and have similar expectations as per organization should be nurtured to improve the efficiency to accomplish every single organizational goal (Shahzad, Luqman, Khan, & Shabbir, 2012). Employees are proved to not perform up to the standard and work together well due to weak organizational culture. Issues of Poor participation, inconsistency, and inflexibility will have arisen with such weak culture within an organization (Aluko, 2003). According to Hofstede's cultural dimensions, each of the values may engage with some issues that are not expected by the management of one multinational company. To prevent from enduring different aspects of organizational loss, the researcher should develop thorough research for predicting, comprehending, disclosing and solving the troubles.

1.2 Research Objective

The general objective of the present study is to determine the impact of organizational culture on employees' performance in the multinational corporations located in Sarawak, Malaysia. There are four specific objectives to be developed to identify whether there is any impact or influence of:

- i. Power distance on employees' performance
- ii. Uncertainty avoidance on employees' performance
- iii. Individualism versus collectivism on employees' performance
- iv. Femininity versus masculinity on employees' performance

1.3 Scope of the Study

The study scope is divided into four categories with their contents listed. First, geographical scope in the study is the five multinational corporations operated in Sarawak. Their origin countries consist of Japan, Korea, Bermuda, Hong Kong, and Malaysia. Next, philosophical scope is to study the impact of organizational culture on employees' performance. The unit analysis involved is those office employees who work in multinational corporations. Also, theoretical scope is Hofstede's four cultural dimensions; they are Power Distance (PDI), Uncertainty Avoidance (UAI), Individualism versus Collectivism (IDV), and Femininity versus Masculinity (MAS). Last, in terms

of methodology scope, correlational quantitative research approach is employed and collected data are analyzed with IBM SPSS 25.0.

2. LITERATURE REVIEW

In this section, different perspectives regarding the interpretations and importance of organizational culture and employees' performance, the impact of organizational culture on employees' performance, and Geert Hofstede's cultural approach to organizational culture from past researchers will be reviewed.

2.1 Organizational Culture

Organizational culture did not really go through investigations or studies among management level within corporations until late 1970. Looking into the background of organizational culture, it once became a complicated way of researching an individual's personality, behavior, and norm in the line to the working environment that the person has worked under (Brown, 1998). In the beginning time of studying organizational management, there were few books published and it has successfully caught the attention of businesspeople with all the contents regarding the reasons and impacts of organizational cultures within organizations (Ouchi, 1981). According to Collins and Porras (2000), organizational culture, so-called corporate culture is assisted in distinguishing one company from others. Arnold, Silvester, Cooper, Robertson, & Patterson (2005) support the idea by revealing that organizational culture is the combination of shared belief, norm, way of conduct, and value that help to define every organization. In general, the culture within an organization signifies ones' characteristics and personalities. Different from the past where members within an organization were trying to reach the goals with only one culture enforced, businesses nowadays have changed due to globalization which leads to an open market, elimination of constraint between countries, and also a huge growth in the workforce; these became a cause why organizations should adopt an adaptable cultural model. This is highly essential for businesses while pursuing a long term success (Edewor & Aluko, 2007). Organizational culture acts as an important role in producing and shaping the distinct respective behavior styles from individual employees, workgroups and businesses. It is also known as a powerful force in building a standard way of conduct among the employees and defining the boundaries of what can or cannot be done. Furthermore, it is elected as an element that ensures both strength and peace have existed during the interactions between employees (Al-Tai & Al-Nofel, 2003). As stated by Nongo (2012), it is certain that organizational culture stimulates a business to achieve its objectives, goals, and success. Therefore, a thorough study must be conducted so as to get to understand one organization's internal basic culture well; since it triggers employees' performance, commitment, and motivation.

2.2 Employees' Performance

Generally, employees' performance can be described as an extent of one employee in meeting the role targets as expected and planned in the first place (Katz & Kahn, 1978). In a relationship between employer and employee, employees' performance can be known as a core variable. The degree of accomplishment of an employee is reflected in terms of employees' performance. The ability of an organization in designing and developing plans of action will decide the achievement of its targets and objectives (Wade & Recardo, 2001). It is very important for managers to make sure the employees work under him or her are achieving a standard working performance as expected; managers should make sure those employees who either work as a team or individually are familiar with their own responsibilities and roles. In short, an excellent job performed means one employee creating a high standard of service and product. Employees' performance is assisted in reducing business difficulties such as poor productivity and overall inefficiency. Ways to consider employees' performance can be developed into three; they are appointing jobs with

expectations, encouraging their working achievements, and assessing their performance with some comments given after that.

