



Faculty of Technology Management and Technopreneurship

**THE TROMPENAAR'S ORGANIZATIONAL CULTURE MODEL
AND IT'S APPLICABILITY WITHIN MALAYSIA SETTING
IN BOOSTING EMPLOYEE ENGAGEMENT.**

Lim Choon Hiang

Master of Business Administration

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DECLARATION

I hereby declare that the project paper entitled “The Trompenaar’s Organizational Culture Model And it’s Applicability Within Malaysia Setting In Boosting Employee Engagement.” Submitted to University Technical Malaysia, is a record of an original work done by me under the guidance of Dr.Ismi Rajiani, Faculty of Technology Management and Technopreneurship, University Technical Malaysia, Malacca. And this project paper has not performed the basis for the award of any degree or diploma/associate-ship/fellowship and similar project if any.

SIGNATURE :



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12/04/2012

ABSTRACT

The purpose of this research is to examine and explore and finding out what is the perceived organizational culture type and employees' engagement level within Malaysia setting, by adopting Trompenaar's Organizational Culture Model and Gallop Questionnaires Q-12 respectively. This research was done among working Malaysian from various industries. Data were gathered through questionnaires and was being graphically analyzed. Throughout the statistical and graphical analysis – descriptive analysis, it is found that among all four independent variables, Family culture was the most favourable organizational culture, while Guided Missile culture was the most occurring organizational culture and 67% the current Malaysian employees were found to be at the category of "Not Engaged", where these group of employees putting time but not energy or passion into their work.

ABSTRAK

Tujuan kajian ini adalah untuk meneroka, meneliti dan mengetahui apakah tanggapan jenis budaya organisasi dan tahap penglibatan pekerja dalam suasana Malaysia, merujuk kepada Model Budaya Organisasi Trompenaar dan soal-selidik Gallop Q-12 masing-masing. Kajian ini telah dijalankan di kalangan pekerja Malaysia dari pelbagai industri. Data dikumpul melalui soal selidik dan dianalisis secara grafikal. Sepanjang analisis statistik dan grafik analisis – deskriptif analisis, ia mendapati bahawa di kalangan semua empat-empat pembolehubah bebas, budaya Family adalah budaya organisasi yang paling mengalakkan, manakala budaya Guided Missile adalah budaya organisasi yang paling banyak diamalkan. Melalui kajian ini juga, adalah didapati bahawa 67% daripada pekerja Malaysia yang sedia ada, berada di kategori "Not Engaged", di mana kumpulan pekerja ini meletakkan masa tetapi tidak tenaga atau keghairahan ke dalam kerja atau tugas mereka.

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CHAPTER 1

INTRODUCTION

1.1 Research Background

“Why we need employees and what they are good for?”

We would probably answer like this: "Firms need employees to get the job done and to meet the demands of the job with excellence." "Firm no need for employee if there is no job." Fair enough.

Name the most successful firms you know today, from large behemoths like Coca-Cola, Disney, General Electric, Intel, MacDonald's, Microsoft, Sony and not to forget Toyota to small entrepreneurial start-up. Virtually every leading firm you can name, small or large, has developed a distinctive culture that is clearly identifiable by its employees, even public. This culture is sometimes created by the initial founder of the firm (such as Walt Disney (Maanen 1999)). While General Electric (GE) way is emerges over time as it encounters and overcomes challenges/obstacles in its environment (Grant, 2004; Pinto, 2006; Slater, 2001). And Toyota way was developed consciously by management teams who decide to improve their company's performance in systematic ways (Liker, 2004; May M. E. 2006).

In other word, these companies have developed something special that supersedes corporate strategy, market presence, and technology advantages. Besides strategy, marketing, and technology, the highly successful firms capitalized on the power that exists in developing and managing a unique corporate culture. This power abides in the ability of strong, unique culture to reduce collective uncertainties (that is, facilitate a common interpretation system for members), create continuity (perpetuate key values and norm across generations of members), create a collective identity and commitment (bind

member together), and elucidate a vision of the future (energize forward movement) (Trice & Beyer, 1995).

Many scholars and researchers now have recognized the dynamic effect of organizational culture on a firm's or organization's performance and long-term effectiveness of organizations. Remarkable collection of empirical researches that demonstrating the importance of culture to enhancing organizational performance (Rose, Kumar, Abdullah, & Ling, 2008; Suppiah & Sandhu, 2010).

