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# Effect of Power Distance and Uncertainty Avoidance on Employees' Job Performance: Preliminary Findings

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**Abstract:** This study examines the relationship between corporate culture and employees' job performance in a multinational company operated in Malaysia. Malaysia is well-known as a culturally-diverse country in the world. Therefore, the selected multinational company needs to assess its internal cultures as workers from different ethnical backgrounds work together. The general objective of this study is to determine corporate culture's effect on job performance among the workers in the targeted multinational company. The selected cultural dimensions to study corporate culture were power distance and uncertainty avoidance, from a theory developed by Geert Hofstede. The research design adopted for the current study was a quantitative correlation design. A self-administered questionnaire was developed and distributed to the targeted respondents for obtaining primary data. IBM SPSS 25.0 was employed to analyse reliability analysis, frequency analysis, correlation analysis, and regression analysis. This study identified that both power distance and uncertainty avoidance exert a significant and moderately positive effect on employees' job performance. Hence, the selected multinational company should be alert and keep an eye on enhancing and strengthening the two said dimensions since it gives impact on the workers' job performance.

**Keywords:** Corporate culture, job performance, multinational company, Malaysia

## 1. Introduction

The employer-employee relationship and employees' job performance is always interconnected. The employees' excellent working ability enhances a company's efficacy and effectiveness and capability to grow. Employees' job performance is irreplaceable in determining and deciding the profit of a company; some benefits given to the workers are necessary as a pusher to push workers to function better (Koontz & Weihrich, 1988). Some influential and powerful attentions are recommended for company management to develop on the significance of employees' job performance as the company's attainments are mainly relied on the workforce's working motivation, commitment, and dedication (Ramlall, 2008). Some useful and decisive measurements are encouraged to apply to determine every worker's job performance level in a company. A few methods of improving performance are favourable to make sure a business can make a profit and achieve a long term success in the future (Leonard, 2019). Apart from bringing along interests to the companies, excellent job performance assists the workers in living great incentives and benefits. Corporate culture can be well-known as organisational culture. One can describe corporate culture as a set of elements that are lived and possessed by a group of employees or workers in a company; they are norms, presumptions, and knowledge (Daft, 2014). Different organisations have distinct internal cultures; every organisation owns personalised attitude, behaviour,

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norm, belief, and value which is impossible to be copied by others and vice versa (Collins & Porras, 2000). One must study its personalised corporate culture to determine the relationship between a particular company and its external environment. Moreover, corporate culture also acts as an influential key in directing an organisation's decisions or managements most properly and beneficially (Smircich, 1983). Corporate culture can be characterised in two different opposite features: positive (strong) and negative (weak). A positive culture is defined as salient culture, and it is hard to be modified by the workers. On the other hand, negative culture is considered a latent culture, and it is somehow flexible since workers can easily incorporate their personalised cultures into the workplace. A positive culture can describe a company's role and characteristics; it even promotes the development and working output of a company and its workers (Mullins & Christy, 2011). According to Van den Steen (2003), corporate culture means 'personality' that a company or an organisation holds and shares among the workers. Nothing or nobody can withdraw the 'personality' of a company if all the workers have gone away; however, it can still be reacted and proceeded by the new workers. It is essential to understand the corporate culture concept well since it stimulates the attainment of a business's targets and goals and leads the workers to commit well in their jobs. Indeed, corporate culture relates positively to employees' working motivation. Distinct motivation practices and cultural-related strategies have to be developed and fit to the workers' values and norms to enhance the workers to perform better and preferable (Weerasinghe, 2017).

Apart from motivation, corporate culture is confirmed to relate significantly also with commitment. When the value, norms, nature, and beliefs of a company are connected closely with its workers, the particular workers will be more willing to commit more to their jobs (Agwu, 2013). According to one of the world's well-known online trading companies, Alibaba, it possesses personalised corporate culture, which is difficult for the other opponents to duplicate and imitate. The statement is due to all the internal corporate cultures founded and cultivated by the founder, Jack Ma, which has created a solid business base. Ma has faith that building a strong and efficient corporate culture may help to insert the brand of a product and service into consumers' minds (Shao, 2014). The researcher classified the current study's scope into four types; they are geographical scope, philosophy scope, theoretical scope, and the last, methodological scope. This study's geographical scope was a multinational company in Malaysia; it is a company that originated from Malaysia while business operates in more than one country around the world. Next, the theoretical scope practised for the present study was Hofstede's cultural dimensions theory. Only two dimensions were selected to study the targeted multinational company's culture: power distance and uncertainty avoidance. Power distance was chosen as one of the dimensions for the multinational company selected in this research since the said company is operated in Malaysia, which is a country with high power distance (as proved by Geert Hofstede); it was to confirm whether the power distance-related working conduct will affect employees' job performance. Uncertainty avoidance was the second dimension selected for the said multinational company in this study since Malaysia is known as a country with a low degree of uncertainty avoidance (as proved by Geert Hofstede); it was to investigate if the degree of preference of employees in avoiding uncertainty at work will affect their job performance. The current study's philosophy scope was to study the relationship between corporate culture and employees' job performance; it was to determine the effect of internal corporate culture on performance. The respondents involved in this study were those who work in the selected company. Last is the methodological scope; this study was conducted based on the quantitative approach; the researcher designed and developed a self-administered questionnaire to gather information regarding the topic from the said respondents. Right after the data collection, SPSS 25.0 was made use of to analyse and interpret the data.

