THE INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN MEDIVEST SDN BHD

SHARIFAH ZEENATU ZAINAB BINTI SYED ZAKARIA

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BY

SHARIFAH ZEENATU ZAINAB BINTI SYED ZAKARIA

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ABSTRACT

Organisation failures are related to ethical and risk management difficulties. Organization culture is characterized as developing habits that cause institutional failures, which are tied to ethics and risk management. This research paper analyzes the local challenges of organization culture on employee performance in hospital support services. Employee performance is critical and should be studied as it contributes to the overall achievement of an organisation. The goal of this research is to highlight dominant characteristics such as organisation leadership, management of employees, organisation glue, criteria of success, and strategic emphasis that contribute in enhancing Medivest's employee performance. In executing this present research, eight (8) Medivest senior managers were interviewed based on an interview protocol that covers six (6) segments of key factors of organisation culture (OC). In each segment, there were four (4) proposed statements leading to employee performance. The findings of this research have shown that the type of organization culture in Medivest is compete and collaborate culture. The employees of Medivest are seen to be focused and goal-oriented, and they show strong dedication and participation in daily operations. All of these factors contribute significantly to improve employee performance. This present research paper suggests that future studies should compare current findings with other hospital support service concessions within the topics of organisation culture and employee performance.

Keywords: *Organisation Culture, Employee Performance, Leadership, Hospital Support Service*

ABSTRAK

Kegagalan organisasi berkait rapat dengan masalah etika dan kekangan pengurusan risiko. Oleh itu, budaya organisasi yang dapat membangunkan tabiat positif bagi menangani kegagalan organisasi, adalah terikat dengan etika dan pengurusan risiko. Kertas penyelidikan ini menganalisis cabaran budaya organisasi setempat terhadap prestasi pekerja dalam perkhidmatan sokongan hospital. Prestasi pekerja adalah penting untuk dikaji kerana ia menyumbang kepada pencapaian keseluruhan organisasi. Matlamat penyelidikan ini adalah untuk menekankan ciri dominan, kepimpinan organisasi, pengurusan pekerja, keterikatan organisasi, kriteria kejayaan dan penekanan strategik yang menyumbang kepada peningkatan prestasi pekerja Medivest. Dalam melaksanakan penyelidikan ini, lapan (8) pengurus kanan Medivest telah ditemu bual berdasarkan protokol temu bual yang merangkumi enam (6) faktor utama berkaitan budaya organisasi di mana di bawah setiap segmen, terdapat empat (4) penyata cadangan bagi menyokong prestasi pekerja. Dapatan kajian ini telah menunjukkan bahawa jenis budaya organisasi dalam Medivest adalah budaya berdaya saing dan kolaboratif. Kakitangan Medivest dilihat mempunyai fokus dan berorientasikan matlamat, serta menunjukkan dedikasi dan penyertaan yang baik dalam operasi harian. Perkara ini, merupakan penyumbang utama dalam peningkatan prestasi pekerja. Berdasarkan beberapa batasan kajian, kertas penyelidikan ini mencadangkan agar kajian masa depan harus membandingkan penemuan semasa dengan konsesi perkhidmatan sokongan hospital lain di dalam konteks budaya organisasi dan prestasi pekerja.

Kata kunci: *Budaya Organisasi, Prestasi Pekerja, Kepimpinan, Perkhidmatan Sokongan Hospital*

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LIST OF ABBREVIATIONS

BEMS   Biomedical Engineering Maintenance Services

CEO   Chief Executive Officer

CLS   Cleansing Services

COO   Chief Operating Officer

EP   Employee Performance

FEMS   Facilities Engineering Maintenance Services

FMS   Facilities Maintenance Services

H1   Hypothesis 1

H2   Hypothesis 2

H3   Hypothesis 3

HSS   Hospital Support Services

HWMS   Healthcare Waste Management Services

LLS   Linen and Laundry Services

MSB   Medivest Sdn Bhd

OC   Organisation Culture

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter explains the fundamental information of the research. It includes the background of the study, problem statement, research questions, research objectives, the significance of the study, the scope of the study, definitions of key terms, and lastly, the organisation of the research paper.

1.2 Background of Study

An organisation aims to strengthen the performance and efficiency of its employees is best to be done through several practices, which include the execution of a suitable working environment, such as the implementation of a mutual trust, reliance, and democracy culture (Singh A, 2020). Without good working environment and value system culture, not only the organisation fails to meet its aims but also fails to sustain in rapid and uncertainty development. Organisation and employee are two inseparable entities. The phrase "employee performance" refers to an individual's work accomplishments as a result of making the necessary effort on the job by obtaining meaningful work and an engaged profile. An organisation's employee performance management system should be efficient in order to effectively utilize human resources and improve the

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organisation performance. The performance-based goal should be in line with the organisation's goals. Theories showed that employee performance (EP) ascertains not only by an individual commitment and good leadership but also through team work, integrity and coaching. (Pradhan et al, 2017). Besides contributing to good employee performance, culture is also stated as producing practices that causes institutional failures according to a consistent sequential pattern which links to ethics and risk management. A study of the cultural elements which contributes to failures revealed 23 distinct patterns (Hald et al, 2020). In Malaysia, there are also studies related to some organisation failures for example in healthcare services such as energy efficiencies, clinical waste management, linen and laundry services and other activities within hospitals (Omar et al, 2018). Studies revealed many deficiencies in the management mostly weaknesses in segregation process (Abd Manan et al, 2020).

As a result, culture serves as one of the foundations for organisation's success. To further understand the importance of having the right culture in the organisation, this study analyzed employee performance in Medivest Sdn. Bhd. known as "Medivest". This study begins by defining the concept of employee performance followed by organisation culture (OC). This qualitative research was conducted using Organisation Culture Assessment Instrument (OCAI) to gain insights on employee performance from the perspectives of Medivest's senior managers. OCAI was adapted on

specialized position on determining key factors related to organisation culture on employee performance (Cameron and Quinn, 2006).

1.3 Problem Statement

According to Hald, Gillespie and Reader (2020), one of the reasons institutions fail is due to their organisation culture. A company's culture may either encourage or limit development growth in the company. According to the study, failures are associated with ethical and risk management issues and organisation culture which is commonly acknowledged as a key effect on institutional failures. The research had founded a strong correlation between organisation culture, workplace accidents and corruption. The following highlights the critical points of each element contributing to organisation failure within the capability of organisation culture.

There are a number of concerns that are similar to all of them. Culture is stated as producing practices that causes institutional failures which links to ethics and risk management, according to a consistent sequential pattern. A study of the cultural elements which contributes to failures revealed 23 distinct patterns. To begin, culture is defined as a set of behaviors that may lead to organisation failure, one of the main reasons to support the initial statement is by having poor priorities, inefficient management, and insufficient training in the organisation. Aside from that, culture is also used to explain the issue of correction where how individuals, in most situations had the chance to rectify a problem and avoid

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failure but failed to do so such as practicing listening skill and responding to employee concerns. The majority of the cultural elements revealed in the case studies have been found to be congruent with safety and ethical culture models.

The second significant contributor to the above problem is a concept derived from causal culture, in which culture is used to describe the problem of correction: how, in the majority of cases, people had the opportunity to correct a problem and avoid failure, but did not take necessary measures, such as responding to and listening to employer concerns.

Studies revealed many deficiencies in the management mostly weaknesses in segregation process (Abd Manan et.al, 2020). Several alternatives proposed by The Public Service Department (JPA) Malaysia to strengthen the civil service through its commencement of a five-year strategic plan with initiatives including enhanced governance and service regulation and comprehensive and effective service delivery under the Human Resource Psychology Service Strategic Plan 2021-2025. The strategy will also place a strong emphasis on developing human capital, establishing values, and fostering a positive organisation culture as to ensure that civil servants provide an optimal service to the public (Bernama, 2021)

The importance of organisation value to a company's competitiveness, productivity, and profitability and culture is highlighted

in many literatures, which all depend on employee performance (Prasanna, 2018). For that reason, leading managers are more equipped to grasp new methods and approaches to manage and implement an organisation culture to increase employee performance.

A common issue in almost all organisations is identifying the company's culture and whether the approach implemented aligns with organisation objectives. The cultural crisis is the most challenging problem to resolve, but once resolved, it earns the greatest reward for the stability of the company (Ibrahim, 2017).

Aside from that, the most significant problem facing executives and administrators is the issue of employee or known as human resource management in achieving the company's defined goals. Thus, without an efficient employee management system, an employee could not effectively carry out the given tasks to achieve the desired outcomes. As a result, leadership necessitates the development of specific talents capable of facilitating and enhancing interpersonal interactions with others. To develop specific talents, which include interpersonal connection skills, among employees in a company is by providing a platform to assess whether the culture implemented in the organisation correlates with employee performance.

Employee performance, on the other hand, improves as a result of a positive work environment that motivates employees to do their best. (Maheshwari et al, 2017). The study also looks at how a business can

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improve employee performance by using a structured talent management strategy that focuses on employee recruitment, retention, and commitment. The research further highlights that a fragile organisation's reputation may lead to fewer candidates applying, dissatisfied and resentful employees, more turnover, and, ultimately, lower employee performance. As a consequence, a strong organisation culture improves workplace attractiveness, which will then allow the company to recruit high-quality talents who are able to integrate and adapt to the company's culture, resulting in enhanced organisation performance.

According to Mahadevan and Yap (2019) research, employee performance is created from an ongoing and continuous process of personal growth that involves employee's character and competencies. The research further mentioned that the employee performance may increase through on-the-job training where an employee learns and perform the task at one go.

The research conducted by Lor and Hassan (2017) shows that fostering cooperation and trust through emotional support, as well as creating a healthy work atmosphere, allows employees to perform better. Aside from that, higher job performance is associated with those who work under supportive leaders who demonstrate personal and professional growth. Their research proposed providing positive feedback to the employees in order to foster excellent performance among them.

Meanwhile, the research conducted by Johari, Shamsudin, Yean, Yahya and Adnan (2019) highlighted that the aspects of a job have an

impact on an employee's performance. The authors discovered that positive feedback had a favorable impact on employee performance, and that this factor functioned as a substantial mediator between feedback and work performance. The research further stresses that an employee's wellbeing is a vital aspect in achieving Malaysia's vision of becoming a developed country by 2020. Employee wellbeing, according to their study, is defined as the level of quality demonstrated by employees in their job activities. This situation would improve one's sense of well-being, which would lead to excellent work performance.

In addition, the research conducted by Rodriguez and Walters (2017) demonstrates how employee performance is considered the backbone of the Organisation. The research further explains that training and development of employees should be viewed as a vital aspect by leaders of the Organisation, as the Organisation's achievements or problems are determined by the performance of their employees. The research discusses that increased productivity, ease of adapting to new technologies, or being a highly driven individual are all examples of employee performance.

Furthermore, the study provided numerous methods for measuring employee performance, through (1) productivity, which refers to the quantity of raw resources converted into goods and services; (2) efficient and effective performance, which translates into the ability to achieve specific goals with few resources; (3) having quality is a distinctive feature

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of a product or service that satisfies a need; and (4) profitability is defined as the ability to earn a profit over a long period of time (Rodriguez, 2017).

According to Eliyana and Ma'arif (2019) leadership style is widely studied in connection to work performance and its impact on the performance of middle-level executives in organisations. In every company, one of the most important positions is that of leadership. In organisations, leaders play an important role in assisting employees in accomplishing their goals and objectives. The research further defines leadership as an individual's capacity to drive a group to achieve a common objective. It is a process in which a human engages with the organisation's employees, motivates them, and assists them in accomplishing the organisation's goals (Kalsoom, 2018).

Leadership is critical in bringing forth the essential improvements needed for excellent management. According to Kalsoom (2018). leadership is a process and the ability of an individual to motivate a group of people to achieve their objectives by sharing their vision. According to Nahavandi (2002), one of the management traits of an organisation that is useful in influencing employee performance is a good sense of leadership.

With reference to the research conducted by Eliyana and Ma'arif (2019), it is also recommended that further study explores a wider scope of leadership for the purpose of an in-depth research study. Thus, taking that into account, this present research study briefly covers the four types of

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leadership, which are transformative leadership, supportive leadership, participative leadership, and servant leadership.