In addition to organization-level effects, the impact of organizational culture on individuals (employee morale, engagement, satisfaction, productivity, physical health, emotional well-being) is well documented (Gregory, Harris, Armenakis, & Shook, 2009; Ojo, 2009; Mathew, 2007; Martins & Coetzee, 2007; Leka, Griffiths, & Cox, 2003).

A study by the Corporate Leadership Council of 50,000 employees in 59 organizations found that increased engagement may result in up to a 57% increase in employees' discretionary effort, which in turn results in up to a 20% point improvement in performance. Engagement also results in up to an 87% reduction in desire to leave an organization (Corporate Leadership Council, 2004).

With health care costs still skyrocketing (Selko, 2010), erosion of employee loyalty to firms costing millions of dollars or ringgit a year in replacement and retraining (Bliss, 2011; Blake, 2006), and organizational secret trade lawsuits (Lenard, 2009), the impact of an organization's underlying culture on individuals is also an important area of concern.

The current environment is accompanied by shortage of skilled, competent and committed employees. No organization can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. It is no longer good enough to have employees who come to work faithfully every day and

do their jobs independently. Employees now have to think like entrepreneurs while working in teams and have to prove their worth. Ulrich (1998) regards people as intangible resources which are difficult to imitate. People are becoming a source of competitive advantage for most organizations (Ulrich, 1998). Thus, the commitment of competent employees is critical to the success of the organization.

Organizational culture can be diagnosed effectively and understanding of the culture types in the firms or organization would explain many unexplained organizational members behavior patterns and thus will provide the managers or firms or organization to react and take action.

This has sparked the need at finding out current most occurring organizational culture types as per Trompenaar's Organizational Culture Model and current employees' engagement level in Malaysia. This paper aimed also to identify the most favorable organizational cultures type by Malaysian employees. This is achieved through the presentation of the results of a cross-sectional survey of organizational culture as per Trompenaar's Organizational Culture Model and employees' engagement.

The paper will begins with a brief review of the literature on organizational culture and employees' engagement. This followed by a discussion on the methodology adopted for the study and the presentation of the findings and analysis of responses to a mailed questionnaire exploring the participants' organizational culture and their employees' engagement. In the final part of the paper, the conclusions and implications of the study will be highlighted.

1.2. Problem Statement

Organizational culture represents an organization's internal, invisible regulations which can influence employees' behaviors, and how the employees set personal and professional goals, perform task. Many researchers found out that organization culture can exert considerable influence in organizations particularly in areas such as performance (Rose, Kumar, Abdullah, & Ling, 2008; Ogbonna & C.Harris, 2000) and commitment (Lok & Crawford, 2003). Employee engagement distinctly affects the bottom line. Organization/leaders can take any number of overt measures to enhance its employee's engagement, the most obvious being to offer material inducements. But engaged employees expect more than material incentives.

Research by Right Management (a employment services company from US) who conducted a global study of nearly 29,000 employees from ten major industry sectors in 15 countries in the Americas, Europe and Asia Pacific has shown that the more engaged the workforce, the more innovative, productive and profitable the company (Michael Haid; Deborah Schroeder-Saulnier; Jamie Sims; Hilda Wang, 2010).

Institute for Employment Studies (IES), United Kingdom defines engagement as (D. S. & S, 2004);

“a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.”

These days, firms' stance on social and environmental issues plays a significant role in choice of employer (IBM India; The Sun Daily, 2011). Women and Generation Y in particular want their company's mission to go beyond profitability, encompassing benefits to the wider community, on social, environmental and economic dimensions, for example. They are looking forward to work with firms in which they feel they can make a difference.

There is little leaders can do about the personal facets of motivation and engagement such as the centrality of work in his/her employee's life. Some employees don't choose to invest themselves wholeheartedly in their work but derive most of their satisfaction and sense of accomplishment from other aspects of their lives such as community service or hobbies. But Human Resource can take multiple actions to substantially increase the proportion of employees in the workforce who are highly motivated and engaged and thereby improve performance significantly. Human Resource departments should not have missed this opportunity, and now recognize that organizational culture is a significant tool to retain, inspire, motivate and engaged the workforce.