In the current study, Hofstede's cultural dimensions theory was employed to study the corporate culture in a selected multinational company by the researcher. It is non-negligible to explore the two dimensions specified from the theory: power distance and uncertainty avoidance. Power distance may have a few consequences on both individual workers and teams' activity or behaviour, such as decision-making methods, communication styles, company structure, and management and governance (Khatri, 2009). On the other hand, for uncertainty avoidance, a high degree of uncertainty may cause stress among the workers, and they will try to find out and solve the tensions for a stable working environment; this will affect their job performance (Hofstede, 2001). According to Thokozani (2017), weak corporate culture causes adverse effects on employees; employees may demonstrate an unpleasant attitude and distribute less commitment at work, producing lousy job performance. This study examines the respective effects of power distance and uncertainty avoidance on employees' job performance in the selected multinational company. Moreover, the study also helps determine between the two dimensions, which contributes to the most significant effect on employees' job performance. A corporate culture that leads to influencing performance among the workers furtherly affects work commitment, dedication, quality, and efficiency and effectiveness. This study's practical significance is to have the selected multinational company's management level to better understand its internal culture after finishing collecting and analysing the data. The targeted company can implement some appropriate amendments and improvements to ensure a profitable and beneficial future. Furthermore, once the poor or weak internal culture brings an unpleasant outcome to the business, it can be eliminated or excluded immediately to stop worsening the situation. In terms of theoretical significance, two dimensions from Hofstede's cultural dimensions theory were employed to study the selected multinational company's corporate culture. Dimensions from Hofstede help the business successfully manage across the country worldwide (Belyh, 2015).

The rest of the paper is organised as follows. Section 2 reviews selected studies related to corporate culture and job performance, followed by Section 3 that explains on the methodology. Section 4 presents the findings and Section 5 concludes.

## **2. Literature Review**

### **2.1 Significance of Corporate Culture on Performance**

Corporate culture is essential to the performance based on social-economic status and a business's attainment (Sorensen, 2002). The right execution of the internal culture in an organisation at the right time will assist in enhancing the workers to devote and commit better to their jobs; this is to obtain a magnificent performance (Louise, 2012). Apart from the above, corporate culture acts as a primary key that helps generate and maintain an acceptable and preferable outcome (Plakhotnik & Rocco, 2006). A few research conclusions concluded a positive (or strong) corporate culture is always much more powerful and functional than a negative (or poor) one. According to Bawua (2011), there are three significant effects for a good corporate culture to promote a business's goals and objectives achievements: control system, the social glue, and sense-making. Corporate culture is a revolutionary control system that impacts an individual worker and a group's perseverance and persistence. Next, one can also perceive culture as a social glue that joins all the workers together. It is perceived as a kind of glue to have workers believed they are parts of the company. Last, corporate culture is supported by sense-making by easing and smoothing the workers to understand what has happened and the causes of the happenings. There are also seven elements shedding light on corporate culture's ways to improve and strengthen employees' job performance (Awuor, 2015). The first element is goal-setting; the company's internal culture is influential in dictating the ways workers designing their objectives. The second element is strategic implementation; a tremendous and positive corporate culture will positively impact the realisation of targets, which will boost performance. Human capital management's involvement can maximise workers' value and handle anxiety under a continuous alternating environment. The following element is leadership; a leader is responsible for developing and implementing internal culture in a company, and this is to ensure a business achieves all the preferred outcomes. The fifth element is communication; a company requires a proper communication channel to ease the internal administration process or construct some favourable workers' conduct. Finally, management should emphasise workers' participation in work to ensure that their contributions are counted and acknowledged by the company.