The research (Kalsoom, 2018) also shows that despite all of the conflicts about the role of leadership, it is important for an organisation to identify types of leadership that will help the organisation drive its vision. Leaders have the greatest influence on a group's performance, and a group's performance is highly dependent on the leader (Kalsoom, 2018). The study also suggested that there is a correlation between an employee's performance and effective leadership. According to their findings, excellent leadership is significant in terms of executives' productivity and work happiness. Leaders who see their executives as a valuable resource, including people in decision-making and identifying their needs have a major impact on the employee.

Due to the lack of organisation culture research related to employee performance, particularly in the hospital support services industry, this present study explores key factors which are dominant characteristics, management of employees, organisation glue, criteria of success, and strategic emphasis that contribute to enhancing Medivest's employee performance.

1.4 Research Question

RQ1: What are the key factors of organisation culture (OC) in Medivest?

RQ2: What are the types of organisation culture (OC) in Medivest?

RQ3: Does organisation culture (OC) contribute in enhancing Medivest's employee performance?

1.5 Research Objectives

RO1: To identify the key factors of organisation culture (OC) in Medivest.

RO2: To determine the types of organisation culture in Medivest.

RO3: To assess whether organisation culture contribute in enhancing employee performance in Medivest.

1.6 Scope of Research

Over the years, the impact of organisation culture on company performance has been an intriguing area of study. The verdict is still out on whether organisation culture has an effect on the performance of its employee. Organisation has been identified as a critical element in determining an organisation's success (Ali, 2017). Thus, the objective of this current research is on identifying key factors of organisation culture focusing on six dimensions of organisation culture which are: dominant

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characteristics, organisation leadership, management of employees, organisation glue, criteria of success and strategic emphases. This research uses the OCAI list of questions to further conduct the interview. Although a lot of research has been done on organisation culture, there has been a small number of research study in the field of the healthcare industry focusing on hospital support services (Ramasamy, 2018).

A strategy based on qualitative research has been implemented to achieve the aforementioned goal. Medivest[1], which is a hospital support service company established in the year 1996. Medivest was examined solely through the participation of its senior management executives through interview question by completing the questions adapted from OCAI. As mentioned in the previous section, the competing value framework established by Cameron and Quinn serves as a conceptual foundation for this research study (Jardioui et al, 2019).

1.7 Limitation of Research

The limitation of this research is on three aspects;

First, the research population of this present study consists of senior management executives, where the research findings are focused entirely

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[1] Further details about Medivest will be explained in Chapter 4.

on their perspectives. For that reason, the findings can be biased and are not conclusive.

Second, the approach to getting data during the pandemic, COVID-19, the qualitative data through OCAI theory will be obtained from online interview questions which limits the participants' ability to express their ideas about Medivest's culture. Due to the pandemic, the researcher did not conduct a face-to-face discussion with the respondent. Thus, it is proposed that future studies use a face-to-face interview method to provide a sense of connection to the participants.

Third, since this study is to analyze the influence of organisation culture on employee performance, there is a possibility that the employee will under or over value their organisation or performance or some employees may overstate their real performance in Medivest.
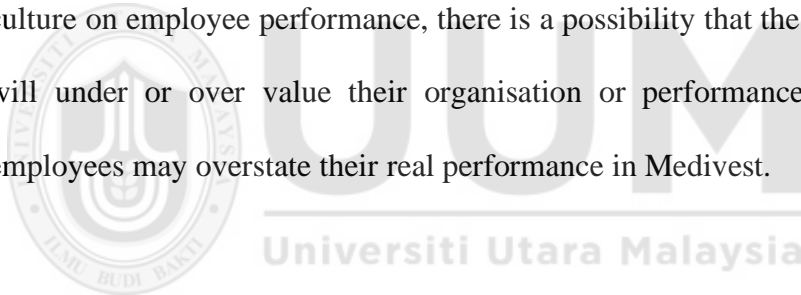
1.8 Significance of Research

In the past three decades, much research has been done on organisation culture and employee performance. Pettigrew (1979) performed the first research on organisation culture. According to Mansouri, Singh, & Khan (2018), the theory of Hofstede and Bond (1984), organisation culture is a way of thinking, attitudes, and behaviors that are associated with the values, beliefs, and practices that distinguish one business from another. Many studies asserted that an organisation's culture enhances the effectiveness of the company that include employee performance. There has been research on this subject which analyzes the connection between organisation culture and corporate financial performance (CFP), construction sector, IT sector and organisation culture and universities performance (Al Issa, 2019). However, there is still a gap in research on organisation culture with employee performance in healthcare service provider especially in Malaysia. Thus, it is hope that this research study adds to the current body of knowledge by analysing whether organisation culture of Medivest enhances the employee performance (Khashoggi et al, 2020)

Several incidents that prompted Medivest to be chosen is where on October 27th, 2016, it was reported that six patients died after the Intensive Care Unit of Hospital Sultanah Aminah (HSA), Johor Bahru building, caught fire at 9 a.m. Tuesday. Three hospital employees were hurt and are being hospitalized at Sultan Ismail Hospital, Johor Bahru (Berita Harian,

October 27 2016). HSA is directly managed by Medivest as the hospital support service in which the company is responsible for all of the facilities in the hospital. Aside from that, in 2015 and 2016, two of Hospital Sultanah Aminah's employees filed police charges against Medivest for allegedly forging their rubber stamps and signatures (Berita Harian, 27 October 2016). Thus, the present study at Medivest was conducted to further understand the operation side of the company, focusing on its organisation culture and employee performance.

1.9 Definition of Key Terms

The definition of key terms includes the organisation culture (OC) and employee performance (EP). OC refers to a collection of "shared values and beliefs that help individuals comprehend the functioning of organisations". In this instance, the term "shared values" is defined as a set of values for all business employees, while "working techniques" is defined as the ways in which employees carry out their daily tasks (Jardioui et al, 2019). To summarize, organisation culture refers to the value of an organisation that has been articulated via customs and human inventions. Numerous scholars, including Hofstadter, Shine, Denison, and Cameron and Quinn, have suggested various theories of organisation culture. This present research selected Cameron and Quinn's (2006) model owing to its features such as the discovery of unique characteristics relevant to various organisations and its broad usage in domestic and international research.

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Performance, on the other hand, is identified as a multifaceted definition, and on a fundamental level, an individual may distinguish between the process elements of performance, such as behavioral engagements, derived from the expected outcome of performance. Furthermore, high performance requires individuals to be able to deal effectively with unpredictable work situations (Pradhan et al, 2017).

Hence, based on the discussion stated previously, this present research indicates that employee performance is built on the primary aspects of management and organisation support, leadership style, and employee engagement as the most important factors that significantly contribute to employee performance and organisation effectiveness. Aside from that, an employee's performance relates to how they act at work and how successfully they carry out the tasks assigned.

Organisation effectiveness is known as the capacity of an organisation to get the required resources and accomplish its objectives by using basic techniques. As referred to (Zook, 2015), organisation effectiveness is defined as providing important decision-making information, highlighting the importance of an organisation, emphasizing the strength of the organisation, showing the organisation's influence, and enhancing the researcher's knowledge. Strategies and practices also grow in companies that use organisation effectiveness frameworks. Additionally, organisations that have a well-designed organisation structure are better positioned to connect their purpose with the task conducted. In order to

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measure how well an organisation is doing, a wide range of issues are considered, including customer satisfaction, employee relations, business processes, learning and development, and profitability. Thus, according to the issues being mentioned, OCAI is able to provide a platform to identify the gap analysis related to the culture implemented in the organisation, which helps to solve several issues mentioned. This is because the main components of an organisation's ability to increase effectiveness include many aspects of an organisation's culture, organisation structure, and technical systems, as well as social and business-oriented systems (Lo, 2017).

1.10 Organisation of Research Paper

This study consists of five chapters and is organized in the following format: Chapter one focuses on the groundwork of the research, which includes the background of the research, problem statement, research objectives, research questions, and scope of the study. Aside from that, several other topics comprise the significance of this research, and the definition of terms used. In chapter two, the discussion is focused on the reviews of past literature which covers the subject matter of the introduction of organisation culture, competing values framework, and types of organisation culture which was proposed by Cameron and Quinn's (2006). Chapter three of the research focuses on the methodology, which includes the procedure and the technique used to collect information and analyse the

subject matter of the study, where the researcher highlights the interview

questions' structure. Chapter four is on findings of the research study and

discussions. Finally, chapter 5 is on conclusion and recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review for organisation culture and employee performance. The first section discusses the competing values of the framework, which is used to measure the organisation culture in the organisation. This consists of clan culture, adhocracy culture, hierarchical culture, and market culture. Moving on to the second part of the literature review, which is the key factor in organisation culture and employee performance, aside from that, the discussion of types of leadership is included due to the fact that it provides weight to employee performance.
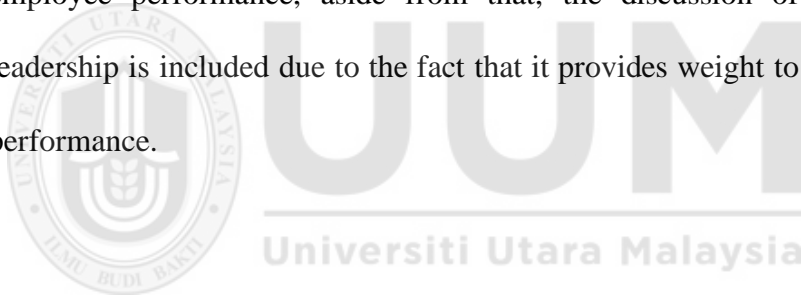
2.2 Organisation Culture (OC)

The following figure summarize the framework organisation culture:

Competing Values Framework	Key Factor to Organisational Cuture	Types of Organisational Culture	
• Collaborate (Do Things Together) • Create (Do things first) • Control (Do things right) • Compete (Do thing fast)	• Dominant characteristics • Organisational leadership • Management of employees • Organisation glue • Criteria of success • Strategic emphases	• The Collaborate / Clan Culture • The Control / Hierarchy Culture • The Create / Adhocracy Culture • The Compete / Market Culture	Organisational Culture

Figure 1:
Organisation Culture Framework

Organisation culture generally refers to organisation ideals that have been communicated through customs and human creations (Ooi et al, 2020). According to Lo (2017). An organisation effectiveness may increase in accordance to the contribution of organisation culture. The research strengthens that by elevating the knowledge management of an employee's contributes to the efficacy in the organisation. Furthermore, it is proven how past research had revealed that organisation culture is strongly linked towards the organisation effectiveness by modifying the behavior of employees in the organisation. Aside from that, the researcher had considered how organisation culture plays a significant impact on the

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overall functioning performance of the organisation. Through organisation culture, the norms and value in the organisation are shared which creates a standard that is valued among employees in the organization (Khan et al, 2020). The researcher also highlights two hypotheses on organisation culture as follows:

• The positive linkage between knowledge acquisition and Organisation effectiveness will be increased when Organisation culture is high.

The hypothesis underline how organisation culture creates a significant correlation between knowledge acquisition and organisation effectiveness (Lo et al, 2017). The findings of the hypothesis strengthen through previous studies where organisation culture has been linked through knowledge distribution between employees.

According to Cameron and Quinn (2006), there are 4 different categories of culture, which include adhocracy, clan, market, and hierarchical culture. Aside from that, several previous studies, which include research from Kanapathy, Zailani & Aghapour (2017) which implemented Cameron and Quinn's (2006) framework interview question in reference to organisation culture. Firstly, the clan, which focuses on collaborative and participative culture; Secondly, adhocracy, as a create culture where it highlights a company's inventive innovation. Thirdly, market culture, which focuses on the competitive and efficiency level of a

company. Fourthly, control culture with a focal point of coordination and having punctuality in the organisation.