1.3. Research Objective

The objective of this research is aiming to identify organization culture type most perceived by Malaysian employees toward their firms by adopting Trompenaar's Organizational Culture Model and to find out where is Malaysian employees' level in those organizational culture types. Therefore the overall objective from this research will be;

- To identify current organization culture type most perceived by Malaysian employee.
- To identify current Malaysian firms' employees' engagement level in that perceived organizational culture type.
- To identify the most favorable organizational culture type in boosting employees' engagement in Malaysia setting.

1.4. Research Outcome

In general this research intends to identify the most favorable organization culture type which can be adopted by organization in their action to boost their employee engagement in Malaysian setting. The results of the research would help the any organization's management in Malaysia to review and identify their current organizational culture type that will encourage employee commitment to the organization.

The research will also contribute to the body of knowledge by providing information on the organizational culture type as per Trompenaar's Organizational Culture Model related to Malaysian employees' engagement level.

1.5. Scope of Study

The scope of this research is to identify the occurrence of organizational culture type, namely Family culture, Guided Missile culture, Eiffel Tower culture and Incubator culture by adopting Trompenaar's Organization Culture Model; and to find out where is the current Malaysian employee engagement level via Gallup Organization's Q-12 Survey in Malaysia.

CHAPTER 2

LITERATURE REVIEW

2.1 Employee Engagement

“Employee Engagement Defined” shows examples of engagement definitions used by various corporations and consultancies. Clearly, definitions of employee engagement vary greatly across organizations. Many managers wonder how such an elusive concept can be quantified. The term does encompass several ingredients for which researchers have developed measurement techniques. These ingredients include the degree to which employees fully occupy themselves in their work, as well as the strength of their commitment to the employer and role.

Employee engagement was defined by Kahn (1990) as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance”. Alternatively, Kahn (1990) defines employee disengagement as “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances” (Kahn, 1990).

The physical aspect of employee engagement concerns the physical energies exerted by employees to accomplish their role. The cognitive aspect concerns the employee’s beliefs of the organization. The emotional aspect concerns how employee feels toward the organization and its leaders. Which according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing the organizational role.

WelBourne (2003) define engagement in terms of what people do at work or the roles employees have in the workplace. These roles are generally categorized into job holder role as defined in job description, a team member role-help team member,

entrepreneur role-employee come up with new idea, career role-employee do thing to enhance their career, and organizational role-employees do things that promote or help company. Employees are in a highly engaged state when they are doing the non-job role (Welbourne, 2003).

Stockley (2006) define employee engagement as (Stockley, 2006);

“The extent that an employee believes in the mission, purpose and values of an organisation and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.”

Vance (2006) explain that though different organizations define engagement differently, but some common themes emerge, including employees’ satisfaction with their work and pride in their employer; the extent to which employees enjoy and believe in what they do for work; and the perception that their employer values what they bring to the table (Vance, 2006).

In Towers Perrin’s Global Workforce Study (2008), the level employees’ engagement is a measure by the employees’ rational, emotional and motivational connections to their companies and jobs, as demonstrated by their willingness and ability to help their company succeed, largely by providing discretionary effort on a sustained basis (Towers Perrin, 2008).

In the only study to empirically test Kahn’s (1990) model, May et al (2004) conducted a field study in a U.S. Midwestern insurance company explored the determinants and mediating effects of three psychological conditions (meaningfulness,

safety and availability) on employees' engagement in their work. They found that meaningfulness, safety, and availability were significantly related to engagement. They also found job enrichment and role fit to be positive predictors of meaningfulness; rewarding coworker and supportive supervisor relations were positive predictors of safety, while resources were a positive predictor of psychological availability. Overall, meaningfulness was found to have the strongest relation to different employee outcomes in terms of engagement (May, Gilson, & Harter, 2004).

Robison (2007) classify employees into one of the following three categories: Engaged, Not engaged, or Actively disengaged. Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward. Not-engaged employees are essentially "checked out". They're sleepwalking through their workday, putting time but not energy or passion into their work. Actively disengaged employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish (Robison, 2007).

It is worth considering how employee engagement levels vary across occupations, industries and globally. Much of the available international evidence comes from Gallup, which has conducted Employee Engagement Index surveys in many countries. It is interesting to explore some of the findings of Gallup's surveys.