2.3 Importance of Organizational Culture and Performance

According to Zheng, Yang, & McLean (2010), in regard to effectiveness and efficiency, organizational culture is perceived as one of the capitals that have been investigated thoroughly from time to time; since culture within the workplace can be known as a powerful property to achieve a long term success. Good performance organizations engaged with specific cultural features can be distinguished from some weak performance organizations, and this is to ensure the status (Hambrick, 2007). In addition, the culture within an organization has the power of enhancing workers' performance and working satisfaction, and also awareness about the solution of problems (Omoniyi, Salau, & Fadugba, 2014). Organizational culture is an essential element in promoting the achievement of corporate aims and targets, since it controls the ways of how the employees perform and conduct in the workplace. Frankly speaking, it also assists in enhancing the improvement, participation, and commitment of one employee in his or her job (Nongo & Ikyanyon, 2012). A past researcher has proved that a positive performance can be triggered by a strong organizational culture. Weak financial ability can be the issue that affects the strength of organizational culture. There will be a large number of variables that affect the performance output among organizations with poor cultures (Garmendia, 2004). Ojo (2010; 2012) used to mention several studies which confirmed that strong corporate culture is much more successful than the weak one since it brings impact on positive employee's working conduct and behavior and excellent organization's performance with high productivity. There are three vital impacts for an organizational culture to promote the ability of achievement of a business, namely, control system, social glue, and sense-making (Bawua, 2011).

2.4 Impact of Organizational Culture on Employees' Performance

This section is going to highlight some literature and findings from previous researches regarding the relationship (impact) between organizational culture and employees' performance. First, according to Agwu (2014), the researcher has proved that there is a significant relationship between organizational culture and employees' performance and a good culture is indicated to improve the working efficiency and effectiveness of employees. Some suitable training, team building activities, and funding are encouraged to be given to support employees in terms of their performance. Second, this paper is conducted in Bangladesh by using qualitative approach with the objective to study the relationship between organizational culture and working performance and output. It deduced a significant impact of culture within an organization on performance and working output (Uddin, Luva, & Hossian, 2013). The third study is by Al-Dwailah (2007), Handy's model is applied to study the impact of organizational culture on employees' performance. This study brings to light the actuality of a significant relationship between organizational culture and performance in the corporate. The fourth study is represented by Al-Waqfi (2004) with two parts of respondents; employees and customers of banks. This study is carried out with mixed method approach. The respondents are proved to have a poor sense of culture and performance cognition, yet, there is still a positive relationship between culture and performance. The fifth study goes to one research conducted in a university by Khalif, Dahie, Mohamed, & Eid-Ga'amey (2017). This study is carried out to study the respective relationship between competitive, consensual, entrepreneurial culture and performance. Correlation analysis brings to light that those three types of cultures mentioned above are deduced to impact positively on employees' job performance in the university in Mogadishu. Organizational commitment has a close relationship with performance, employees who commit well reflecting in a good performance. Sixth, according to Afaneh, Khairuddin, Sanjuq, & Qaddoumi (2014), a study to determine a relationship between culture and organizational commitment is conducted over the universities in Jordanian. The

result proved that commitment is impacted positively by collective culture all over the universities. Eighth previous research is executed by Mohamed & Abukar (2013) to examine the relationship between culture and workers' job performance among the universities in Mogadishu. After analyzing data with SPSS, it can be concluded that good organizational culture brings along good workers' working performance, and it is significant. The recommendation given is to encourage the enhancement of employees' working ability for excellent output. The ninth paper referred to is conducted in the Indian banking sector to study the relationship between corporate culture and employees' performance. Banking employees are selected as targeted respondents for this study and more than half of them have agreed that organizational culture does impact employees' job performance and it enhances productivity and working output positively (Gunaraja, 2014). Referring to the tenth previous paper by Stephen and Stephen (2016), the research is carried out in a university in Amassoma with 100 respondents (employees) involved to collect the data regarding the impact of organizational culture on employees' working performance and satisfaction. In the final result, the researchers deduced that support culture is the kind of culture that provides a positive effect on working performance and satisfaction. Eleventh, according to the study by Emeka and Philemon (2012) which is focused in the manufacturing industry in Enugu, Nigeria, after analyzing and interpreting the data, the researchers have summarized that culture within the industrial companies is proved to impact positively on job performance. Moreover, the organizational culture is indicated to enhance the effectiveness of the productive effort. The last paper is conducted in the telecommunication sector in Singapore by Paschal and Nizam (2016). Each of the elements in Hofstede's model is applied to study the relationship between organizational culture and employees' performance, namely, ritual, heroes, values, and symbols. Except symbol, the result of the study has demonstrated that another three elements are proved to have an extreme and significant effect on employees' job performance. There are several review papers developed by past researchers to study, indicate and deduce the impact (effect; influence) of corporate (organizational) culture and employees' performance (Awadh & Alyahya, 2013; Narayana, 2017; Abu-Jarad, Yusof, & Nikbin, 2010).