Organisation culture is seen as an important element in the daily chores of an organisation, The phrase "organisation culture" is used in several contexts, based on previous definitions, there is general agreement that organisation culture is something that is held and shared by organisation members, which in turn influences members' choices and behavior when executing a job or resolving a problem (Cameron and Quinn, 2006). In general, organisation culture may be classified into two categories: sociological viewpoints and anthropological perspectives (Cameron and Quinn, 2006). In another research titled "organisation culture and development: Testing the structural path of factors affecting employees' work performance in an Organisation". A major drawback to this research was the availability of the required data. The purpose of this research was to capture relevant problems through the use of a self-rated employee performance scale that was gathered from participants. As a result, some employees may overstate their real performance in the workplace (Ibrahim et al, 2017). Based on the results of the present study, further research is suggested. The results of this research indicate that an organisation's culture is linked to transformative leadership.

2.3 Competing Values Framework (CVF)

According to Felipe (2017). The research proposed the implementation of Cameron and Quinn's framework of competing values

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framework to measure organisation culture in the organisation. The Competing Values Framework comprises of collaborating, creating, competing, and controlling culture. Previous research that analyzed organisation culture implemented the theory of Cameron & Quinn competing values framework (CVF). CVF is perceived as one of the authorized frameworks for examining organisation culture. There are two dimensions that are incorporated under CVF. This includes one section that focuses on flexibility and adaptability in the external orientation. As the second dimension, emphasis is on internal orientation of integration, collaboration, and unity.

CVF has been successfully used in a number of important areas of organisation performance, including overall quality management, human resource management roles, and cultural transformation, among others. As a result, the application of the CVF may also be seen as a useful technique for examining the relationship between OC and OA (Felipe et al, 2017).

Cameron and Quinn (2006), who conducted research on organisation culture, created the "Competing Values Framework" (OCAI), which consists of four competing values. According to their concept, there are four distinct forms of organisation culture, and each company exhibits at least one of them (AYDIN, 2018).

Manas Journal 270 of Social Studies incorporates elements of all four of these organisation styles (Yu and Wu, 2009). Hierarchy, market, clan, and adhocracy are the four suggested main cultural types in OCAI. To

begin, hierarchical culture refers to an organized and regimented work atmosphere.
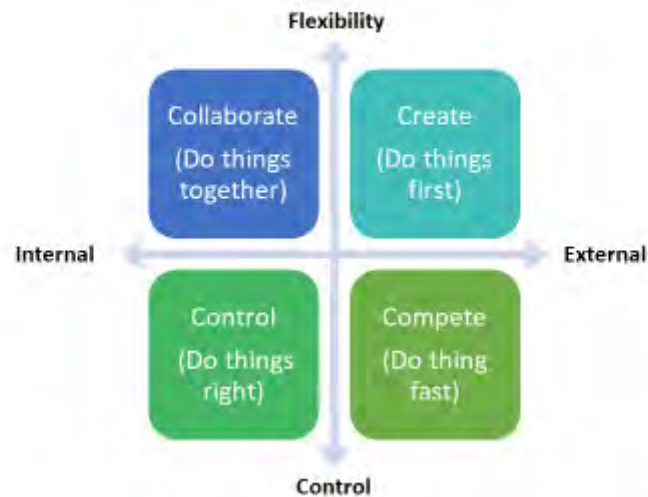
Figure 2:
Competing Values Framework

Employees' actions are determined by processes and regulations, as these formal norms and policies help keep the company together. Long-term objectives include stability and outcomes, as well as work efficiency. The term "success" refers to reliable delivery, efficient scheduling, and cheap prices. The leaders take pleasure in being efficient coordinators and organizers (AYDIN, 2018).

Cameron and Quinn provide a commonly used technique to diagnose culture that is statistically verified. It is referred to as the Organisation Cultural Assessment Instrument (OCAI), and is based on Quinn and Rohrbaugh's (1983) Competitive Values Framework. Cameron and Quinn (2006) propose a cultural paradigm that positions companies in four fundamental principles: flexible, stable, differentiated, and integrated.

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The fact that these four basic principles are contrary or conflicting assumptions is remarkable where each continuum shows a core value opposing the other end of the continuum value (Maximini, 2018).

Figure 2's four quadrants justify a model name: Competing Values Framework presents the contradictory or "competitive" values of this model (CVF). As shown, the main profile of a specific sort of organisation culture is defined by each of these quadrants: (a) the adhocracy culture which is characteristics shows an enterprising and innovative work setting. (b) the market culture, with the objective of obtaining competitive advantage through its focus on external dealings with suppliers and customers; (c) the hierarchy of culture, which has the work standards, norms, and procedures in its implementation to maintain control over internal operations; and (d) the clan of the culture, which is known as the ad hoc culture, implying something temporary, specific and dynamic (Paro et al, 2017).

2.4 Types of Organisation Culture

There are four types of organisation culture that influence employee performance in an organisation. They are defined and discussed below;

2.4.1 The clan culture

The clan culture resembles family-type organisation, where it highlights that organisation are like extended families than corporate

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entities. Differ from the market culture, which promotes revenue and are known to prioritizes on rules and procedures. The clan culture on the other hand, promotes cooperation, employee engagement programs, and business loyalty. Employees are enhancing to voice off their ideas or remarks, as well as partaking in important tasks in this culture. Leaders in clan-type organisation must function as mentors which inspires employees to develop new concepts and insights (Al Issa, 2019).

2.4.2 The adhocracy culture.

The adhocracy culture is recognized by a dynamic, enterprising, and innovative working setting. organisation that follows the adhocracy culture put an emphasis on keeping on the forefront of new research, products, and services (Al Issa, 2019). Furthermore, employees in this kind of organisation are expected to be adaptive. They must also be willing to try new things and be innovative (Arayesh et al, 2017). The clan culture depends on collaboration, whereas the adhocracy culture focuses on individual invention. Leaders in the adhocracy-type organisation culture are expected to be inventive, adventurous, and risk takers in order to thrive, as the definition of success for this culture is to be the pioneer in solutions created (Andreou et.al, 2020).

2.4.3 The hierarchical culture.

A hierarchy-dominated organisation, according to the theory would have a dominant leadership style. The leader in this situation acts as a supervisor, overseeing and supervising the work (Bradley, 2018). This culture is characterized by a well-defined organisation structure, established rules and procedures, strict control, and well-defined roles. Stability is provided by the hierarchical culture, which is maintained by a fixed and enforced rule. The success criteria of a hierarchical culture are based on how far employees can go relying on the procedure. In a hierarchical culture, transformational leaders may influence workers' creativity and innovation by establishing a work environment in which people interact to find goals, obstacles, and alternatives (Al Issa, 2019). By communicating a vision based on hierarchical culture, transformational leaders may direct employees' cooperative and team efforts toward more innovative work processes and outputs that are more secure, consistent, and reliable (Singh A, 2020).

2.4.4 The market culture.

The market culture refers to a goal-oriented organisation that prioritizes getting the job done. Profitability, market niche strength, competitiveness, and productivity are all major elements in a market culture organisation (Al Issa, 2019). Leaders in the market culture are dedicated to their jobs and hold themselves to high performance standards. Leaders that

operate in this culture put a high value on winning and reaching measurable goals and objectives (Al Issa, 2019). This is a quality that the transformational leader has as well (Kheir-Faddul et al, 2019).

An appropriate organisation structure is deemed necessary to facilitate learning processes and sharing in the organisation (Evans, 2012). Creating a conducive environment, as well as exact methods, procedures, and practices that support learning, are essential where it is deemed necessary to support knowledge management procedures (Garlin et al, 2009). It is considered dominant characteristics (DC) and organisation glue (OG) for the purpose of analysing organisation culture for this study project. Knowledge storage as a strategy is integrated at the cognitive level, resulting in KM behaviors that enable real knowledge storage. In other words, dominant characteristics (DC) impact knowledge storage**.** (Prabhakar et al, 2018). In article titled "organisation culture of Malaysian international construction organisations", where the project's main goal is to study the different cultural aspects of Malaysian international construction firms. However, the research did not highlight the degree of internationalisation of an organisation's operations and examine the organisation culture of different time periods in which it has an impact on organisation culture. (Low et al, 2020) is that organisational culture is seen as important for organisation since it has a major influence on organisation performance. This shows that the set of standards and values held by

individuals and groups inside the organisation. These standards and values are more likely to persist.

Figure 3 shows the organisation culture that was developed by Robert Quinn and Kim Cameron in 2011 through their validated tool for assessing organisation culture (OC) known as the organisation Culture Assessment Instrument (OCAI).

OCAIonline · **Types of Organisational Culture**

The Collaborate / Clan Culture

Leader Type: facilitator, mentor, team builder.
Value Drivers: commitment, communication
Theory for Effectiveness human development and participation produce effectiveness.
Quality Strategies team building, employee involvement, open communication.
Typical examples in sectors like health care, education, some government agencies, not-for-profits.

The Control / Hierarchy Culture

Leader Type: coordinator, monitor, organizer.
Value Drivers: efficiency, punctuality.
Theory for Effectiveness control and efficiency with appropriate processes produce effectiveness.
Quality Strategies error detect, process control
Typical examples in sectors like medicine, nuclear power, military, government.

The Create / Adhocracy Culture

Leader Type: innovator, entrepreneur, visionary.
Value Drivers: innovative outputs, transformation.
Theory for Effectiveness innovativeness, vision,
Quality Strategies create new standards, anticipate needs.
Typical examples in sectors like start ups, technology driven industries (communications, sustainability), and services like Airbnb, Uber.

The Compete / Market Culture

Leader Type: hard driver, competitor, producer.
Value Drivers: market share, goal achievement.
Theory for Effectiveness aggressive competition and customer focus produce effectiveness.
Quality Strategies measure customer preferences, create external partnerships.
Typical examples in sectors like consultancy, accountancy, sales and marketing.

Figure 3:
Types of Organisational Culture
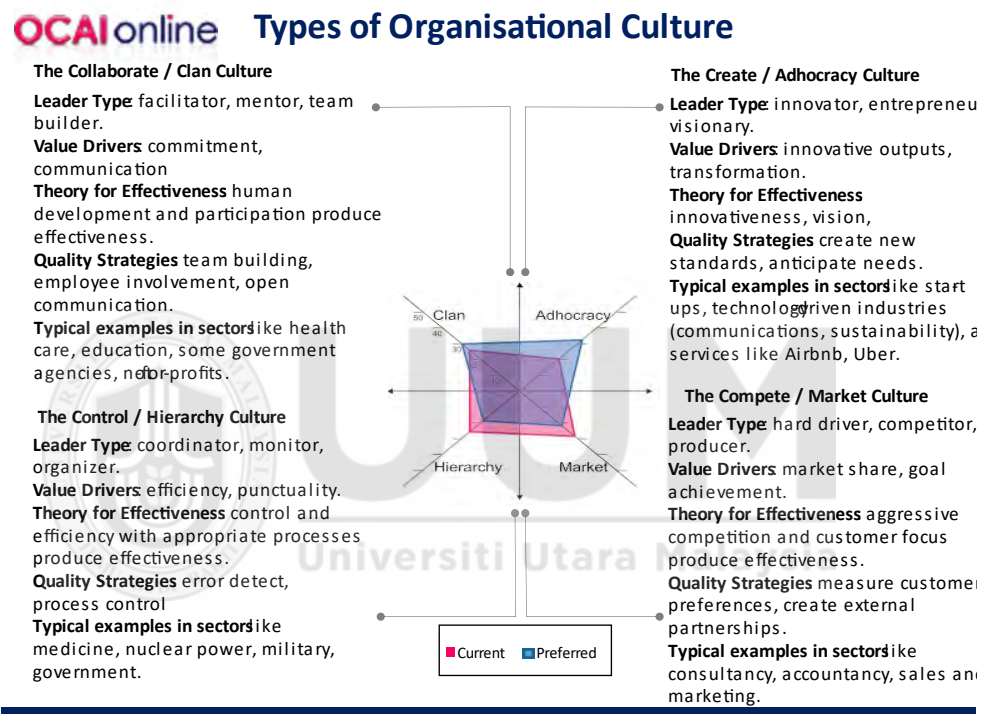
According to Cameron and Freeman (1991), the forms of organisation culture have an essential influence on organisation performance. The organisation Culture Assessment Instrument is known as significant research. The OCAI assessment tools were established to analyze the culture in the organisation. Other preliminary factors include the competing values framework (Maximini, 2018).