### **2.2 Effect of Corporate Culture on Employees' Job Performance**

According to Kandula (2006), a solid and strong culture always leads to outstanding performance. Good corporate culture is crucial as it plays as a driver to enhance work performance. However, a weak or poor corporate culture plays as an obstacle which weakens the workers' performance and causes them to end their jobs badly. Corporate culture has a linear relationship with performance management; thus, workers' understanding of performance can be strengthened and emphasised. Magee (2002) stated that corporate culture and job performance are interlinked; the researcher found out that managers or leaders have to possess some deep perceptions to ensure that illogical adjustments do not happen to the workers as they may cause some issues and influences. There are a huge amount of researches regarding the relationship between corporate culture and employees' job performance. According to Lunenburg's (2011) research, workers' working, conducting, thinking, and behaving methods would be easily affected by the corporate culture; there is a significant relationship between corporate culture and employees' job performance. The statement is because the company's culture enables the workers to understand better the business operation style, preferred behaviours and attitudes, contributions to duty, and effectiveness and efficiency. By studying a study conducted in state Kenyan, Ng'ang'a & Wesonga (2012) had found out that both corporate culture and job performance are powerfully related. The researchers revealed that a manager or leader who designs a set of favoured norms and values to manage the business, particularly the workers' welfare, will strongly impact their job performance. Distinct types of corporate culture may exert a positive or negative effect on job performance. According to Furnham & Gunter (2015), they had found out that a positive corporate culture will tend to improve the performance of the workers by directing them to make their effort in the right route. According to Stephen & Stephen's (2016) research, the researchers proved that corporate culture influences employees' job performance. The corporate culture can determine an intimate relationship between an employer and the workers, communication methods, and satisfaction degree of roles and obligations.

Corporate culture also helps to improve the employees' job performance based on creativity and innovation, contribution, and participation of the workers; this, in turn, leads to great business productivity. Furthermore, Shahzad (2014) had concluded that a company with positive corporate culture would promote workers' commitment, enthusiasm, and dedication to their jobs, which is highly useful for improving employees' job performance. Freshly-entered workers may have different personalised values from the current workers in a company; therefore, a particular company needs to build up a strong and powerful internal culture to ensure all the workers are on the same route for achieving similar goals. According to the finding of Wanjiku & Agusioma (2014), the researchers stated that corporate culture has a great impact on job performance; the internal corporate culture is in charge of controlling the method of accomplishing the jobs, appropriate working circumstances, performance evaluation, and stability and solidity of business. Oduol (2015)

mentioned that workers' loyalty could be nurtured and advanced by a good corporate culture. Moreover, internal corporate culture must be designed to stay consistent with all the practices, strategies, and plans to enhance both company's and employees' performance effectively. There are a few numbers of activators that cause the corporate culture to impact employees' job performance. Narayana (2017) once mentioned that corporate culture nurtures a good performance by connecting all the workers, having the workers to understand their personal expected performance, introducing contribution, motivation, and trust to the workers, and developing a healthy competitive work-life. Plus, it helps develop a sense of belonging and trust among the workers to prevent argument and disagreement among the workers; this has improved and enhanced the quality of work and workers' respective performance. Besides, according to the research conducted among the hotel employees by Mohamed, Nor, Hasan, Olagathan & Gunasekaran (2013), it was studied to determine the influence of corporate culture on frontline workers' service performance. The said study was conducted as causal research, and it indicated that corporate culture does affect those frontline workers' job performance. The next research comprised a group of workers who worked in Mogadishu universities (Mohamed & Abukar, 2013). The said study was designed based on the correlation research approach, and in conclusion, there is a positive correlation relationship between corporate culture and performance. In Singapore Telecommunication Company, the relationship between corporate culture and workers' job performance was tested and examined. Based on the result from Paschal & Nizam (2016), the researchers summarised that the culture hugely influences the performance among the workers in the company. In Kenya, based on the study developed by Antonette (2016), it was carried out by using the interview method; thus, the data collected would be exact and accurate. Regarding its result after analysing, it was proved that the corporate culture positively affects employees' job performance, and the internal culture also brings along benefits and advantages to workers' job efficiency and productivity.

### **2.3 Corporate Culture in Multinational Company Context**

In this study, the selected company is a multinational company that originated from Malaysia; the company operates and manages its business in more than one country worldwide. A global company's corporate culture is obligated to join all its branches that operate in different countries. Even though all the components of a multinational company operate the business in other different regions, they still try hard and work their best to have similar shared values, norms, and beliefs to step across every boundary and merge into the workplaces. According to Petersens & Ibsen (2013), the researchers had researched the differences in corporate culture in a multinational company in two different countries, Swedish and Turkish. The study revealed that the said multinational company's workers nurture and manage the internal corporate culture differently. In conclusion, it is not easy for a multinational company to have all the branches located in different regions to share the same cultural values. However, if it does, it will not be visible. Besides, a powerful and effective corporate culture in a multinational company is not easy to achieve and nurture; the development has to be considered on three aspects: workers' personalised attributes, obstacles in the company branches, and cultural distance. A multinational company needs to regularly update and improve the corporate culture to make sure that it can adapt to the continuously changing internal and external circumstances (Rozkwitalska, 2012).