2.5 Geert Hofstede's Approach to Organizational Culture

Hofstede (1980) organizational cultural dimension values is one of the well-known cultural instruments and it is contributed as an effective way while studying and comparing the fundamental constructs of culture within an organization. Hofstede's cultural dimension values are suggested to implement when one is studying a topic in relation with organizational culture since it is the pioneer one in investigating culture-related study and it has been widely used as a cultural instrument by lots of researchers over many different countries with the diverse cultural background (Mohamed, Nor, Hasan, Olagathan, & Gunasekaran, 2013; Sumaco, Imrie, & Hussain, 2014; Afaneh et al., 2014, Nazarian, Irani, & Ali, 2013; Ahmed & Shafiq, 2014; Irfan, 2016; Contiu, 2011). Hofstede cultural dimension values have been gone through some alterations and developments because of its importance towards the directorial world, for example, GLOBE. By utilizing Geert Hofstede's cultural approach, objectives developed for one study can be achieved more comprehensively. According to Hofstede (1980), there are three types of culture that bring effect on employees' working conducts and behaviors; they are occupational culture, organizational culture, and national culture. It has proved that organizational culture is the most influential type among all. Differences in organizational cultures can be classified by differentiating one culture from another within an organization. In view of this, there are four most original cultural values developed by Hofstede which bring along impacts to the organizations, they are power distance, uncertainty avoidance, individualism versus collectivism, and femininity versus masculinity.

- i. Power distance: An extent to which powerless employees in an organization perceived that unequally distribution of powers and rights are normal. Employees with high power

- distance treat one another officially according to position, while employees with low power distance treat one another casually.
- ii. Uncertainty avoidance: An extent to which employees feel either threatened or intimidated by uncertainties or ambiguities. Employees with low uncertainty avoidance enjoy risk-taking, while employees with high uncertainty avoidance prefer rules and obligations to be stated clearly.
 - iii. Individualism versus collectivism: Individualists emphasize on 'I' and speak out personal mind only, while collectivists emphasize on 'We' and focus on group or team spirit.
 - iv. Femininity versus masculinity: Feminists are soft and emphasize on the quality of life as well as low working stress, while masculinists are aggressive and emphasize on value and result of work as well as rewards.

2.6 Research Framework

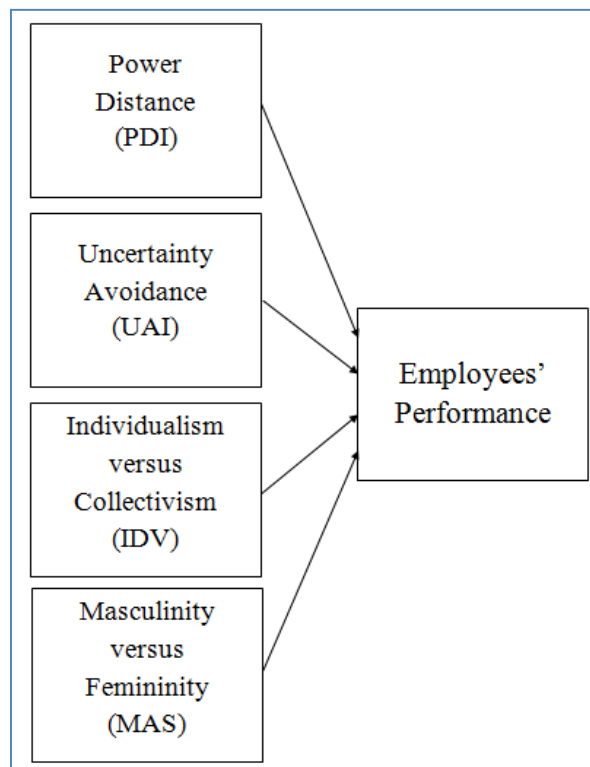


Figure 1. Research Framework

2.7 Research Hypotheses

H1: There is a significant relationship between Power Distance (PDI) and employees' performance in the multinational corporations.

H2: There is a significant relationship between Uncertainty Avoidance (UAI) and employees' performance in the multinational corporations.

H3: There is a significant relationship between Individualism versus Collectivism (IDV) and employees' performance in the multinational corporations.

H4: There is a significant relationship between Femininity versus Masculinity (MAS) and employees' performance in the multinational corporations.