Cameron and Quinn (2006) offer a culture model that puts organisations's flexibility, stability, differentiation, and integration, into a series of four basic principles. "The four fundamental values are remarkable since they represent contrary or concurrent assumptions. Every continuum emphasizes a key value contrary to the value at the other end of the continuum. The four quadrants that emerged from these research Clan, Adhocracy, Hierarchy, and Market precisely corresponded to the primary organisation structures that have developed in the study of organisation management, according to Cameron and Quinn (2006). They also relate to current management concepts of organisation performance, quality methods, leadership roles, and capabilities. (Maximini, D, 2018).

According to research (AYDIN, 2018) titled "The role of organisation culture on leadership styles" stated that organisation's effectiveness is linked to culture. Coffey (2010) identified a link between organisation culture and commercial performance. As a result, Koh and Low (2008) emphasized that contractors. The existing situation must be reconsidered and reassessed. organisation culture practice in order to survive in construction is becoming a more intense, competitive, and dynamic environment.

Referring to several other research papers, including an in-depth explanation of the types of organisation culture. Firstly, the hierarchy culture, which suggests more organized and conventional (Anning-Dorson, 2018). As suggested by the scholar, a hierarchy culture is where the

employer instructs a formal process of rules and regulations with the aim of sustaining the organisation. Stability and results are long-term objectives, along with efficient activities. The achievement is characterized by confident delivery, reliable planning, and minimal expenses. The leaders are proud to be excellent coordinators and organizers who are efficient (Cameron and Quinn, 2006). Efficiency, timeliness, consistency and consistency are the driving forces behind these organisations (AYDIN, 2018).

Second, market culture, also known as competitive, refers to an organisation focused on results that promotes job completion and accomplishment. Due to the competition-based organisation model, workers are competitive and goal-oriented where it always emphasizes winning, where it is considered a value which the organisation holds. Reputation and achievement are the most essential factors. Long-term emphasis focuses on competing actions and achieving objectives (Cameron and Quinn, 2006). Market share, goals, and profitability are drivers of value (AYDIN, 2018).

Third, the clan culture values a highly pleasant workplace. There are a lot of employees, and they are all like a big family. Managers are regarded as mentors and father figures. Loyalty and tradition unite the group. The organisation is very involved since there is an open environment of communication within the subordinates. The organisation stresses the long-term advantages of the development of human resources. The cohesiveness

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of the organisation and the morality of all workers are very important. The way that this company succeeds is by meeting the needs of its consumers and by taking care of its employees. The company encourages collaboration, involvement, and agreement. Commitment, communication, and growth are the driving forces behind it (Singh, S. K, 2018).

Finally, the culture of adhocracy implies that this is an atmosphere for dynamic and creative labor. As executives take risks, leaders are seen as hazardous. However, creativity, dedication and experimentation are thought to be possible through that outcome. The long-term aim of the organisation is to expand and develop new resources and is regarded as a significant element in the success of the availability of new goods and services. All the findings indicate that the organisation's initiative and independence are promoted (Cameron and Quinn, 2006). Innovative performance, processes, and adaptability are drivers of value (AYDIN, 2018).

2.5 Key Factor to Organisation Culture

Several aspects of culture include six item which is derived from OCAI theory. Firstly, dominant characteristics which is defined as the attributes that holds the organisation. The purpose of having dominant characteristics is to identify what are the predominant nature in the organisation. Furthermore, the dominant characteristic will then resemble four types of organisation culture which are the collaborate / clan culture,

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the control / hierarchy culture, the create / adhocracy culture and the compete / market culture. Table shown below is to better clarify how types of dominant characteristics correlates towards each type of organisation culture:

The following shows different types of dominant characteristics that resemble the types of organisation culture:

Table 1: *Types of Dominant Characteristics and OC*

| No	Types of Dominant Characteristics	Types of Organisation Culture
1.	"The organisation is a very personal place. It is like an extended family. People seem to share a lot of personal information and features." Retrieved from (OCAI, 2006)	The first dominant characteristics correlates towards the clan culture as the organisation culture. As according to the established theory of OCAI by Cameron and Quinn, 2006 the clan culture consists of human development and participation to produce effectiveness. Thus, this shows that collaborate culture resembles the family type organisation in which most of the employees in the organisation have a family-like relationship with one another.
2.	"The organisation is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks." Retrieved from (OCAI, 2006)	The second dominant characteristics resembles create culture in which the company stresses on having entrepreneurial mindset. As referred to the established theory of OCAI, adhocracy culture shows an interest in the culture by its theory of effectiveness which are innovativeness, vision and new resources to produce effectiveness.
3.	"The organisation is very result oriented. A major	The third dominant characteristics is in line with market culture which is

concern is getting the job done. People are very competitive and achievement oriented." Retrieved from (OCAI, 2006)	known to have the competitive, goal achievement and market share in focuses on a result-oriented approach.
4.	"The organisation is a very controlled and structured place. Formal procedures generally govern what people do." Retrieved from (OCAI, 2006)	The fourth dominant characteristics shows a hierarchy culture in which the organisation is a very controlled and structured place. Other features of hierarchy culture includes that it functions with formal procedures where it governs what people do.

The following shows different types of organisation leadership that resemble the types of organisation culture:

Table 2: *Types of Organisation Leadership and OC*

No	Types of Organisation Leadership	Types of Organisation Culture
1.	"The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing." Retrieved from (OCAI, 2006)	According to the first statement, the first type of organisation leadership is referring to the clan culture also known as the collaborate culture. It is because that the quality strategies uphold by the culture includes team building, employee involvement and open communication.
2.	"The leadership in the organisation is generally considered to exemplify	The second type of organisation leadership refers to the adhocracy culture in which the value drives are being an innovator, having an

	entrepreneurship, innovation, or risk taking." Retrieved from (OCAI, 2006)	entrepreneurship trait and having visionary.
3.	"The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus". Retrieved from (OCAI, 2006)	The third type of organisation leadership is market culture where the leadership of the company is typically thought to demonstrate proactive, performance emphasis.
4.	"The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency." Retrieved from (OCAI, 2006)	The fourth type of organisation leadership are in line with hierarchy culture where the leadership of the company is typically thought to govern the company which is often believed to demonstrate planning, and minimize its error in daily operation.
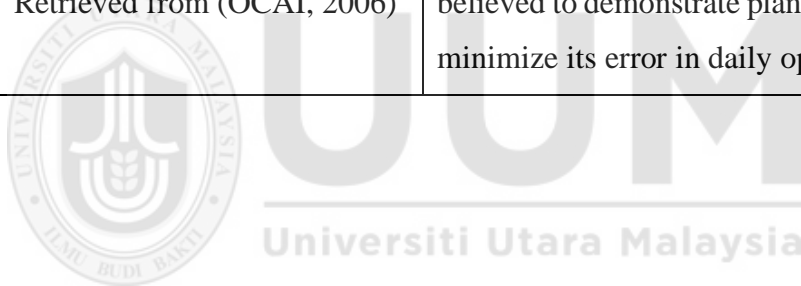
The following shows different types of management of employees that resemble the types of organisation culture:

Table 3: *Types of Management Employees and OC*

No	Types of Management Employees	Types of Organisation Culture
1.	"The management style in the organisation is characterized by teamwork, consensus, and participation." Retrieved from (OCAI, 2006)	According to the first statement, the first types of management of employees is referring to the clan culture where the managerial strategy at the company is defined by collaboration, cooperation, and involvement.
2.	"The management style in the organisation is characterized by individual risk taking, innovation, freedom, and uniqueness." Retrieved from (OCAI, 2006)	The second type of types of management of employees refers to the adhocracy culture in which the managerial strategy at the company is defined by individual risk taking, creativity, independence, and originality.
3.	"The management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement.". Retrieved from (OCAI, 2006)	The third types of management of employees are market culture where the managerial strategy at the company is hard-driving high in competitiveness, having high expectations, and accomplishment which reflects the success for the company.
4.	"The management style in the organisation is characterized by security of employment,	The fourth types of management of employees are in line with hierarchy culture where the organisation's

conformity, predictability, and stability in relationships." Retrieved from (OCAI, 2006)	management style is defined by job security, uniformity, consistency, and having long term relationship among employees

The following shows different types of organisation glue that resemble the types of organisation culture:

Table 4: *Types of Organisation Glue and OC*

No	Types of Organisation Glue	Types of Organisation Culture
1.	"The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high." Retrieved from (OCAI, 2006)	According to the first statement, the first type of organisation glue is referring to the clan culture where the glue that ties the organisation together would be commitment and building cooperation. Dedication to this organisation runs strong.
2.	"The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge." Retrieved from (OCAI, 2006)	The second type of organisation glue refers to the adhocracy culture in which the organisation glue that keeps the company together is devotion to innovation and progress. There is a focus on being on the forefront of the industry
3.	"The glue that holds the organisation together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes." Retrieved from (OCAI, 2006)	The third types of organisation glue are market culture where the focus on success and goal attainment is the glue that ties the organisation together. The motifs of having aggressiveness and success are strong.

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No		
4.	"The glue that holds the Organisation together is formal rules and policies. Maintaining a smooth-running Organisation is important." Retrieved from (OCAI, 2006)	The fourth types of Organisation glue are in line with hierarchy culture where the glue that ties the company together is specific rules and procedures. Maintaining a smooth-running Organisation is crucial for the company.

The following shows different types of strategic emphases that resemble the types of organisation culture:

Table 5: *Types of Strategic emphases and OC*

No	**Types of Strategic emphases**	**Types of Organisation Culture**
1.	"The Organisation emphasizes human development. High trust, openness, and participation persist." Retrieved from (OCAI, 2006)	According to the first statement, the first type of strategic emphases is referring to the clan culture where the focus of the Organisation is encouraging social growth progress. Being trustworthy, transparency, and maintaining engagement in the market is crucial.
2.	"The Organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued." Retrieved from (OCAI, 2006)	The second type of strategic emphases refers to the adhocracy culture in which the Organisation focuses on gaining new resources and producing new objectives. Exploring new challenges and seeking for prospects are the characteristic that is valued in the Organisation.

No		
3.	"The organisation emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant." Retrieved from (OCAI, 2006)	The third types of strategic emphases are market culture. The company puts a focus on competitive activities and accomplishments. The importance of hitting goals and succeeding in the marketplace is evident.
4.	"The organisation emphasizes permanence and stability. Efficiency, control and smooth operations are important." Retrieved from (OCAI, 2006)	The fourth types of strategic emphases are in line with hierarchy culture where the organisation stresses sustainability and consistency. Efficiency, control and smooth operations are vital.

The following shows different types of criteria of success that resemble the types of organisation culture:

Table 6: *Types of Criteria of Success and OC*

No	Types of Criteria of Success	Types of Organisation Culture
1.	"The organisation defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people." Retrieved from (OCAI, 2006)	According to the first statement, the first type of criteria of success is referring to the clan culture where the organisation describes success through the fundamental of having progress in human resources, collaboration, employee dedication, and support for other people.
2.	"The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator."	The second type of criteria of success refers to the adhocracy culture in which the company measures achievement on the fundamental of having the most

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	Retrieved from (OCAI, 2006)	innovative or latest offerings. Adhocracy culture is known to be market champion and inventor.
3.	"The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key." Retrieved from (OCAI, 2006)	The third types of criteria of success are market culture where the focus of winning in the marketplace and outperforming the competition is how the company defines success. The ability to lead in a competitive market is crucial for market culture
4.	"The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical." Retrieved from (OCAI, 2006)	The fourth types of criteria of success are in line with hierarchy culture where the efficiency is the metric by which the company measures its performance. The importance of on-time delivery, flexible scheduling, and low-cost manufacturing should not be overlooked.