### **2.4 Hofstede's Method to Corporate Culture**

An employed approach to studying the selected multinational company's corporate culture is Hofstede's cultural dimension values. Hofstede described culture as a crucial element that determines and assigns a person from different classifications or into the correct category. Based on Hofstede's research, he had developed four cultural dimensions: power distance, uncertainty avoidance, individualism versus collectivism, and masculinity versus femininity. According to Hofstede ("Organisational culture," n.d.), corporate culture is known as the style that workers connect and associate with each other, their jobs, and the external environment while comparing to other companies. Hofstede's cultural dimensions theory has been widely used in many different countries by lots of researchers as an approach to the corporate culture-related study (Irfan, 2016; Zeqiri & Alija, 2016; Ahmed & Shafiq, 2014; Nazarian, Irani, & Ali, 2013; Khastar, Kalhorian, Khalouei, & Maleki, 2011). In the current study, the researcher selected only two dimensions to study the corporate culture in the targeted multinational company; they are power distance and uncertainty avoidance.

- **Power Distance:** This dimension refers to the degree to which an individual worker feels and accepts that an unequally organisation and allocation of rights and power is typical. In a high power distance work environment, workers will officially treat one another according to the workplace hierarchy and position. In contrast, workers will treat workers informally and casually for the work environment with low power distance; they do not pay much attention to power.
- **Uncertainty Avoidance:** This dimension refers to the degree to which an individual worker feels insecure by the ambiguities that happen in the workplace. Workers who work with low uncertainty avoidance will enjoy risk; they are not afraid of changes. However, workers who work with high uncertainty avoidance will favour the obligations and responsibility to be listed well by the management; they resist changes.

## 2.5 Hypotheses

The current study's researcher developed two hypotheses to study the impact of corporate culture dimensions (independent variables) on employees' job performance (dependent variable).

Hypothesis 1: There is a significant and positive effect of power distance on employees' job performance in the multinational company in Malaysia.

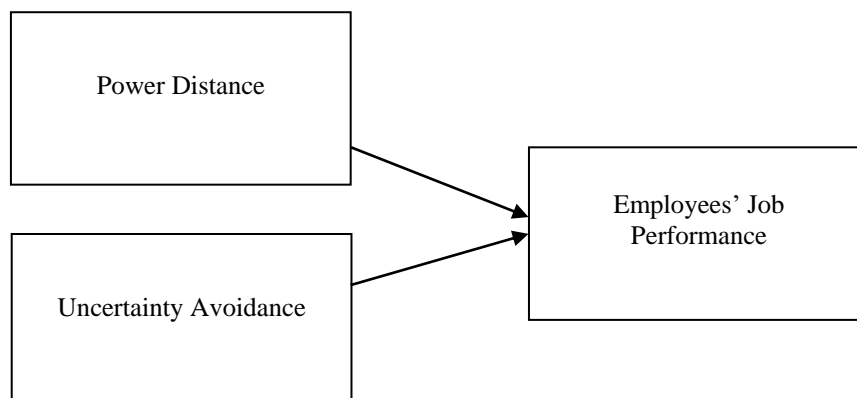
According to the study by (Shahwan, 2016), the positive relationship between power distance and performance level indicated the impact of corporate culture on workers' performance. The researcher also called attention to pressing the power distance with its effect on employees' job performance, especially for one company's management field. The study also suggested that power distance can be regarded as a predictor to investigate employees' job performance in a multinational company. A piece of literature mentioned that employees' empowerment does lead the way to a good performance (Robert et al., 2000); this will only occur when companies understand the power distance very well. At the same time, power distance has successfully acted as an influential and significant moderator between employees' empowerment and performance, indicating a multinational company's success and failure in the future (Oloko & Olugu, 2017). According to the statement from Sale (2004), both low and high degree of power distance can lead the way to good employees' performance. In terms of low power distance, subordinates who always involve in management or business-related decision making will possess high performance and productivity. Meanwhile, managers who exert close supervision and control on the employees may lead to a good performance and high job productivity level for high power distance.

Hypothesis 2: There is a significant and positive effect of uncertainty avoidance on employees' job performance in the multinational company in Malaysia.