3. METHODOLOGY

3.1 Research Design

The present study is conducted in the quantitative approach. Quantitative approach is executed with the collected data is analyzed by using the statistical method. Correlational research design is adopted to measure the degree of influence of organizational culture on employees' performance among office employees from different multinational corporations.

3.2 Population and Sampling Design

The target population engaged in this study is the office employees who work in multinational corporations in Sarawak, Malaysia. Multinational corporations selected are originated from countries like Hong Kong, Bermuda, Malaysia, Korea, and Japan. Based on the annual reports, there are 897 office employees in total who currently provide service for the corporations. According to the Roscoe rule of thumb (1975), Alreck & Settle (1995), and Bullen (2013), sample size can be determined as per 10% of the population. For the purpose to develop a relationship between dependent and independent variables, at least 30 samples have to involve in conducting correlational research (Gay & Diehl, 1992). The population number of multinational corporations is inconsistent; some may come with more employees, or some with less. Thus, the number of population of each of the multinational corporations would be considered while the researcher calculating the sample size. With 10% of the population, the number of at least 90 respondents has been determined to collect the data. The sampling technique implemented for this study is the convenience sampling method. It is time and cost-saving. Previously, at least 90 respondents are calculated to consider for collecting data, yet the larger the sample size the better, the more accurate the data would be (Cornish, 2006; Zamboni, 2018). Consequently, 150 self-administered questionnaires would be distributed to the respondents. With at least 90 respondents estimated for data collection, and 150 questionnaires printed and distributed out, a total number of 124 completed questionnaires have been collected back for further investigation. Statistically speaking, the response rate of the current study is 138%, which is higher and better than the previous estimation.

3.3 Method of Data Collection

To complete this study with useful data and information, there are two kinds of data to be gathered, namely, primary data (source) and secondary data (source). Primary data can be known as first-hand data; it is obtained by one or a group of researchers personally and individually by observing, interviewing, grouping, or surveying. Research questionnaire for the present study is prepared and once the questionnaires have finished filling up by those respondents, the primary data are successfully obtained. Secondary data can be known as second-hand data that is collected by others in the very first place; it is collected for the intention to support or justify primary data. Secondary data presented in the current study are mainly referred to and obtained from articles, journals, books, papers, and websites that having a closely related nature of the topic with this study.

3.4 Research Instrument

A structured questionnaire is developed and implemented as a research instrument for the present study. The questionnaire can be considered as a good research technique in obtaining primary data by collecting responses from the targeted respondents. A close-ended questionnaire with limited numbers of pre-determined responses is established by the researcher. It does not require long and complicated feedback and this would be more effective while asking

respondents' willingness to cooperate in answering the questions. This questionnaire served as a self-administered questionnaire; which means there would be zero-intervention of the researcher as all target respondents are answering the questionnaires. The research questionnaires would be distributed to targeted respondents in person by the researcher. Languages selected in developing the questionnaire are Bahasa Malaysia, English and Chinese; this is to allow respondents may be able to answer the questions with own most familiar language without any vague. The questionnaire is divided into three sections; they are demographic profile with 8 items, organizational culture with 40 items, 10 items assigned for each of the Hofstede's cultural dimensions, and 10 items for employees' performance. There are 58 items in total that have been developed to study the variables and demographic background of the targeted respondents. Seven-point Likert scale is executed for respondents to choose own level of agreement from point 1 to 7. Table 1 below shows the measurement of the variables in a seven-point Likert scale.

Table 1. Measurement Table of Variables

Variable	1	2	3	4	5	6	7
Power Distance	Low						High
Uncertainty Avoidance	Low						High
Individualism vs. Collectivism	Collectivism	→					Individualism
Masculinity vs. Femininity	Femininity						Masculinity
Employees' Performance	Strongly Disagree						Strongly Agree

3.5 Statistical Analyses

IBM SPSS 25.0 is employed to analyze the data and interpret the result. Few statistical methods from SPSS are selected to conduct data analysis; they consisted of descriptive analysis, reliability analysis, mean analysis, and correlation analysis. The demographic profile of respondents would be studied with descriptive frequency analysis. Reliability analysis is implemented to check out the stability and consistency of the data collected from the respondent. Correlation analysis and mean analysis are applied to examine the impact of organizational culture on employees' performance.