2.6 Employee Performance

The following figure summarizes the framework of employee performance.
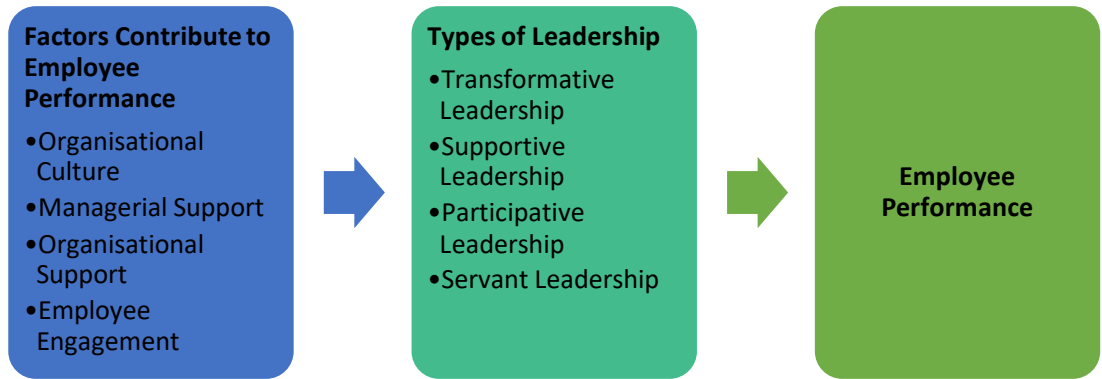
Figure 4:
Framework of Employee Performance

This section begins with an in-depth discussion of employee performance based on previous research.

2.6.1 Factors affecting employee performance

According to Diamantidis et al (2019) in the article entitled "Factors affecting employee performance: an empirical approach" investigated the relationships between firm-related variables such as training culture, managerial support, environmental dynamism, organisation climate, and job-related factors, as well as their effect on employee performance. However, a possible shortcoming of this research is that it is not sector-specific. Apart from the cross-sectional use of self-reported variables, the

research suggested a model in isolation for each sector, which may have resulted in a limited context.

Other research related to employee performance explains that there is a relationship between organisation support, employee engagement, performance, and emotional relationships in Indian higher education Pawirosumarto, Sarjana & Muchtar (2017). As referred to the data from the case study, 410 professionals from various Indian higher education institutions were given a self-administered interview question. The data was analysed by structural equation modelling. To summarize, the finding shows that employee performance and emotional commitment are increased by organisational support. These relationships have also been shown to have linked with employee engagement.

In addition, the research conducted by Pawirosumarto, Sarjana & Muchtar (2017) was to assess, analyse, and explain how leadership styles, enthusiasm, and discipline affect employee performance. The methodology used was qualitative through interview question related to participants' enthusiasm, discipline, leadership style, and employee performance. From 451, the Slovin technique was used to choose 82 participants who fit the criteria. The results revealed that leadership style, employee enthusiasm, and discipline are all have a positive and substantial impact on employee performance. However, there are several shortcomings in this research such as the need to verify the number of variables in the model, as the study was

limited to three factors. Future research might include other factors such as reward and recognition, as well as job happiness.

Furthermore, another research on employee performance by Sendawula (2018), assessed the influence of training and employee engagement on employee performance using data from Uganda's health sector. According to Sendawula (2018), there was a significant impact of training and employee engagement on employee performance. One of the study's limitations is that it relied on cross-sectional research and interview question with closed and open-ended questions. As a consequence, it is likely that changes in behaviour over time are not observed. Additionally, closed-ended questions restrict a respondent's ability to convey his or her views thoroughly. Thus, future research should utilise a mixed methodologies approach in order to acquire a thorough grasp of the topic area.

Besides that, a study by Curry et al (2018) proposed the idea of organisation culture as one of the elements that encourages continuous improvement. Based on the study conducted, it is proposed that clan culture promotes personal growth through employee's participation in the workplace.

Another study linked towards the employee performance presented by Maheshwari (2017) highlights the importance of strong engagement between branding and human resource operations. Besides that, marketing and human resources operations are essential 'magnets' for hiring the

right talent required to fulfil strategic goals and boost the profitability of the business (Nazir et al, 2017). The research further proposed establishing human resource marketing strategy to help organisations develop a platform of talent management which is a vital aspect in the organisation. A poor platform of talent management resulted in a disengaged and resentful employee which finally leads to lower organisation performance (Babagana et al, 2019).

Generally, a company's image and market position have an influence on its ability to recruit employees. This allows job searchers to compare rival firms based on their brand and reputation (Lievens & Slaughter, 2016). A genuine employer brand promotes workplace appeal and attracts high-quality individuals who readily integrate and adapt with the organisation's culture via organisation analysis. This leads to increased corporate's performance. Employer branding has also been related to the hiring process, engagement, and retention of the right talents such as individuals whose professional ideals coincide with the organisation's principles. Previous researchers have made substantial contributions to understand the exhaustive relation between corporate branding and talent attraction. There are still considerable study gaps in the area of recruitment branding and its influence on talent attraction that need to be filled (Maheshwari et al, 2017).

2.6.2 Influence of Leadership on Employee Performance

Research shows that transformative and supportive leadership behaviours contribute a direct impact on employee performance. Leaders particularly in the operation of the business, must develop strategies to increase employee work performance (Lor, 2017). In brief, based on numerous research study on employee performance, major factors that contributes to employee performance are organisational culture, managerial support, organisation support, leadership style, and employee engagement. As for that reason, the present research highlights on the types of leadership as it supports on the enhancement of employee performance.

2.7 Definition of Leadership

In general, leadership is defined as a process through which one person affects a group of others to attain a shared purpose. This is quite close to Robbins (2006) definition of leadership, which states that leadership is the capacity to persuade a group of people to accomplish the intended objective. Leadership, on the other hand, is defined as an individual's capacity to use the power of an organisation or environment to accomplish difficult objectives (Lor, 2017). Others define leadership as a process through which a person uses the authority he or she has as a result of their position, experience, or charm to influence people in an organisation to

accomplish a certain objective (Lor, 2017). Strong character and unselfish commitment may also be the foundation of excellent leadership.

The next section further discusses different types of leadership which includes Transformative leadership, Supportive leadership, Participative leadership and Servant leadership.

2.8 Types of Leadership

2.8.1 Transformative Leadership

When it comes to transformative leadership, a significant amount of research has validated the outline inputs of transformative leadership's effectiveness on employee performance (MacKillop, 2018). The research further suggests that there is a definite correlation between having successful leadership styles in enhancing the employee performance (Burnes et al, 2018). However, due to the general and broad idea, the theory of transformational leadership offers unclear justification particularly in how leaders should act in a particular problem. As according to this research, it has been suggested that transformative leaders may lie or manipulate followers in order to achieve self-serving goals (Lor, 2017).

In addition, transformative Leadership is the most mentioned leadership style that produce a beneficial impact on employee work performance. Lor (2017) discovered that transformational leaders have a

substantial impact on goal attainment through cultivating trust and developing relationships with subordinates. In short, transformational leaders have a beneficial impact on executives' performance in terms of job engagement, quality, quantity, and perseverance.

2.8.2 Supportive leadership

Supportive leadership is defined as having mostly explored behaviour in Path-goal theory. According to the theory, supportive leaders are known to offer friendly gestures with the colleagues, exhibit understanding, and treat all employees fairly. Supportive leaders make it possible to improve executives' performance hence improving executives' performance through building collaboration and trust, as well as providing emotional support (Chiniara, 2016).

In addition, the research conducted by Lor (2017) mentioned that many research has found that the qualities of supportive leaders' such as thoughtfulness, contribute directly to employee performance. It is shown that employees who work under supportive leaders who demonstrate thoughtfulness tend to have excellent performance. The research highlights that it is proven that there is a correlation between having thoughtfulness and employee performance.

2.8.3 Participative leadership

The most essential leadership behavior seeking by the employer is through participative leadership as it was validated by numerous research study which proposed as having a strong link with employee performance (Nassazi, 2013). It was also observed that participative leadership style was substantial and favourably affect employee performance in the long run.

In addition, participative leadership may influence employee performance through the amount of trust between leaders and staff. This research found that through the implementation of participative leader contributes to a stronger relationship between the two parties. A recent study, however, indicates that participative leadership has no meaningful association with employee's performance (Lor, 2017).

2.8.4 Servant leadership

The third kind of leadership is servant leadership, which includes having attentiveness, promoting compassion, awareness, persuasion, and stewardship, among other things. Servant leadership traits like empowerment, humility, and stewardship have a significant impact on team success. (Chiniara, 2016). It was also shown that servant leadership has an impact on employee satisfaction and performance (McCann et al, 2014).

As a conclusion, this chapter focuses on the different types of leadership skill sets to briefly introduced how leadership styles contributes to employee performance. As according to the research conducted by Nassazi (2013) the author enhances that an employee's performance contributes to the organisation success through training. With that reason, the research has shown a correlation between supportive leadership and employee performance as supportive leadership emphasises on executives' improvement through training and development.

2.9 Chapter Summary

This chapter highlighted significance of the three main elements which are organisation culture, types of leadership and employee performance. This chapter also highlights different types of organisation culture that include clan, adhocracy, hierarchical and market culture. Furthermore, factors that contribute to employee performance include organisational culture, managerial support, organisation support and leadership, employee engagement in which is achievable through transformative leadership, supportive leadership, participative leadership and servant leadership. The next chapter focuses on research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The present chapter covers on research framework, research proposition, research design, sampling, research instrument and data analysis.

3.2 Research Framework

Considering previous studies that have been highlighted in Chapter 2, the present chapter emphasise only on the link between organisation culture (OC) and employee performance (EP) in a company. In this present research, eight (8) senior management executives from Medivest, were interviewed and requested to fill in an open-ended interview question for the purpose of gathering data. The interview question was distributed and collected from October to November 2021. The objectives of the interview include:

- to identify the key factors leading to organisation culture (OC) in Medivest.

- to determine the types of organisation culture in Medivest.

- to assess whether organisation culture contribute in enhancing employee performance in Medivest.

A strategy based on qualitative research has been implemented to achieve the aforementioned objectives. Medivest, which is a hospital support service company was the focus of the research. Medivest was examined solely through the participation of its senior management executives in responding to the interview questions. As mentioned in the previous chapter, the competing value framework established by Cameron and Quinn serves as a conceptual foundation in this research (Jardioui et al, 2019).

This research chooses Medivest as a context of research study in which the company had been awarded numerous achievements, which included the achievement of a 4 Star Rating for Hospital Support Services and a 4 Star Rating for Privatization of Services in the year 2020. Medivest also received a special recognition from YBhg. Tan Sri Dato' Seri Dr. Noor Hisham bin Abdullah, Director General of Health for the Commitment and Cooperation in Management Addressing Covid-19. Besides that, the company has been awarded "very good" for Occupational Safety Health Performance by the Malaysian Society for Occupational Safety and Health in the year 2019 (Medivest Insight Edition 9, 2021).

3.3 Research Propositions

The research propositions are as follows:

- **Proposition 1**: Compete culture and collaborate culture are the organisation culture in Medivest.

- **Proposition 2**: Dominant characteristics, organisation leadership, management of employees, organisation glue, criteria of success and strategic emphases are among the key factors that correlates to organisation culture in Medivest.

- **Proposition 3**: Organisation culture contribute in enhancing employee performance in Medivest.

3.4 Research Design

The organisation of hospital support services was the primary focus of this research. Out of 19 senior management executives, eight (8) senior management executives have voluntarily participated in this study. In order for the senior management executives to participate in the interview, they must be familiar with the process of interview and have a thorough understanding of their key performance index (KPI).

3.5 Participants Profile

The participants consist of three (3) male senior management executives and five (5) female senior management executives. This reflects

the total number of senior management executives with females being the majority.
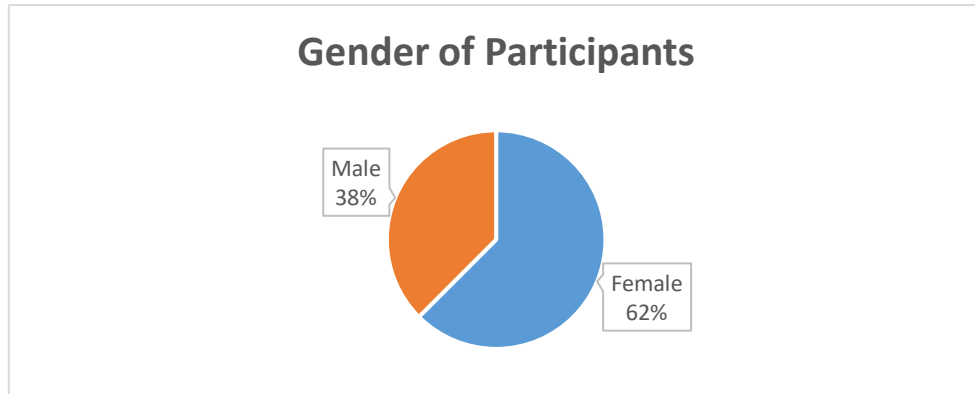
Figure 5:
Gender of Participants

Based on the demographics, this research's unit of study comprises participants from the organisation's executives, which are Head of Departments (HODs) and senior manager. The HODs and senior manager were chosen for their expertise and direct contribution to the organisations' strategy of the company aside from the Chief Executive Officer (CEO) and Chief Operating Officer (COO). Hence, top management was chosen on the basis that they are in charge of the emphasis on activities such as teamwork and information sharing that sustain organization growth and success (Muthuveloo et al, 2017).