In latest Gallup's Employee Engagement Report 2011, where the research was carried out via interviews with HR and line leaders as well as online survey responses of nearly 11,000 individuals from North America, India, Europe, Southeast Asia, Australia/New Zealand, and China, revealed that India has the most "Engaged" employee population (37%); China has the least (17%); while Australia/New Zealand, North

America, Europe and Southeast Asia have 36%, 33%, 30% and 26% respectively (BlessingWhite Research, 2011).

Gallup's employee engagement study is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Gallup's research has appeared in prestigious business and scientific publications, including the *Journal of Applied Psychology* and the *Harvard Business Review*. Through rigorous research, Gallup have identified 12 core elements -- the Q-12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance (Gallup Consulting, 2008).

With a comprehensive research study that has stretched over the last 30 years, after analyzing through a mountain of data dealing with an enormous number of questions that have been asked throughout Gallup's history, the field was narrowed to twelve items. The Q-12 is able to measure the core elements needed to attract, focus, and keep the most talented employees (Forbringer, 2002).

The study of employee engagement at a global level is worthwhile given the increasing number of multi-national organizations and use of outsourcing. It is important to consider whether or not the same engagement techniques work for employees in countries with different economies and cultures.

2.2 Organizational Culture

When we go into contact with an organization, we will often be struck by the fact that members of the organization seem to act and think similarly, but differently from members of similar other organizations. It is as if this each organization has its own 'personality.' Additionally, this 'personality' often remains unusually constant over time. Even when many of the first generation left the company, the new generation still thinks and acts in very much the same way as their predecessors. It is essentially this character of an organization, which some have more than others, that has been called its "corporate culture".

Corporate cultures also come in less functional forms. Some companies encourage their members to be aggressive and push limits, even if it gets them close to legal limits. Other companies have implicit cultural beliefs that initiative creates personal risks without any upside. Some companies have a strong 'nine to five' culture while in others members always stay late, even if they don't have anything to do.

Note that cultures can also develop along other dimensions than firms. We can talk, for example, about a sales culture versus a production culture, or about the culture of academic economists as opposed to that of academic sociologists or engineers. Each of these groups has a set of common experiences they go through.

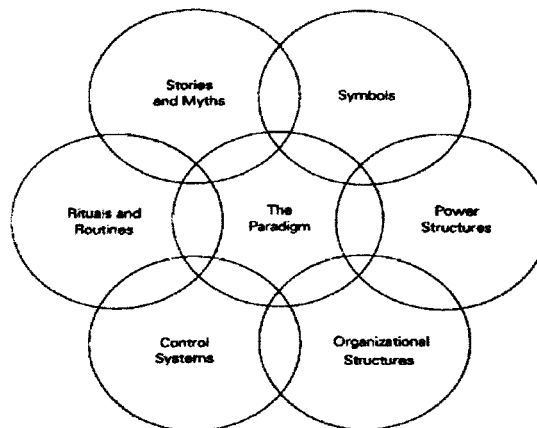
Since culture is a complex social phenomenon, it has multiple dimensions and therefore multiple potential definitions, that all have their value in the right context. Edgar Schein of MIT's Sloan School of Management is that organizational culture is (Schein, 1990; Tharp, 2009):

“a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”

The Cultural Web, developed by Gerry Johnson and Kevan Scholes in 1992, that provide one such approach to explore it from different perspectives, so that ways to effectively influence it can be developed. The Cultural Web identifies six interrelated elements that help to make up what Johnson and Scholes call the "paradigm" – the pattern or model – of the work environment. By analyzing the factors in each, you can begin to see the bigger picture of your culture: what is working, what isn't working, and what needs to be changed. These elements are represented graphically as six semi-overlapping circles (see Figure I below), which together influence the cultural paradigm (Johnson., 1992).