There was a study regarding the impact of uncertainty avoidance on government employees' job performance in Malaysia (Hasan et al., 2020); the research proved a specific moderate positive relationship between uncertainty avoidance and employees' job performance. The result also indicated that the higher the degree of uncertainty avoidance in the workplace, the higher the employees' motivation, and hence the better the employees' job performance. This result is further supported by House (House et al., 2004) by indicating the enhancing of employees' job performance with a higher degree of uncertainty avoidance in the workplace. It is unquestionable that employees in a workplace with high uncertainty avoidance prepare well and are more aware of their roles and operating processes to prevent mistakes. According to Hofstede (2001), it is inevitable that uncertainty avoidance does correlate with distinct kinds of behaviours and lead to different levels of employees' job performance would evolve. Both high and low uncertainty avoidance also related to employees' job performance. Based on the discussion from Stowers (2013), the researcher concluded that the existence of a relationship between uncertainty avoidance and job performance relies on external factors.

## 2.6 Theoretical Framework

The theoretical framework assigned for the current study is shown in figure 1 below. The framework's dependent variable is employees' job performance, whereas the independent variables are power distance and uncertainty avoidance. The researcher studied power distance and uncertainty avoidance as corporate culture dimensions to investigate their effect on employees' job performance.



**Fig. 1 - Theoretical framework**

### 3. Methodology

The study was conducted based on a correlational method to examine the statistical relationship between the dependent and independent variables. The targeted population was the workers who work in the selected multinational company with years of working experience. The population number of workers in this company was 231. The sampling location was in a multinational company; it is a company that originates from Malaysia and operates the business in different countries. This study's sampling technique was convenience sampling; it is one of the non-probability sampling approaches. This approach was assigned to choose the workers as respondents to fill up the questionnaire since it is time and cost-saving. Moreover, it is impossible to include the whole population while conducting a study; thus, the sample size is determined to represent the population. 10% of the worker population was determined to establish the actual sample size (Roscoe, 1975; Bullen, 2013). Overall, 23 workers were selected as respondents to take part in this study and answer the questionnaires. However, 27 respondents had taken part by the end of the study, and the fulfilled response rate was 117%, which was higher than the estimated sample size. There were two kinds of data collected in the present study and referred to; they were primary data and secondary data. The researcher collected the primary data for this study by using the research questionnaire. The workers who worked in the multinational company were invited and encouraged to answer the questionnaires. After filling up, the researcher would collect back the completed questionnaires for further analysis and interpretation. The researcher had gathered secondary data by referring to published articles, books, journals, websites, and electronic documents, all related to the field of the current study. The engaged research instrument in the present study was the research questionnaire. The type of research questionnaire practised in this study was a close-ended questionnaire. Additionally, the questionnaire was conducted on a self-administered basis, which was known as a self-administered questionnaire. Self-administered questionnaires were delivered to the selected respondents by post and email. The languages applied to develop the questionnaire were Bahasa Malaysia, English, and Mandarin; this was to ensure every respondent understood the questions well.

The researcher had allocated three sections in the questionnaire: the demographic profile, independent variable, and dependent variable. Demographic profile items were developed to study the respondents' background information, and the researcher would treat all the selections as confidentiality; they were gender, age, ethnicity, educational background, and job tenure. The second section was developed for independent variables to study the respondents' beliefs and nature regarding power distance and uncertainty avoidance. The third section was designed for dependent variables to determine employees' job performance in the company. Section two and three were examined and analysed by using a 7-point Likert scale to represent respective status. The details are shown in Table 1 (Mohamed, 2013; Ahmed & Shafiq, 2014; Saad & Abbas, 2018; Awuor, 2015).

**Table 1 - Measurement of dependent and independent variables**

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Power Distance	Low	—————→					High
Uncertainty Avoidance	Low	—————→					High
Employees' Job Performance	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

For the present study, IBM SPSS 25.0 was utilized to analyse and interpret the respondents' data. The researcher applied four statistical methods to run the data for useful information to be interpreted and collected; they were descriptive frequency analysis, reliability analysis, Pearson correlation analysis, and Regression analysis. Descriptive frequency analysis was adopted to report the demographic background of the targeted respondents. Reliability analysis for the recent study adopted the consistency of Cronbach's Alpha; it took place in two sessions: pilot test and actual reliability test. Besides, Pearson correlation analysis was applied to measure the strength of the relationship between power distance (or uncertainty avoidance) and employees' job performance. Regression analysis revealed whether power distance (or uncertainty avoidance) would significantly positively or significantly negatively influence the employees' job performance.

Overall, all three variables had achieved an acceptable level of reliability, with 20 respondents from the selected multinational company taking part in the pilot test, shown in Table 2 to Table 4. Thus, the questionnaire had met the requirements and could proceed to the next research level, examining the relationship between corporate culture and employees' job performance.