In addition, participants' years of service are more than 10 years in Medivest and all are Malays. Specifically, the participants that are involved in this research are shown in Table 7, below.

Table 7: Participants Profile

No	Name	Designation of Participants
1.	Nadiratul Noziana Abd Majid	Head, Healthcare Waste Management Services
2.	Abd Rajes Nordin	Head, Cleansing Services Head, Medivest Environmental Sdn Bhd
3.	Noor Haura Samsudin	Head, Facilities Management Services
4.	Masripa Tamsi	Head, Information Technology
5.	Nadzli Ahayalimudin	Head, Compliance (Safety, Quality & Risk)
6	Jamalul Khair Hassan	Head, Linen & Laundry Service
7	Dalima Bahari	Head, Contract Management & Procurement

3.6 Data Collection and Analysis

The methodology used for this research is based on the establishment of theory from Kim Cameron and Robert Quinn. The research focuses on the role of organisation culture on employee performance. For the purpose of determining if the expected link between organisation culture and employee performance is valid, an interview question was conducted. The interview questions were sent to employees directly *via* email. Participants in the study completed a total of 6 interview questions under 6 aspects of culture. The list of questions is as shown:

OCAI List of Questions adopted in Interview:

Table 8: OCAI List of Questions

No	Aspect of Culture	Instruction: Choose ONE answer best indicates your Organisation. List of Questions
1	Dominant characteristics	A. "The organisation is a very personal place. It is like an extended family. People seem to share a lot of personal information and features." B. "The organisation is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks." C. "The organisation is very result oriented. A major concern is getting the job done. People are very competitive and achievement oriented." D. "The organisation is a very controlled and structured place. Formal procedures generally govern what people do".
		Any further comments to share regards to Medivest's "dominant characteristics"?
2	Organisation leadership	A. "The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing." B. "The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking." C. "The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus."

		D. "The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency."
		Any further comments to share regards to Medivest's "organisation leadership"?
3	Management of employees	A. "The management style in the organisation is characterized by teamwork, consensus, and participation." B. "The management style in the organisation is characterized by individual risk taking, innovation, freedom, and uniqueness." C. "The management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement." D. "The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships."
		Any further comments to share regards to Medivest's "management of employees"?
4	Organisation glue	A. "The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high." B. "The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge." C. "The glue that holds the organisation together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes."

		D. "The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important."
		"Any further comments to share regards to Medivest's "organisation glue?"
5	Strategic emphases	A. "The organisation emphasizes human development. High trust, openness, and participation persist." B. "The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued." C. "The organisation emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant." D. "The organisation emphasizes permanence and stability. Efficiency, control and smooth operations are important."
		"Any further comments to share regards to Medivest's "strategic emphases?"
6	Criteria of success	A. "My organisation defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people." B. "My organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator." C. "My organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key."

		D. "My organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical."
		"Any further comments to share regards to Medivest's "criteria of success?"

The questions are based on the competing values framework (CVF), which includes collaborate (do things together), control (do things right), create (do things first) and compete (do things fast) (OCAI Online, 2006). The Organisation Culture Assessment Instrument (OCAI) is recommended for evaluating organisational culture. The interview questions were divided into six categories: dominant characteristics, organisation leadership, management of employees, organisation glue, strategic emphasis, and criteria of success (Cameron and Quinn, 2006). Each characteristic has four instruments: clan, hierarchy, market, and adhocracy also known as collaborate, control, compete and create culture (David et al, 2018).

Interview questions were considered to be the most efficient method to be utilised as it produces concise answer sheets according to research objectives. The responses to the question form were examined and properly transcribed. All participants have offered their verbal consent. The data collection approach outlines how the research take place through a qualitative method involving an in-depth interview. The participants were chosen based on years of experience and position in which all participants are in the position of senior management executives in the organisation.

There is an additional question asked to the participants which is if there are any further comments in regards to Medivest's dominant characteristics, organisation leadership, management of employees, organisation glue, strategic emphases and criteria of success to prompt reasoning from the participants.

In this phase, the qualitative data obtained via interview question was transcribed, processed, and divided into appropriate categories in accordance with the research objectives. The information was categorised as follows:

Table 9: Key Factors of Culture

No	Key Factors of Culture
1	Dominant characteristics
2	Organisation leadership
3	Management of employees
4	Organisation glue
5	Criteria of success
6	Strategic emphases

Thematic analysis was then performed on the basis to categorised the responses. According to Maheshwari, Gunesh, Lodorfos & Konstantopoulou (2017), each of the transcripts should be thoroughly analysed to better understand the logic behind the relative responses while referencing to the main topics generated from the literature study. Aside from that, the research also indicates that thematic analysis is regarded as a valid strategy since it has been applied in prior research studies that embrace qualitative research methodologies (Maheshwari et al, 2017).

3.7 Chapter Summary

In brief, this chapter emphasises the strategy adopted in conducting the research, which first starts with a brief introduction to the research, then focuses on the research framework, research propositions and research design, participants profile and data collection and analysis. Findings and discussion are highlighted in Chapter 4.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter focuses on the findings and discussions. The early part of this chapter describes brief background of the participants. In addition to this, the discussions are based on the three (3) research propositions between organisational culture and employee performance.

4.2 Brief Background of Participants

The analysis and findings discuss the qualitative method conducted towards 8 senior management executives at Medivest Headquarters (HQ) at Bukit Damansara, Selangor. The letter for approval to have all the senior management interviewed was sent out on October 2021. An interview questions was submitted to the participants of the research. Even though initially 19 participants were approached, it ended up with only eight (8) participants who responded to the interview questions. The responses from those eight (8) have been analysed. Findings and discussion from the interview process are as follows (Section 4.3).

4.3 Data Screening and Verification of Responses

Data screening was conducted with the purpose of having reliable information filtered before proceeding to the next step. As a matter of fact, the process of data screening is a practice to double-check all of the responses received from participants. This procedure is critical because it guarantees that all of the responses is filtered before proceeding to thematic analysis. Thus, data screening assists the researcher in identifying any unengaged responses or misfits within the responses (Umar, 2015).

Hence, this research study incorporated data screening with the purpose of having a strong basis of data information to explore the key principle of the research objectives. With reference to the interview questions collected for this study, verification of responses was conducted through an additional discussion with the participants.
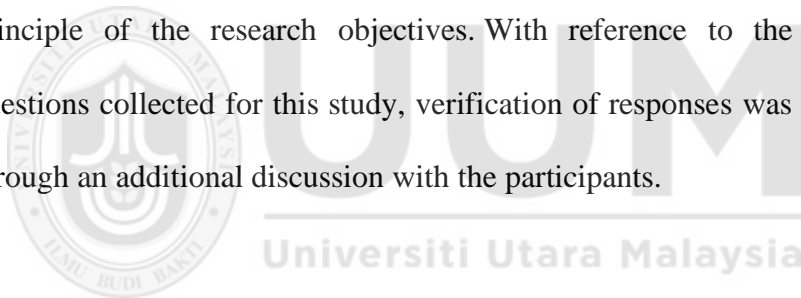
4.4 Data Analysis of Organisation Culture in Medivest

Table 10: Key Factors of Culture Dominant Characteristics

| Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Dominant Characteristics Retrieved from (OCAI, 2006)	A. "The organisation is a very personal place. It is like an extended family. People seem to share a lot of themselves".	**A. Collaborate**
	B. "The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks".	**B. Create**
	C. "The organisation is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented".	**C. Compete**
	D. "The organisation is a very controlled and structured place. Formal procedures generally govern what people do"	**D. Control**

1) Dominant characteristics

8 responses
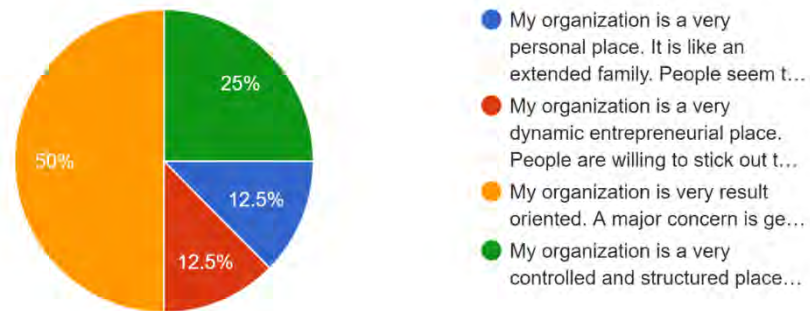
Figure 6:
Dominant Characteristics

Based on Figure 6, the majority of senior management had voted for statement C in the dominant characteristics implemented by Medivest. This statement corresponds to a competitive culture in which it is known that the organisation is result-oriented; the company's primary concern is to get the job done. It is also agreed that most of the people in Medivest Sdn Bhd are very competitive and achievement-oriented. Thus, statement C is the most voted statement, with a total percentage of 50%.

Moving on to the second major vote by Medivest's senior management executives, where the organisation is a very controlled and structured place. It includes formal procedures that generally govern what people do. Based on the statement voted, it is understandable that statement D shows the characteristics of a control culture. Statement D received the second highest vote, with a total percentage of 25%.

Statements A and B receive similar chosen statement with 12.5%, which is the least voted statement for dominant characteristics in the

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company. With that being stated, 12.5% indicates that a small percentage of Medivest's senior management agrees that the "organisation is a very personal place in which it is like an extended family." People seem to share a lot of themselves" which equals to a collaborative culture and statement B: "The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks" which correlates to creating culture.

Further comments from senior management about dominant characteristics in Medivest include respondent 1's opinion that the company lacks an advocate for a leadership role, which contributes to the limited authority among management levels. On the other hand, the view given by respondent 2 is that the company employs strong leadership, along with the opinion of respondent 5, that the dominant characteristics of the company are that most employees are encouraged to get the job done in accordance with the concession agreement of the company.

Table 11: *Key Factors of Culture Organisation Leadership*

Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Organisation Leadership Retrieved from (OCAI, 2006)	A. "The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing".	**A. Collaborate**
	B. "The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking"	**B. Create**
	C. "The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus".	**C. Compete**
	D. "The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency".	**D. Control**

2) Organizational leadership
8 responses

- The leadership in my organization is generally considered to exemplify mento...
- The leadership in my organization is generally considered to exemplify entrep...
- The leadership in my organization is generally consi...
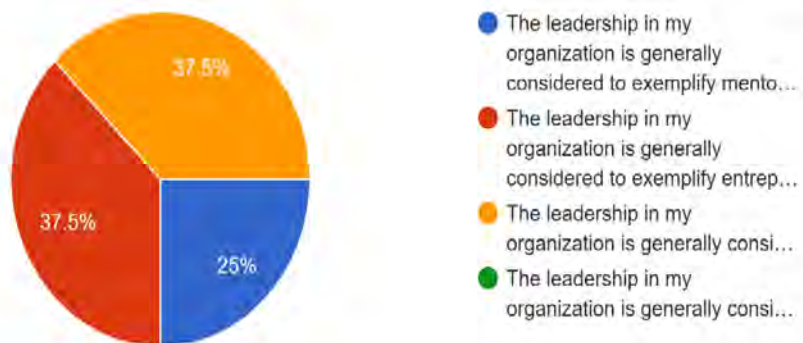- The leadership in my organization is generally consi...