Figure I: The Culture Web of an organization

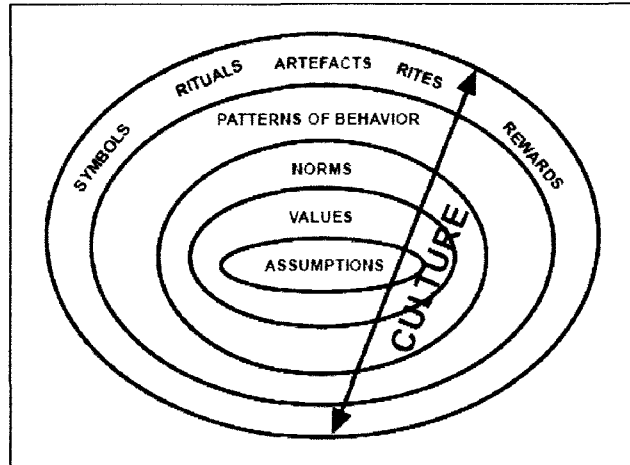
Source: Johnson 1992. Managing Strategic Change-Strategy, Culture and Action



The concept of organizational culture can be visualized in many ways. Onion model is one of the most popular conceptualization of organizational culture. You will see many layers if you cut an onion into half. An organization's culture can be visually represented in this way (as illustrated in Figure II) (Holistic Management Pty. Ltd., 2000).

Figure II: The onion model of organizational culture

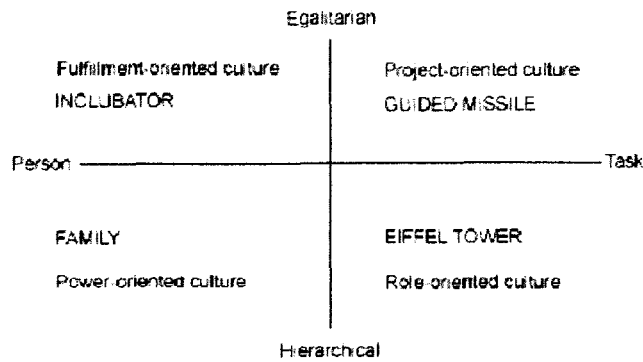
*Source: Organizational Cultural
Analysis: The Importance of
Organizational Culture.
Copyright©1999, 2000 Holistic
Management Pty. Ltd.*



When we walk around an organization, there are elements of the organization's culture that are 'on the surface' and are relatively easily visible. We can see many cultural symbols (example; the office's location, the size of office, the arrangement of the office), artifacts (example; painting), and patterns of behavior (example; how and where people interact, how they behave in formal and informal meetings). Less visible, but equally important, are the less visible aspects of culture such as the norms, values and basic assumptions people make (Holistic Management Pty. Ltd., 2000).

Trompenaars' (2003) organizational culture model is adopted in this study. Trompenaars categorizes organizational culture into four main types based on two dimensions: equality-hierarchy and person-task orientation (Trompenaars & Woolliams, A new framework for managing change across cultures., 2003).

Figure III: The Trompenaars' Organizational Culture Model.



Source: A New Framework for Managing Change Across Cultures
(Trompenaars & Woolliams, A new framework for managing change across cultures., 2003).

Referring to Figure III, these four cultures are summarized as followed (Trompenaars & Woolliams, A new framework for managing change across cultures., 2003):

- a) The Family (Power-oriented culture). Describes a kind of culture same time personal, with close face-to-face relationships, but also hierarchical, in the sense that the “father” of a family has experience and authority greatly exceeding those of his “children”, especially where these are young. The result is a power-oriented corporate culture in which the leader is regarded as a caring father who knows better than his subordinates what should be done and what is good for them. Rather than being threatening, this type of power is essentially intimate and (hopefully) benign. The work of the corporation in this type of culture is usually carried forward in an atmosphere that in many respects mimics the home. The Japanese recreate within the corporation aspects of the traditional family.

- b) The Eiffel Tower (a role-oriented culture). A strong emphasis on the hierarchy and an orientation toward the task characterizes this culture. In the western world a bureaucratic division of labor with various roles and functions is prescribed in advance. These allocations are coordinated at the top by a hierarchy. If each role

is acted out as envisaged by the system then tasks will be completed as planned. One supervisor can oversee the completion of several tasks; one manager can oversee the job of several supervisors; and so on up the hierarchy. Eiffel Tower in Paris was chosen to symbolize this cultural type because it is steep, symmetrical, narrow at the top and broad at the base, stable, rigid and robust. Like the formal bureaucracy for which it stands, it is very much a symbol of the machine age. Its structure, too, is more important than its function. Its hierarchy is very different from that of the family. Each higher level has a clear and demonstrable function of holding together the levels beneath it. You obey the boss because it is his or her role to instruct you.