**Table 2 - Pilot test (power distance)**

<b>Cronbach's Alpha</b>	<b>No. of Item</b>	<b>Reliability Level</b>
0.834	10	Good

**Table 3 - Pilot test (uncertainty avoidance)**

Cronbach's Alpha	No. of Item	Reliability Level
0.774	10	Acceptable

**Table 4 - Pilot Test (Employees' Job Performance)**

Cronbach's Alpha	No. of Item	Reliability Level
0.708	10	Acceptable

## 4. Data Analysis and Discussion

### 4.1 Demographic Background

The items involved in studying the respondents' demographic background were gender, age, ethnicity, educational background, and job tenure. All the information regarding the respondents' background was promised to be kept confidential, which ensured the respondents' willingness to answer the questionnaires. In terms of gender, the research sample comprised 10 males and 17 females, with the respective percentages of 37 and 63. There were four intervals of age designed for this study. The majority of the sample was aged 21- 30 years (16 respondents; 59.3%), while the minority was aged 41 - 50 years (1 respondent; 3.7%). Moreover, there were four types of ethnicity developed for the present study. The majority of the sample was occupied by Native Sarawak (11 respondents; 40.7%), while none Asian (1 respondent, 3.7%) occupied the minority. Next, there were four categories of education developed by the researcher for the present study. The educational stage at degree / professional qualification (11 respondents; 40.7%) was held by most of the sample, while the minority hold the educational stage at high school or below (3 respondents; 11.1%). Last, the researcher had divided the job tenure into five intervals. The majority of the sample had worked in the company for 1 year - less than 4 years (11 respondents, 40.7%), while the minority had worked for 7 years - less than 10 years (1 respondent, 3%) and 10 years & above (1 respondent, 3%).

### 4.2 Reliability Test

A reliability test was carried out to ensure the data collected back from the respondents is consistent and valid enough for carrying on and Pearson correlation analysis and regression analysis. Reliability of power distance, uncertainty avoidance, and employees' job performance was investigated and reported respectively in Table 5 to Table 7. According to the result, one can find out that the three variables had met the acceptance level, and the data analysis process was approved to proceed to the next stage.

**Table 5 - Reliability test (power distance)**

Cronbach's Alpha	No. of Item	Reliability Level
0.938	10	Superb

**Table 6 - Reliability test (uncertainty avoidance)**

Cronbach's Alpha	No. of Item	Reliability Level
0.719	10	Acceptable

**Table 7 - Reliability test (employees' job performance)**

Cronbach's Alpha	No. of Item	Reliability Level
0.937	10	Superb

### 4.3 Pearson Correlation Analysis

Pearson correlation analysis is a statistical technique to investigate the relationship between corporate culture and employees' job performance. The recent paper would discuss both power distance and uncertainty avoidance in the subsections below. Furthermore, research objectives and research questions for the dependent and independent variables would be addressed and responded as well.

**Table 8 - Correlations**

		Power Distance	Uncertainty Avoidance
Employees' Performance	Pearson Correlation	.649**	.527**
	Sig. (2-tailed)	.000	.005
	N	27	27

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

According to Table 8, one may notice that the acquired Pearson correlation for both the variables is a positive value. It means there is a positive correlation relationship between power distance and employees' job performance. The Pearson correlation value obtained by the power distance and employees' job performance is +0.649; which means power distance possesses a moderately positive effect on employees' job performance. Moreover, one may also notice that the relationship between power distance and job performance has obtained a significance value of 0.000; which is lesser than the 2-tailed level of significance at 0.01. Briefly speaking, power distance possesses a significant relationship with job performance among the workers in the multinational company. There is also a positive correlation relationship between uncertainty avoidance and employees' job performance. The Pearson correlation value obtained by the uncertainty avoidance and employees' job performance is +0.527, which means uncertainty avoidance possesses a moderately positive effect on employees' job performance. Moreover, one may also notice that the relationship between uncertainty avoidance and job performance has obtained a significance value of 0.005; which is lesser than the 2-tailed level of significance at 0.01. Briefly speaking, uncertainty avoidance possesses a significant relationship with job performance among the workers in the multinational company.

#### 4.4 Regression Analysis

**Table 9 - Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 <sup>a</sup>	.537	.499	.61513

a. Predictors: (Constant), Uncertainty Avoidance, Power Distance b. Dependent Variable: Employees' Performance

The simple correlation, R-value, is 0.733, and this indicates a high correlation degree between the variables. Moreover, since R-value is 0.733, which is larger than 0.50, this shows that the current study possesses a large effect size. In terms of R Square, 53.7 % of the data fit the regression model; it also reflects that the independent variable explains 53.7% of the variance in the dependent variables.