More specifically, correlation analysis is adopted to measure the extent of four cultural variables according to coefficient range; this is for the purpose to comprehend their respective relationship (positive or negative) with employees' performance. For mean analysis, it is applied to measure the level of agreement of office employees regarding the existence (degree) of influence of culture within an organization on job performance of employees; the overall level of agreement obtained for employees' performance is interpreted in accordance to the measurement table (seven-point Likert scale) in Table 1, with points from 1(Strongly Disagree) to 7(Strongly Agree). Furthermore, the mean analysis in the present study is also a statistical instrument calculated to obtain an average number to represent the cultural nature of the five multinational corporate according to the four dimensions. For instance, it is to indicate whether the working circumstance is tended towards high or low power distance, high or low uncertainty avoidance, individualism or collectivism, and masculinity or femininity.

Sequentially, mean analysis has to be conducted in the first place to ensure respondents do agree (level of agreement) that organizational culture does influencing performance, then, correlation analysis is carried out to measure the rankings of Hofstede's four cultural dimensions on performance.

3.6 Pilot Test

Before going into the actual test, a pilot test (pre-test) is conducted to ensure that the questionnaire is suited well to be implemented and carried out for the present study. It is assisted by assuring the reliability of the data, hence the credibility of the study. Table 2 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

In accordance with the overall result of the pilot test of the current study, one could find out that the questionnaire is qualified enough to be proceeded in investigating the relationship between variables with its reliability meeting the internal consistency standard.

Table 3. Reliability Statistic (Power Distance)

Cronbach's Alpha	Items	Internal Consistency
0.938	10	Very Good

Table 4. Reliability Statistic (Uncertainty Avoidance)

Cronbach's Alpha	Items	Internal Consistency
0.719	10	Acceptable

Table 5. Reliability Statistic (Individualism vs. Collectivism)

Cronbach's Alpha	Items	Internal Consistency
0.823	10	Good

Table 6. Reliability Statistic (Femininity vs. Masculinity)

Cronbach's Alpha	Items	Internal Consistency
0.712	10	Acceptable

Table 7. Reliability Statistic (Employees' Performance)

Cronbach's Alpha	Items	Internal Consistency
0.937	10	Very Good

4. DATA ANALYSIS AND DISCUSSION

4.1 Demographic Profile

In the present study, the demographic profile has consisted of gender, age, race, education background, and job tenure. To ease the study to be conducted, the researcher has made a promise that all background information of the respondents would be treated confidentially. Once again, data is collected from the office employees who work in the multinational corporations in Sarawak.

Table 8. Background of the Targeted Respondents (Office Employees)

Demographic Item	Categories	Frequency	Percentage (%)
Gender	Male	72	58.1
	Female	52	41.9
Total		124	100.0
Age	21-30 years	56	45.2
	31-40 years	42	33.9
	41-50 years	15	12.1
	51 years and above	11	8.9
Total		124	100.0
Race	Chinese	49	39.5
	Native Sarawak	47	37.9
	Malay	26	21.0
	Filipino	1	0.8
	None Asian	1	0.8
Total		124	100.0
Education	Secondary School or below	23	18.5
	Diploma	36	29.0
	Degree/ Professional Qualification	50	40.3
	Postgraduate	15	12.1
Total		124	100.0
Job Tenure	Less than 1 year	22	17.7
	1 year to less than 4 years	50	40.3
	4 years to less than 7 years	44	35.5
	7 years to less than 10 years	6	4.8
	10 years and above	2	1.6
Total		124	100.0
Origin of Company	Malaysia	27	21.8
	Bermuda	26	21.0
	Hong Kong	24	19.4
	Korea	24	19.4
	Japan	23	18.5
	Total	Total	124

According to gender shown in Table 8, the sample is made up of 72 male respondents (58.1%) and 52 female respondents (41.9%). The majority and minority of age category of the respondents are between 21-30 years (56; 45.2%) and 51 years and above (11; 8.9%) respectively. The majority of the race of the respondents is represented by Chinese with 49 respondents and 1 Filipino and 1 None Asia represented the minority of race. Most of the respondents (50; 40.3%) who answered the questionnaires are qualified with degree level or professional qualification in education background; the least belonged to 15 respondents (12.1%) with the postgraduate level. Job tenure with 4 years to less than 7 years is covered by the majority of respondents with a number of 44 of them (35.5%), while the minority belonged to 10 years and above with 2 respondents only (1.6%). As stated in Table 8, the numbers of respondents selected to study the research from each of the multinational corporations seemed relatively balance; this is good for the accuracy of the overall data with all the situations of the corporations that could be paid attention for by the researcher.

4.2 Reliability Test

Before entering the stage of data analysis, a reliability test should be conducted to assure the internal consistency of the collected data. The reliability of every variable in the questionnaire

would be examined and showed in the tables below with Cronbach's Alpha and internal consistency. Consequently, the tables below have proved that the study could proceed with all the variables obtaining a qualified reliability statistics test.