The rational purpose of the corporation is conveyed to you through him. He has legal authority to tell you what to do and your contract of service, overtly or implicitly, oblige you to work according to his instructions. If you and other subordinates did not do so the system could not function. The boss in the Eiffel Tower is only incidentally a person. Essentially he or she is a role. Were he to drop dead tomorrow, someone else would replace him and it would make no difference to your duties or to the organization's reason for being. His successor might of course be more or less unpleasant, or interpret the role slightly differently, but that is marginal. Effectively the job is defined and the discharge of it evaluated according to that definition. Very little is left to chance or the idiosyncrasies of individuals.

- c) The Guided Missile (a task-oriented culture). The guided missile culture is oriented to tasks, typically undertaken by teams or project groups. It differs from the role culture in, that the jobs members do are not fixed in advance. They must

do “whatever it takes” to complete a task, and what is needed is often unclear and may have to be discovered. This rational culture is, in its ideal type, task and project oriented. ‘Getting the job done’ with ‘the right man in the right place’ are favorite expressions. Organizational relationships are very results oriented, based on rational/instrumental considerations.

Guided missile cultures are expensive because professionals are expensive. Groups tend to be temporary, relationships as fleeting as the project and largely instrumental in bringing the project to a conclusion. Employees will join other groups, for other purposes, within days or weeks and may have multiple memberships.

The ultimate criteria of human value in the guided missile culture are how you perform and to what extent you contribute to the jointly desired outcome. In effect, each member shares in problem-solving. The relative contribution of any one person may not be as clear as in the Eiffel Tower culture where each role is described and outputs can be quantified.

In practice, the guided missile culture is superimposed upon the Eiffel Tower organization to give it permanence and stability. This is known as the matrix organization. You have one (Eiffel Tower) line reporting to your functional boss, say electrical engineering, and another (guided missile) line of responsibility to your project head. This makes you jointly responsible to your engineering boss for quality engineering and to your project leader for a viable, low-cost means of, say, auto-emissions control. The project has to succeed and your electronics must be excellent. Two authorities pull you in different, although reconcilable, directions.

d) The incubator (a fulfillment-oriented culture). The incubator culture is based on the existential idea that organizations are secondary to the fulfillment of individuals. Just as “existence precedes essence” was the motto of existential philosophers, so “existence precedes organization” is the notion of incubator cultures. The metaphor here should not be confused with “business incubators”. (These are organizations which provide routine maintenance and services, plant equipment, insurance, office space and so on for embryo businesses, so that they can lower their over head costs during the crucial start-up phase.)

However, the logic of business and cultural incubators is quite similar. In both cases the purpose is to free individuals from routine to more creative activities and to minimize time spent on self-maintenance. The incubator is both personal and egalitarian. Indeed it has almost no structure at all and what structure it does provide is merely for personal convenience: heat, light, word processing, coffee and so on.

The roles of other people in the incubator, however, are crucial. They are there to confirm, criticize, develop, find resources for and help to complete the innovative product or service. The culture acts as a sounding board for innovative ideas and tries to respond intelligently to new initiatives. Typical examples are start-up firms in Silicon Valley, California, in Silicon Glen in Scotland and on Route 128 around Boston. The companies are usually entrepreneurial or founded by a creative team that quit a larger employer just before the pay-off. Being individualist they are not constrained by organizational loyalties and may deliberately “free ride” until their eggs are close to hatching. In this way larger organizations find themselves successively undermined.

Just as incubators have minimal structure, so they also have minimal hierarchy. Such authority as individuals do command is strictly personal, the exciting nature of their ideas and the inspiration of their vision leading others to work with them. Incubator cultures enjoy the process of creating and innovating. Because of close relationships, shared enthusiasms and super-ordinate goals, the incubator at its best can be ruthlessly honest, effective, nurturing, therapeutic and exciting, depending as it does on face-to-face relationships and working intimacies. Because the association is voluntary, often underfunded and fuelled largely by hope and idealism, it can be the most significant and intense experience of a lifetime.

CHAPTER 3

METHODOLOGY

3.1 Theoretical Framework

The overall goal for this research is to identify the different organizational cultures type perceived (adopting from the Trompenaar's Organizational Culture Model) and what is the employee's engagement level in each organizational culture types (adopting the Gallop Questionnaires Q-12); and able to determine the most favorable organizational culture type which may have the largest proportion of engaged employees in the firm.