**Table 10 - ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.537	2	5.269	13.924	.000 <sup>b</sup>
1 Residual	9.081	24	.378		
Total	19.619	26			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Uncertainty Avoidance, Power Distance

Based on the significance value, 0.000, which is less than 0.05 ( $p < 0.05$ ) in Table 10, it reports that the regression model of the current research predicts the dependent variable, employees' job performance significantly and well; it shows a good fit for the result data.

**Table 11 - Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardised Coefficients Beta	t.	Sig
	B	Std. Error			
1 (Constant)	-.076	1.151		-.066	.948
1 Power Distance	.488	.133	.537	3.675	.001
1 Uncertainty Avoidance	.522	.213	.358	2.449	.022

a. Dependent Variable: Employees' Performance

Table 11 provides essential details for predicting the employees' job performance from both power distance and uncertainty avoidance. It has shown that the power distance is a significant cultural dimension to employees' job performance with the significance value of 0.001, which is less than 0.05 ( $p < 0.05$ ); power distance possesses a significant effect on employees' job performance. The unstandardised coefficient value (B) for power distance is positive, and this indicates that the higher the power distance, the better the employees' job performance. In terms of uncertainty avoidance, it is a significant cultural dimension to employees' job performance with the significance value of 0.022, which is less than 0.05 ( $p < 0.05$ ); uncertainty avoidance possesses a significant effect on employees' job performance. The unstandardised coefficient value (B) for uncertainty avoidance is positive, and this indicates that the higher the power distance, the better the employees' job performance. By comparing the standardised coefficients of



both independent variables, power distance owns a higher effect on employees' job performance with a beta value of 0.537 while comparing with the uncertainty avoidance with a beta value of 0.358.

**Table 12 - Summary of research hypothesis**

Order	Hypothesis Statement	Significance Value	Remark
H1	There is a significant effect of power distance on employees' job performance in the multinational company in Malaysia.	0.001	H1 is supported
H2	There is a significant effect of uncertainty avoidance on employees' job performance in the multinational company in Malaysia.	0.022	H2 is supported

As shown in Table 12, one can conclude that Hypotheses 1 and 2 are both accepted and supported. Power distance performs a significant effect on employees' job performance in the selected multinational company in Malaysia with a significance value of 0.001. Meanwhile, uncertainty avoidance exerts a significant effect on employees' job performance in the targeted multinational company in Malaysia with a significance value of 0.022.

## 4.5 Discussion of the Findings

In this section, the hypotheses of the current study would be explained and clarified for examining the significance of the relationship between the corporate culture and employees' job performance. Few pieces of literature review would also be collected and presented in section 4.5.1 and 4.5.2 to justify the findings of the present study.

### 4.5.1 Power Distance and Employees' Job Performance

According to correlation analysis, the Pearson correlation value obtained by the power distance and employees' job performance is +0.649; which means power distance possesses a moderately positive effect on employees' job performance. Moreover, based on the regression analysis, power distance is proved to perform a significant effect on employees' job performance in the selected multinational company in Malaysia with a significance value of 0.001. There was a research conducted in Palestine regarding the impact of power distance on performance in multinational organisations (Shahwan, 2016). The researcher had found out that there is a significant and moderately positive correlation between power distance and workers' job performance. Plus, power distance is recognised as a predictor while examining workers' performance in a multinational company where cultural differences can occur as a barrier to goal achievement. In Kenya, workers do not hold much power and autonomy in making the decision; this summarises that there is an indirect relationship between employees' empowerment and performance. However, through the research by Oloko & Ogutu (2017), power distance is evidenced to exert a moderating influence in the relationship between employees' empowerment and multinational company's performance. According to Rafiei & Pourreza (2013), power distance possesses a significant effect on workers' engagement, work satisfaction, commitment, and well-preparation in undertaking the responsibilities, and this leads to a better workers' performance. Sagie & Aycan (2003) once mentioned that most of the workers possess a high acceptance level on high power distance; they recognise that top management holds the right to make decisions. Workers also prefer to follow and obey every task and responsibility given by the administration to make sure they can perform the tasks adheres to the standard as expected, and thus leads to a good performance.