37.5%
37.5%
25%

Figure 7
Organisational Leadership

Based on Figure 7, the majority of participants had voted for 37.5% for the organisation leadership implemented in Medivest, which consists of 2 statements that is the highest voted by senior management executives. The first statement is statement B, "the leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk-taking," which equals to create culture, and statement C, "the leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus," which correlates to competitive culture.

Moving to the least voted statement by Medivest's senior management executives where "the leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing" which correlates to the collaborative culture as the type of organisation culture.

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In addition, the perspective held by senior management executives regarding the organisation leadership of the company is that it provides an experienced team leader in managing daily functions. Medivest has numerous leadership and executive-level training programs to enhance its senior management executives, as revealed by respondent 2. Apart from that, respondent 4 indicates that the Medivest encourages for a risk-taker individual in performing its duties, quoted saying that "every risk is truly an opportunity".

Table 12: Key Factors of Culture Management of Employees

| Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Management of Employees Retrieved from (OCAI, 2006)	A. "The management style in the organisation is characterized by teamwork, consensus, and participation".	A. Collaborate
	B. "The management style in the organisation is characterized by individual risk taking, innovation, freedom, and uniqueness".	B. Create
	C. "The management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement".	C. Compete
	D. "The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships".	D. Control
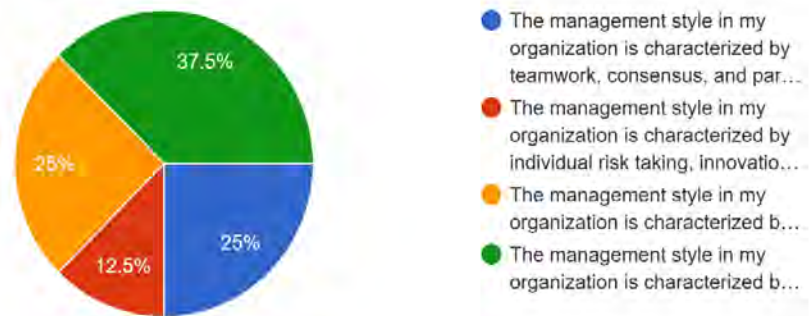
Figure 8
Management of Employees

From the interview question, figure 8 shows the highest vote for management of employees is allocated to statement D, "the management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships," which correlates to control culture. Aside from that, statement A, "the management style in the organisation is characterized by teamwork, consensus, and participation," received 25% of chosen statement which indicates a collaborative culture, and statement C, "the management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement," received 25% of the vote, indicates a competitive culture. The third highest vote is for statement B, "the management style in the organisation is characterized by individual risk-taking, innovation, freedom, and uniqueness," which equals to create culture.

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As stated by respondent three (3), further comments on Medivest's management of employees is where the executives and middle management level are willing to support and participate in any of the given tasks.

Table 13: Key Factors of Culture Strategic Emphases

Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Strategic Emphases Retrieved from (OCAI, 2006)	A. "The organisation emphasizes human development. High trust, openness, and participation persist."	A. Collaborate
	B. "The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued."	B. Create
	C. "The organisation emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant."	C. Compete
	D. "The organisation emphasizes permanence and stability. Efficiency, control and smooth operations are important."	D. Control

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4) Strategic emphases

8 responses

- My organization emphasizes human development. High trust, openness, and participation pe…
- My organization emphasizes acquiring new resources and creating new challenges. Tryin…
- My organization emphasizes competitive actions and achiev…
- My organization emphasizes permanence and stability. Effici…
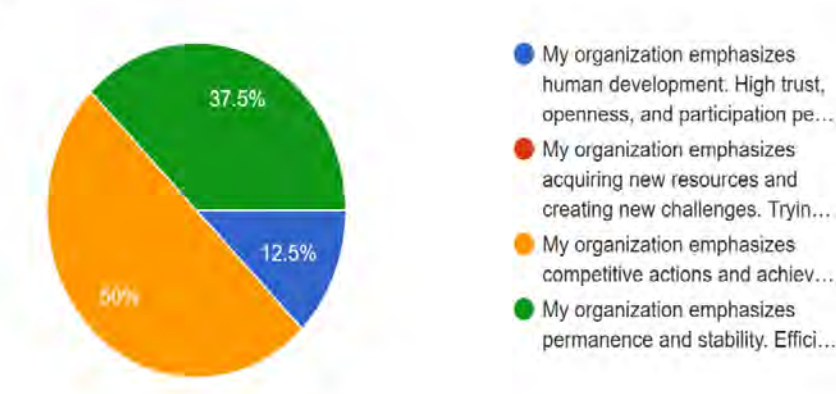
37.5%

12.5%

50%

Figure 9
Strategic Emphases

Based on Figure 9, the majority of participants had voted for a competitive culture through the statement agreed which is "the organisation emphasizes competitive actions and achievement." Hitting stretch targets and winning in the marketplace are dominant with 50% of the vote. The control culture receives the second highest vote via statement D "the organisation emphasizes permanence and stability. Efficiency, control, and smooth operations are important" with 37.5% and the least voted organisation culture is the collaborative culture with 12.5%, which is stated in statement A, "the organisation emphasizes human development. High trust, openness, and participation persist. "

Furthermore, respondent 2 indicates that the company's strategic emphases is to improve employee abilities since the company encourages leadership training programs and competency certifications.

1.

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Respondent 5 also mentioned that the organisation's strategic priority is by creating a result-oriented attitude that focuses on generating results for the company. The company's first aim is to provide excellent service to each of the hospitals that Medivest manages. Respondent 5 further said that the company intends to maintain its Gold Class 1 Award from the Malaysian Society for Occupational Safety and Health at the hospitals of Alor Gajah, Jelebu, Permai, and Medivest Sdn. Bhd. Healthcare Waste Treatment Plant.

Table 14: Key Factors of Culture Organisation Glue

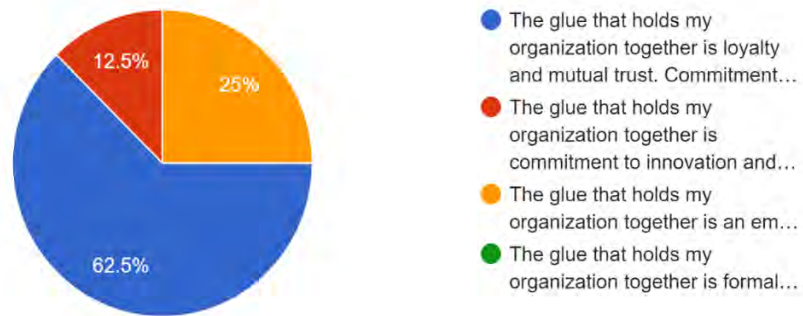| Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Organisation Glue Retrieved from (OCAI, 2006)	A. "The glue that holds the organisation together is loyalty and mutual trust. Commitment to this Organisation runs high".	A. Collaborate
	B. "The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge."	B. Create
	C. "The glue that holds the organisation together is the emphasis on achievement and goal accomplishment."	C. Compete
	D. "The glue that holds the organisation together is formal rules and policies. Maintaining a smooth- running organisation is important."	D. Control

5) Organization glue

8 responses

Figure 10
Organisation Glue

Based on Figure 10, the majority of participants had voted for a collaborative culture by agreeing on the statement "the glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high" with 62.5%. The second most popular organisation culture is competitive culture, as stated in statement C, "the glue that holds the organisation together is the emphasis on achievement and goal accomplishment," with 25%, and the least popular organisation culture is create culture, as stated in statement B, "the glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge" with 12.5%.

Besides, further comments regarding the value that holds Medivest as an organisation are as stated by respondent #2 in which the company strives for excellence as its core values in providing hospital support services in 21 hospitals in the south zone, namely six hospitals in Negeri

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Sembilan, three hospitals in Malacca, and 12 hospitals in Johor. Other comments given by the senior management include those from respondent 5, where it is highlighted that together the company is able to achieve more in terms of results and services that it provides. Respondent 5 further highlights that the company enhances teamwork in each of its daily tasks.

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Table 15: Key Factors of Culture Criteria of Success

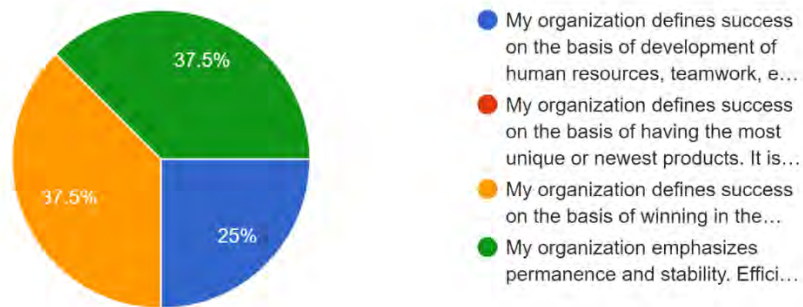| Key Factors of Culture	Statement Proposed	Types of Organisation Culture
Criteria of Success Retrieved from (OCAI, 2006)	A. "The organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people."	A. Collaborate
	B. "The organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator."	B. Create
	C. "The organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key."	C. Compete
	D. "The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical."	D. Control

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Criteria of Success

8 Responses

Figure 11:
Criteria of Success

Based on figure 11, the majority of participants had voted for a competitive and control culture by agreeing to statement C, "the organisation defines success on the basis of winning in the marketplace and outpacing the competition" with 37.5% and statement D, "the organisation defines success on the basis of efficiency". Dependable delivery, smooth scheduling, and low-cost production are critical". The least voted organisation culture is collaborative culture through statement A, "the organisation defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people" with 25%.

Besides, further comments regarding the definition of success for Medivest is where the company highlights excellence in delivering services through creativity and innovation which is shared by respondent #2. Respondent #2 further explains that the company is known to incorporate a clear vision throughout the delivery of each project by increasing the

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competitiveness of each service. Apart from this, additional comments include the views shared by respondent 3 (three) where Medivest promotes having passion in moving forward.

4.4.1 Key factor leading Organisation Culture in Medivest.

To better present the findings of this research, several restatements include that the research was conducted in Medivest, which is an organisation that serves as a hospital support service. The purpose of this study is to determine the type of organisation culture of Medivest and whether it contribute in enhancing employee performance. A qualitative research method was utilized in this study to obtain a thoroughly analysed conclusion.
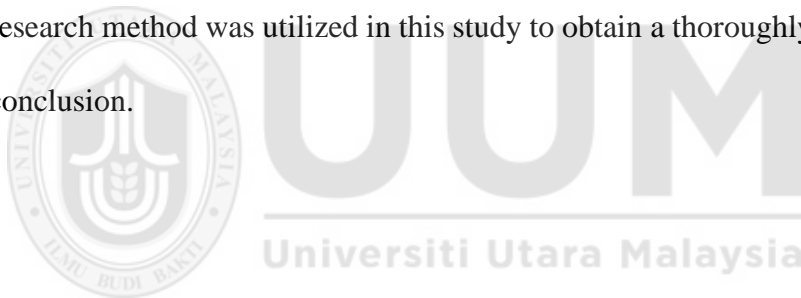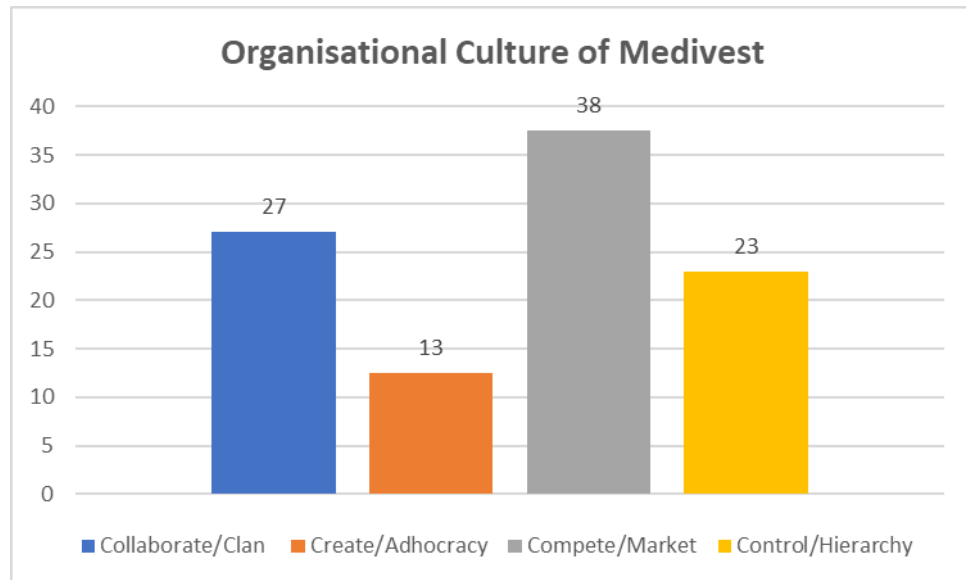
Figure 12
Organisational Culture of Medivest

According to the interview question, there are two organisation cultures that achieved the highest score. The organisation culture of Medivest is compete and collaborate culture as shown in Figure 12 above. Thus, it responds to Proposition 1: Compete culture and collaborate culture are the organisation culture in Medivest.