Researcher Asma Abdullah (1992) identified several underlying values held by the Malaysia workforce as observed by Malaysian and expatriate managers which include: non-assertiveness (extremely dedicated to do a good job), respect for senior/elderly people (will not argue with the boss, reluctant to ask for help or check for understanding), respect for loyalty (loyal to authority, act with deference and obedience), respect for authority (paternal), preserving face (avoid loss of face and self esteem, avoid public criticism, not expressive, uncomfortable in critically evaluating peers and subordinates, giving negative feedback), collectivism (performance orientation, teamwork, cooperation, strong sense of belonging, priority to group interest, satisfaction derived from respect from colleagues), harmony (compromise, consensus seeking, avoid overt display of anger and aggressive behavior), status, good manners, courtesy (elaborate forms of courtesy and standardized ritual), respect for hierarchy (social formality), non-aggressiveness (non-confrontational), trust and relationship building (relationship based orientation, developing trust and goodwill), third party intervention (deal with ambiguities via indirect approach of a third party or intermediary), and tolerance and respect for differences (religious sensitivities and observances). Abdullah also suggested that there

are ethnic values that are deeply embedded in the Malaysian multi-ethnic and multicultural workforce that are supportive of productive business behaviors, namely trustworthiness, honesty, integrity, sincerity, hard work, participative decision-making, teamwork, and the desire for excellence (Abdullah A. , 1992). In later work, Asma Abdullah (1994) identified the common culturally based value orientation of the Malaysian workplace as: collectivism, hierarchy, relationship-orientation, face, religion, and the pursuit of success (Abdullah A. , 1994).

In GLOBE studies by Kennedy & Mansor, (2000), Malaysia clusters with other countries in the highest-scoring band for Uncertainty Avoidance, Humane Orientation, Collectivism and Performance Orientation. The rating for Power Distance is high, but not in the highest band (Mansor & Kennedy, 2000).

The Person Environment (P-E) Fit Theory assumes that individuals prefer an environment that possesses characteristics (example; values, beliefs) that are similar to their own. In the context of an organization, this theory is referred to as person-organization (P-O) fit. The concept of P-O fit is important to organizations because it suggests that if people fit well with an organization, they are likely to exhibit more positive attitudes and behaviors. This relation is supported by the literature, and many studies have found relations between P-O fit and work-related attitudes and behaviors (O.Ugboro, 1993; Sekiguchi, 2004).

Research by Silverthorne (2004) conducted in Taiwan, indicate that P-O fit is a key element in both the level of job satisfaction that employees experience and also in their level of organizational commitment (Silverthorne, 2004). Similarly, study conducted by Ng and Sarris (2009) on among employees in an Australian hospital setting, found that that person-organisation fit and perceived organisational support were significant predictors of job satisfaction and organisational commitment (Ng & Sarris, 2004).

Both the family focus of Family organizational culture, operationalized by close face-to-face relationships of subordinates and manager; and the Guided Missile organizational culture which is oriented to tasks, typically undertaken by teams or project groups, seems suit with Malaysian employees' high human orientation, performance orientation and collectivism societal value. These societal values can include harmony, trust and relationship building, tolerance and respect for differences, and religion. Malaysian is often described as hospitable, accommodating, forgiving, peace loving and charitable, as having a strongly humane orientation.

Thus, Family organizational culture and The Guided Missile organizational culture may be preferred mostly by Malaysian employees because it is more tuned to local culture, therefore organization that has Family organizational culture is likely to have higher employees' engagement level in Malaysia setting.

The hierarchy focuses of Eiffel Tower organizational culture, operationalized by centralization of decision-making authority. Hierarchical culture emphasis on achieving individual conformity and compliance through the enforcement of a formally stated rules and procedures; and rewards employees performance based on rank.