Table 9. Reliability Statistic (Power Distance)

Cronbach's Alpha	N of Items	Internal Consistency
0.910	10	Very Good

Table 10. Reliability Statistic (Uncertainty Avoidance)

Cronbach's Alpha	N of Items	Internal Consistency
0.769	10	Acceptable

Table 11. Reliability Statistic (Individualism vs. Collectivism)

Cronbach's Alpha	N of Items	Internal Consistency
0.736	10	Acceptable

Table 12. Reliability Statistic (Femininity vs. Masculinity)

Cronbach's Alpha	N of Items	Internal Consistency
0.713	10	Acceptable

Table 13. Reliability Statistic (Employees' Performance)

Cronbach's Alpha	N of Items	Internal Consistency
0.870	10	Good

4.3 Mean Analysis

Table 14. Descriptive Statistics

	Mean	Std. Deviation	N
Power Distance	5.1323	0.94150	124
Uncertainty Avoidance	5.4484	0.61426	124
Individualism vs. Collectivism	5.7008	0.56085	124
Femininity vs. Masculinity	5.7387	0.57321	124
Employees' Performance	5.4129	0.79254	124

Before studying the relationship between organizational culture and employees' performance with correlation, mean analysis is analyzed to study the perspective and point of view by office employees regarding employees' performance and cultural nature at the workplace. As stated in Table 14, employees' performance obtained a mean of 5.4129. It reflects office employees who work in multinational corporations are agreed that organizational culture does impact on employees' performance positively. For another four cultural values, namely, power distance, uncertainty avoidance, individualism vs. collectivism, and femininity vs. masculinity, they obtained mean values of 5.1323, 5.4484, 5.7008, and 5.7387 respectively. These mean values indicate the office employees are agreed that these four cultural values do existing within the workplace and bringing influences at the same time. In line the with measurement table in Table 1, these mean values indicate that the multinational corporations in Sarawak are tended towards high power distance, high uncertainty avoidance, individualism, and masculinity.

4.4 Pearson Correlation Analysis

Correlation analysis is carried out to study the relationship between organizational culture and employees' performance. This section would be subdivided into four according to Hofstede's four cultural dimensions. Research objectives and hypotheses for each of the cultural values are going to be answered and explained with the outcomes from the correlation analysis. Before that, Table 15 shows the correlation strength with respective ranges (Ratner, 2009).

Table 15. Correlation Coefficient Interpretation

Coefficient Range	Relationship Strength Description
0 - ± 0.3	Weak Positive; Negative
± 0.3 - ± 0.7	Moderate Positive; Negative
± 0.7 - ± 1.0	Strong Positive; Negative

4.4.1 Power Distance

H1: There is a significant relationship between power distance and employees' performance in the corporations.

Objective: To identify the impact of power distance on employees' performance in the corporations.

Table 16. Correlation (Power Distance)

		Employees' Performance
Power Distance	Pearson Correlation	0.665
	Significance (2-tailed)	0.000
	N	124

Based on Table 16, the Pearson correlation obtained for the variables above is in positive value; it signifies a positive relationship between power distance and employees' performance. One can notice that power distance possesses a correlation of 0.665 with employees' performance. The value falls in between the coefficient range from +0.3 to +0.7; $+0.3 < +0.665 \leq +0.7$. Resultantly, power distance has a moderately positive impact on employees' performance.

As shown in Table 16, relationship between power distance and employees' performance obtained a P-value of 0.000, which is less than 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 the corporations.

4.4.2 Uncertainty Avoidance

H2: There is a significant relationship between uncertainty avoidance and employees' performance in the corporations.

Objective: To identify the impact of uncertainty avoidance on employees' performance in the corporations.

Table 17. Correlation (Uncertainty Avoidance)

		Employees' Performance
Uncertainty Avoidance	Pearson Correlation	0.464
	Significance (2-tailed)	0.000

Based on Table 17, the Pearson correlation obtained for the variables above is in positive value; it signifies a positive relationship between uncertainty avoidance and employees' performance. One can notice that uncertainty avoidance possesses a correlation of 0.464 with employees' performance. The value falls in between the coefficient range from +0.3 to +0.7; $+0.3 < +0.464 \leq +0.7$. Resultantly, uncertainty avoidance has a moderately positive impact on employees' performance.

As shown in Table 17, relationship between uncertainty avoidance and employees' performance obtained a P-value of 0.000, which is less than 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 the corporations.

4.4.3 Individualism versus Collectivism

H3: There is a significant relationship between individualism vs. collectivism and employees' performance in the corporations.