### 4.5.2 Uncertainty Avoidance and Employees' Job Performance

According to correlation analysis, the Pearson correlation value obtained by the uncertainty avoidance and employees' job performance is +0.527, which means uncertainty avoidance possesses a moderately positive effect on employees' job performance. Moreover, uncertainty avoidance exerts a significant effect on employees' job performance in the targeted multinational company in Malaysia with a significance value of 0.022. According to research conducted in Portugal companies, high uncertainty avoidance has a significant effect on work effort, which is one of the two types of workers job performance. Thus, this demonstrates a valid relationship between uncertainty avoidance and performance (da Trindade, 2015). Following a statement from Mohamed et al. (2013), the finding had demonstrated that uncertainty avoidance is verified to own a significant and strong positive relationship with workers' job performance. Doney, Cannon, & Mullen (1998) used to mention that a working environment with high uncertainty avoidance may stimulate workers to produce a voluntary helping behaviour; this is happened to ensure reducing the workplace ambiguities, and improving workers' job performance as well. Furthermore, workers who work in the workplace with high uncertainty avoidance will try to develop or set up some useful and practical strategies; this is for the purpose to solve the feeling of stress and uncertainty to yield better performance in the future (Debus, Probst, König, & Kleinmann, 2012). According to a study conducted in Taiwan shipping industry by Lu & Lin (2014), the researchers had found out that uncertainty avoidance does positively affect the workers' job performance, and the ways to enhance the traits of uncertainty avoidance for good performance are encouraged to be carried out by the managers in-charged. Plus, transformational leadership possesses a significant moderating influence on the relationship between uncertainty

avoidance and workers' job performance thus it is suggested to practise transformation leadership for the purpose to strengthen the positive impact of uncertainty avoidance on workers' job performance.

## 5. Conclusion

The present study investigates the relationship between corporate culture and employees' job performance in a multinational company in Malaysia. Two cultural dimensions from Hofstede's theory were adopted as the independent variables to study the nature of the corporate culture in the selected multinational company; they are power distance and uncertainty avoidance. In overall, the two cultural dimensions, power distance and uncertainty avoidance exert a moderately positive effect on job performance among the employees in the multinational company. From the regression analysis, power distance and uncertainty avoidance, do possess a significant effect on employees' job performance. The first dimension that brings the most significant impact on job performance is power distance, whereas uncertainty avoidance ranks second.

### *Limitations and Recommendations*

This section revealed a few limitations regarding the approaches of this study. The present research was focused only on employees' job performance; however, some other variables, for example, job commitment, satisfaction, motivation, involvement, engagement, retention, and development are not able to be examined. Next, only two dimensions from Hofstede's cultural dimensions theory were employed to study corporate culture; other dimensions such as individualism vs collectivism and masculinity vs femininity are not able to be investigated for the current study. Instead of only choosing Hofstede's cultural dimensions theory, there are other suggested cultural-related theories by previous researchers to be applied in this study as well; for example, House (1998), Peters & Waterman (1982), Hofstede (1997), Denison (1990), so on. Lastly, for the present study, the researcher only distributed the self-administered questionnaires to the respondents, and they were requested to answer it on their own without guidance. Since corporate culture is complicated and not easy to be explored, it takes an in-depth observation and investigation to assure the data collected is valid and reliable enough to be studied by the researcher for an accurate result. The researcher chose only one multinational company in Malaysia for the current study; thus, it is quite limiting to represent the phenomena of other multinational companies in Malaysia.

Also, the results of this study is inappropriate to define the corporate culture among other multinational companies in Malaysia. In line with the obtained result for the present study, one can find out that power distance and uncertainty avoidance do have a significant and moderately positive effect on job performance among the workers in the selected multinational company in Malaysia. Therefore, there are some recommendations suggested to the management of the multinational company based on the two said corporate cultural dimensions, power distance and uncertainty avoidance. First, since high power distance leads to an influential and better employees' job performance, management of the company should have paid enough attention to enhancing and strengthening power distance. Managers, leaders, or superiors should have a sense of initiative while making decisions or allocating jobs or duties among the employees, subordinates, or team members. Employers or managers should perform an effective leadership style without showing weakness or fragility while leading a group or team of members for long-term achievements. Employees' or workers' respective tasks and responsibilities should be listed clearly and mentioned thoroughly to make sure they know what they should comply with and accomplish; this, in turn, creates a better and excellent job performance. The targeted multinational company can design and develop the chains of formal communication between management levels to assure employees and employers can enjoy a series of effective and efficient interaction while passing messages and information. Next cultural dimension in which the multinational company should pay attention to is uncertainty avoidance since it does possess a moderately positive impact on job performance among the workers in the multinational company. Top management needs to pay attention to employees' work situation and condition while implementing changes or alterations in the company. Practical training or security protection should not be omitted among the employees while requesting them to adapt to a new environment or work practice. Plus, an expert manager or employer should develop formal rules and regulations to ensure that those employees or workers can perceive a strong sense of security and stability while working or servicing in the multinational company. It is critical to make decisions with consensus and agreement at work, and projects have to be designed and arranged very carefully and well; this is to prevent ambiguities and uncertainties happen among the workers and cause them to feel stress.

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