Even though Malaysian employees' has high power distance societal values which can be included such as respect for senior/elderly people, non-assertiveness, respect for loyalty, status, good manners, courtesy, respect for hierarchy, respect for differences, non-aggressiveness, and status differential, the centralization of authority, a characteristic of Eiffel Tower organizational culture, seems to unfit with Malaysian employees' strong uncertainty avoidance value such as fear of making decisions. Preserving face and third party intervention can also be included as uncertainty avoidance. Research conducted by Mansur and Tayid (2010) on tax employees of the Royal Malaysian Customs Wilayah Persekutuan Kuala Lumpur (RMC-WPKL), the correlation test performed in their study

shows that tax employees' job satisfaction is negatively correlated with the hierarchical culture (Mansor & Tayib, 2010). Similar finding in the research conducted by Rashid et. all (2003) on 202 companied companies listed in the Kuala Lumpur Stock Exchange, where the bureaucratic culture is not correlated with any type of organizational commitment (in this study - affective, continuance, normative) . This means that this type of culture could not induce the employees' level of commitment in the organization. (Rashid, Sambasivan, & Johari, 2003). Therefore organization that has Eiffel Tower organizational culture is likely to have low employees' engagement level in Malaysia setting.

Similarly to Incubator organizational culture which is a fulfillment-oriented culture will be least preferred by Malaysia employees because both organizational culture do not suit to Malaysia cultural aspects, as they suggests a combination of traditional hierarchy, emphasis on collective morale rather than achievement in business, and a comparatively short time horizon. Therefore organization that has Incubator organizational culture is likely to have low employees' engagement level in Malaysia setting. Hence, Figure IV depicts the theoretical framework for this study.

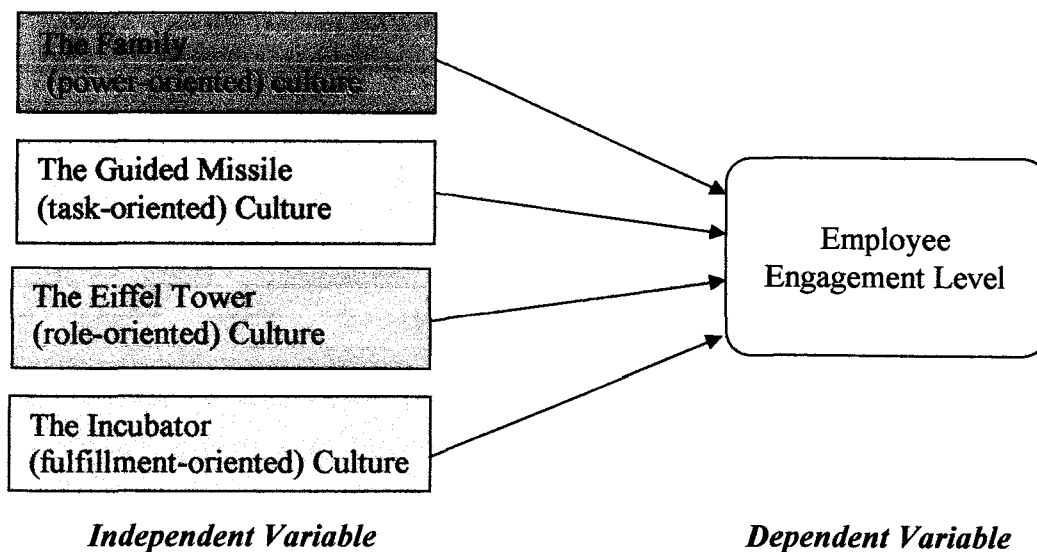


Figure IV: The Theoretical Framework on the employees' engagement.

3.2 Research Design

This research was using descriptive research approach. This research has been initiated to identify the current organizational culture type and to find out the Malaysian employees' engagement level in those identified culture of that particular firm in Malaysia. The necessary data to fulfill the research objective were obtained from self-administered questionnaires. The items were designed to examine the organizational culture type in four vital areas following Trompenaar's Organizational Culture Model (1980) culture dimensions, namely, Family, Eiffel Tower, Guided Missile and Incubator (Trompenaars & Woolliams, A new framework for managing change across cultures., 2003). For the purpose of measuring the level of employees' engagement level of the participated individual, Gallup Questions will be use (Forbringer, 2002).

For this purpose, data were collected from working individual in Malaysia from any industry and the unit of analysis is individual. Questionnaires was given (via email or post) to the selected participant personally and completion of these questionnaires was entirely voluntary and response was anonymous. This was a cross sectional study because the participant will only answer the questionnaire at one point of time and there was no interference with the normal activity of the participants.