Objective: To identify the impact of individualism vs. collectivism on employees' performance in the corporations.

Table 18. Correlation (Individualism vs. Collectivism)

		Employees' Performance
Individualism	Pearson Correlation	0.451
vs.	Significance (2-tailed)	0.000
Collectivism	N	124

Based on Table 18, the Pearson correlation obtained for the variables above is in positive value; it signifies a positive relationship between individualism vs. collectivism and employees' performance. One can notice that individualism vs. collectivism possesses a correlation of 0.451 with employees' performance. The value falls in between the coefficient range from +0.3 to +0.7; $+0.3 < +0.451 \leq +0.7$. Resultantly, individualism vs. collectivism has a moderately positive impact on employees' performance.

As shown in Table 18, relationship between individualism vs. collectivism and employees' performance obtained a P-value of 0.000, which is less than 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 the corporations.

4.4.4 Femininity versus Masculinity

H4: There is a significant relationship between femininity vs. masculinity and employees' performance in the corporations.

Objective: To identify the impact of femininity vs. masculinity on employees' performance in the corporations.

Table 19. Correlations (Femininity vs. Masculinity)

		Employees' Performance
Femininity	Pearson Correlation	0.412
vs.	Significance (2-tailed)	0.000
Masculinity	N	124

Based on Table 19, the Pearson correlation obtained for the variables above is in positive value; it signifies a positive relationship between femininity vs. masculinity and employees' performance. One can notice that femininity vs. masculinity possesses a correlation of 0.412 with employees' performance. The value falls in between the coefficient range from +0.3 to +0.7; $+0.3 < +0.412 \leq +0.7$. Resultantly, femininity vs. masculinity has a moderately positive impact on employees' performance.

As shown in Table 19, relationship between femininity vs. masculinity and employees' performance obtained a P-value of 0.000, which is less than 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 the corporations.

4.5 Discussion of Major Findings

4.5.1 Hypotheses

Table 20. Hypothesis

Order	Hypothesis	P-value	Remark
H1	There is a significant relationship between power distance and employees' performance in the corporations	0.000	H1 is supported
H2	There is a significant relationship between uncertainty avoidance and employees' performance in the corporations	0.000	H2 is supported
H3	There is a significant relationship between individualism vs. collectivism and employees' performance in the corporations.	0.000	H3 is supported
H4	There is a significant relationship between femininity vs. masculinity and employees' performance in the corporations.	0.000	H4 is supported

4.5.2 Power Distance

By comparing the mean of power distance (5.1323) from respondents with the measurement table in Table 1, it can be summarized that employees are tended towards a high power distance working environment. High power distance in the multinational corporations is proved to have a significant relationship with employees' performance. In the meantime, high power distance develops a moderately positive impact on employees' performance. As reported by Hofstede (1985), employees will be influenced by power distance in the way of settling issues within a company. Usually, employees with high power distance will always refer to the higher level of management regarding solving some troublesome problems, since in their cognition higher management is dominant and influential. According to Sagie and Aycan (2003), employees may find it common and logical to work within a workplace with high power distance. They believe that a higher level of management holds the rights and authorities to make any decisions. Therefore, the employees believe that they are able to complete their tasks according to the benchmarks once complying with all the instructions pass down by their managers, and this will definitely lead to an excellent performance.

4.5.3 Uncertainty Avoidance

By comparing the mean of uncertainty avoidance (5.4484) from respondents with the measurement table in Table 1, it can be summarized that employees are tended towards a high uncertainty avoidance working environment. High uncertainty avoidance in multinational corporations is proved to have a significant relationship with employees' performance. In the

meantime, high uncertainty avoidance develops a moderately positive impact on employees' performance. As working in an organization with high uncertainty avoidance, employees will be inspired easily due to the sense of distress, and this definitely leads to a good working performance (Sully de Luque, 2004). Employees with high uncertainty avoidance are proved to show more loyalty to their own superior and have longer job tenure than those who possess low uncertainty avoidance (Sale, 2004). As stated by Doney, Cannon, and Mullen (1998), employees with high uncertainty avoidance show high credit and are trustworthy. Furthermore, high uncertainty avoidance will build a high degree of helping or assisting when someone is in need. Working risks and issues can be eliminated and performance can be enhanced when employees with high uncertainty avoidance are willing to lend a helping to each other or cooperate together.

4.5.4 Individualism versus Collectivism

By comparing the mean of individualism versus collectivism (5.7008) from respondents with the measurement table in Table 1, it can be summarized that employees are tended towards a high individualism working environment. High individualism in the multinational corporations is proved to have a significant relationship with employees' performance. In the meantime, high individualism develops a moderately positive impact on employees' performance. In the opinion of Sale (2004), employees with high individualism are committed well to the organizations that they work for; this believes to enhance their working performance. They prefer to work longer and have more power and dominance in control of their own job. Moreover, employees with high individualism librate a high degree of independence; a high degree of independence is proved to positively related to high personal duty responsibility. Individualist employees pay attention to self-achievement and this induces them to be more competitive while fighting or pursuing certain success (Krokosz-Krynke, 1998). A superb working performance will definitely be achieved with the above characteristics and features presented by individualist employees while performing their jobs.

4.5.5 Femininity versus Masculinity

By comparing the mean of femininity versus masculinity (5.7387) from respondents with the measurement table in Table 1, it can be summarized that employees are tended towards a high masculine working environment. High masculine in multinational corporations is proved to have a significant relationship with employees' performance. In the meantime, high masculine develops a moderately positive impact on employees' performance. For masculine employees, work is placed as a focal point in life; they rarely absent from works or tasks by reason of suffering illness or feeling uncomfortable. They also enjoy having enthusiasm and ambition in yearning an ideal career during work-life (Sale, 2004). Masculine employees with whole-heartedly dedications to work are expected to lead towards a better job performance. According to Jung, Su, Baeza, and Hong (2008), masculine employees who show assertiveness and stress own responsibility in performing a task are the features that motivate them to earn a satisfactory performance; since they highly emphasize on the result and success of works. Past researchers once revealed that individuals with masculinity prefer to make the decision personally without others' opinions and they are performance-driven (Ali, Brooks, & Alshawi, 2006).

5. CONCLUSION

The objective of the present study is to examine the exact impact of organizational culture on employees' performance among the employees who work in multinational corporations in

Sarawak, Malaysia. The organizational culture applied for this study would be the most original cultural dimension from Hofstede in 1980. Overall, what can be deduced in this study is, among the multinational corporations in Sarawak, it has proved that organizational culture does have a positive impact on employees' performance. In details, four cultural values employed in this study, namely, power distance, uncertainty avoidance, individualism versus collectivism, and femininity versus masculinity are expressed a moderately positive impact on employees' working performance; the most influential impact value is ranked from power distance, uncertainty avoidance, individualism versus collectivism and to the last, femininity versus masculinity.

5.1 Recommendation

With the outlined result, one gets to discover that all cultural values are proved to impact positively on the performance of the employees who work in the selected multinational corporations in Sarawak. Thus, there are few recommendations to be given to those managements of the corporations according to each of the cultural values. First, with high power distance acting as the most influential value, it is suggested that leaders or managers should be the one who takes the initiative in decision making and assigning task and responsibility clearly to the subordinates. For instance, a list of clear task responsibilities should be demonstrated for all the employees in targeted corporations, this is for the purpose to let everyone get to know exactly what he or she is supposed to complete as expected on time. With multinational companies tended towards high uncertainty avoidance, some training or team building activities in line with the appropriate working cultures should be provided for both current and newly-entered employees. Not only the working process and environment have to be structured well, but job obligations also have to be explained thoroughly to the employees so as to reduce their sense of uncertainty. From the interpreted result, the five multinational corporations are showing a tendency towards individualism. Some personal responsibilities can be assigned to the employees instead of group work. Frankly speaking, individualism working culture will generate a positive competition among the employees, and this will definitely stimulate their sense of creativity and independence. A healthy and positive masculine culture is encouraged to be nurtured among the multinational corporations. Leaders or managers are recommended to nurture a sense of ambition in the mindset of employees at work. Employees who show a high level of ambition and assertiveness will have a good performance at work and this is supposed to be rewarded to ensure a long term achievement of one employee. Consequently, with the recommendations mentioned above, employees' performance is able to be enhanced better than what has expected, as well as the business long term success, productivity, and fruitful profit. Respective corporations' management level should adhere to or strengthened current culture in the workplace so as to yield and maintain a better outcome in the future.

There are also some recommendations to be given for future researchers who are interested to carry out the related topic. The nature of the study can be diversified, such as commitment, working satisfaction, employees' retention, and so on. Different cultural dimensions from previous cultural researchers, such as Peter & Waterman (1982), Denison (1990), GLOBE (1990), Hofstede (1997), Sagiv & Schwartz (2000) and others can be applied to study organizational culture instead of Hofstede (1980). Last, qualitative and quantitative approaches (mixed method research approach) are suggested to employ simultaneously in examining the cultural-topic study; this is for the purpose to increase the accurateness of the result

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