As referred to Figure 12, the highest chosen statement is compete culture with 38% and collaborate culture as the second highest with 27%. Thus, based on the result generated it is observed that Medivest as a hospital support service company falls under the category of compete and collaborate culture.

Organisation culture in Medivest shows that it practices compete and collaborate culture as a result from the key factor that is assessed

during the interview. The key factors examined includes dominant characteristics, organisation leadership, management of employees, organisation glue, criteria of success and strategic emphases which brings us to Proposition 2: Dominant characteristics, organisation leadership, management of employees, organisation glue, criteria of success and strategic emphases are the key factors that resulted in identifying the organisation culture of Medivest.

Based on the interview, the senior management executives of Medivest had chosen the statement that shows compete culture in the organisation. Thus, the qualities of a compete cultures include managing competitive advantages, motivation and customer excellence of the company (OCAI, 2006).

Collaborate culture on the other hand, shows that Medivest have a strong dedication and communication qualities in its daily operation. In addition, collaborate culture values human development and participation in delivering organisation effectiveness (OCAI, 2006).

4.4.2 Types of Organisation Culture in Medivest

KEY FACTOR OF ORGANISATIONAL CULTURE IN MEDIVEST

	Dominant Characteristics	Organizational Leadership	Management of Employees	Strategic Emphases	Organization Glue	Criteria of Success
■ Collaborate	1	2	2	1	5	2
■ Create	1	3	1	0	1	0
■ Compete	4	3	2	4	2	3
■ Control	2	0	3	3	0	3

Figure 13

Key Factor of Organisational Culture in Medivest

Based on the responses of the senior management executives, the organisation displays an aggressive and competent type of environment. The compete culture demonstrate a strategy that emphasises competitiveness, stability, and control. Employees are focused and goal-oriented in the compete culture, emphasises hard-pushing competition and efficiency, as summarised from the interview with Medivest's senior management. These findings are consistent with the research by Singh (2020) which determined that the service sector is marked by innovation, conflict, pro-action, and experimentation, as well as a control system.

In addition, the findings highlighted by Singh (2020) on compete culture is where the workplace environment is dynamic and aggressive, with a performance-based compensation and incentive structure. This research reveals that compete culture implemented a cost-effective manner operational resource. Based on the data that has been analysed,

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the findings from this section will be supported with research proposition as follows:

- **Proposition 1**: Compete culture and collaborate culture are the organisation culture in Medivest.

- **Proposition 2**: "Dominant characteristics", " organisation leadership", "management of employees", "organisation glue", "criteria of success" and "strategic emphases" are among the key factors that correlate to organisation culture in Medivest.

With reference to research propositions 1 and 2, the findings have shown that there is a link between key factors of culture and organisation culture. As based on the interview, the chosen statement of characteristics for the key factor of culture, firstly, is the dominant characteristics implemented in Medivest, include a result-oriented approach, which translates into a compete culture. Secondly, the key factor of culture is organisation leadership, in which the management advocates for entrepreneurship and innovation among the employees. Aside from that, the management also promotes an aggressive, result-oriented focus, which then translates into 2 major cultures in Medivest, which are the create and compete culture. Thirdly, the key factor assessed is the management of employees in Medivest in which the participants highlighted as having security of employment. Thus, leads to a control culture being implemented. The fourth key factor of culture is strategic

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emphases, where management emphasises competitive action, which then translates into a compete culture. The fifth key factor of culture is organisation glue, where the participants acknowledge on having loyalty, mutual trust, and high commitment, which translates into a collaborate culture. Lastly, the key factor of culture is the criteria of success, where Medivest implements a compete and control culture where the organization is determined in outperforming the competitor aside from ensuring low-cost production.

In light of the above, it can be summarised that the culture being implemented in Medivest is compete and collaborate culture based on the characteristics of key factor that has been chosen.

4.4.3 Organisation Culture in enhancing Employee Performance

In this section, the study further conducts an in-depth study in terms of the comments and remarks given by the senior management executives of Medivest to identify does organisation culture (OC) contribute in enhancing Medivest's employee performance. The summary of this section is shown in Table 16 below.

With reference to the research proposition (Proposition 3), the findings had shown a proven fact that organisation culture contribute in enhancing employee performance.

- **Proposition 3**: Organisation culture contributes in enhancing employee performance in Medivest.

Based on further comments that is given by the senior management executives of Medivest, the comments stated are mostly related to the employee performance. The comments are further shown as follows:

Table 16: Further Comments of OC

No	Key Factor of Organisation Culture	Further Comments by Senior Management
1.	Dominant Characteristics	1) The company lacks an advocate for a leadership role, which contributes to the limited authority among management levels 2) The company should employ strong leadership 3) The employees are encouraged to get the job done in accordance with the concession agreement of the company
2.	Organisation Leadership	1) Provides an experienced team leader in daily managing functions. 2) Medivest has numerous leadership and executive level training programs to enhance its senior management. 3) The company's support a risk-taker mindset in performing everyday managing duties with quoted saying that "every risk is truly an opportunity."
3.	Management of Employees	1) The employees in Medivest which refers to the executive and middle management level of the company to support and participate in any of the task given.
4.	Strategic Emphases	1) The company's strategic emphases improve employee abilities since most employees are eligible to leadership training programs and competency

			certifications in relation to each department
		2)	Creating a result-oriented attitude that focuses on generating results for the company. The company's first aim is to provide excellent service to each of the hospitals that Medivest manages.
		3)	The company intends to maintain its Gold Class 1 Award from the Malaysian Society for Occupational, Safety and Health at the hospitals of Alor Gajah, Jelebu, Permai, and Medivest Sdn. Bhd Healthcare Waste Treatment Plant.
5.	Organisation Glue	1)	The company strive for excellence as its core values in providing hospital support service in 21 hospitals in the south zone namely six hospitals in Negeri Sembilan, three hospitals in Malacca and 12 hospitals in Johor.
		2)	Medivest encourages teamwork in its daily task.
6.	Criteria of Success	1)	The company targets are to aim for excellency in delivering services through creativity and innovation.
		2)	The company is known to incorporate a clear vision throughout the deliveries of each project which is the 6 services of Medivest by increasing the competitiveness of each service.
		3)	Medivest promotes having passion in moving forward

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As referred in Table 16, further comments are given in terms of dominant characteristics. Several highlighted items include that the organisation lacks in giving an opportunity in leadership position which resulted in a lack of authority at the top levels management. As referred to the research by Johari, Shamsudin, Yean, Yahya and Adnan (2019), when a job has both external and internal benefits, the employee's well-being is improved. The research further stresses how an opportunity given by the organisation provides external benefits including money, physical security, and respectable social standing. In addition, the internal benefits include the capacity to exercise personal control, the ability to employ skills, and interaction with others (Beltrán-Martín et al, 2018). The external and internal causes of employee well-being proposed have been empirically supported. This situation would improve an individual's sense of well-being, which would lead to a better work performance.

Furthermore, the participants also commented that the company lacks an advocate for a leadership role, which contributes to the limited authority among management levels. This is a crucial part of Medivest's success in achieving excellent employee performance. A leadership role is crucial, as has been pointed out by Rodriguez (2017), where employee performance is influenced by leaders' perspectives, personal interests, positions, and obligations.

The second key factor is organisation leadership is where Medivest has many leadership and executive-level training programs in place to develop its senior management executives. According to the research by Basri (2017), employees are given greater authority and become more engaged through its continuous training. Research found that abilities and talents are constantly developed by continuous training and individual ideas are appreciated at a higher level by management. Aside from that, it is also highlighted that Medivest provides an experienced team leader in managing its daily functions. Research by Nassazi (2013) shows that employee performance is an end result of an individual performance resulting from the right method being implemented. Thus, an experienced leader could advocate for the right method to achieve the organisation's target performance. Other research defines employee performance as the measure of success key indicators, which includes productivity, efficiency, effectiveness, quality, and attendance at work (Arinanye, 2015).

Moving on to the third key factor, which is the management of employees. Medivest professionals refers to the company's executive and middle management levels, are expected to assist and engage in each job assigned to them. Research established by Basri (2017) further supported the statement mentioned that the business work environment should equip the middle management level to have democratic management styles that encourage teamwork and

participation. Employees' creativity is boosted when their ideas are accepted, acknowledged, and awarded. Aside from that, the participants highlighted how executive and middle management levels of the company support and participate in any of the task given. This shows how Medivest provides a positive working environment for its executives. Research conducted by Nassazi (2013) shows that working conditions have an impact on the mental wellbeing of an employee. Thus, a fatigued employee risks the potential for accidents, poor morale, or loss of life. As a consequence, organisations should offer noise-free working spaces and suitable lighting systems and temperatures. Creating a positive safety culture ensures good working conditions, which increases the overall employee performance.

The fourth key factor is strategic emphases, where most workers are qualified for leadership training programs and competence certifications. Medivest believes that through training, strategic learning helps boost employee capacities. Furthermore, it is stated that training has become both necessary and essential to produce a skilled and well-prepared workforce which is capable of producing high-quality work and maintaining a high level of performance to meet the organisation's objectives and goals (Mahadevan, 2019). Aside from that, the participants emphasises that Medivest as a company prioritise creating a result-oriented attitude that focuses on generating results for the company. Thus, in order to boost employees' aspirations to have a result-oriented attitude, research by Elnaga and Imran (2013)

suggested implementing a reward system that assists both in retaining and recruiting excellent talent. The research further propose that an organisation may implement performance-based pay systems to reward individuals according to their performance standards. However, the execution of performance standards should be with a sense of justice and consistency.

The fifth key factor is organisation glue, where Medivest enhances that organisation's ability to produce greater results and deliver excellence services is through collaboration. Collaboration between the two entities of employees and employer is required for a successful workplace branding. This research further highlights that having open and effective communication between employees is necessary as it promote talent engagement which is in line with the organisation's objectives. Finally, an emphasises in the importance of training as a part to achieve an employee's performance. Individuals' knowledge, skills, traits, proficiencies, and behaviors increases as a result of training, which reduces complaints, absenteeism, and turnover (Maheshwari et al, 2017).

The last key factor analysed is the criteria of success, where senior management highlights that Medivest as an organisation emphasises its expertise in service delivery via creativity and innovation. Several studies supporting the statement proposed by Medivest's senior management include the study by Maheshwari,

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Gunesh, Lodorfos & Konstantopoulou (2017), which indicates that in order to excel at strategic decision-making, an employee should develop critical competencies such as analytical skills, innovation, and leadership. In conclusion, Medivest highlighted that the company enhances teamwork in each of its daily tasks. Based on the study by Elnaga and Imran (2013), an emphasise on having teamwork in the workplace is a vital aspect in achieving excellent employee performance. Teamwork is defined as the interaction of two or more employees working toward accomplishing shared goals and objectives. The research further explains that teamwork creates a synergy through the behavior of supporting one another in completing a task. Aside from that, teamwork fosters a feeling of belonging, connection, dignity, and self-efficacy.

4.5 Chapter Summary

Thus, this chapter summaries the brief background of participants which are 8 senior management executives at Medivest Headquarters (HQ) at Bukit Damansara, Selangor. Aside from that, this present research further analyse the key factor leading organizational culture in Medivest, types of organizational culture in Medivest and the the roles of organizational culture in enhancing employee performance which is shown in the table as follows:

Table 17: OC and EP Research Framework
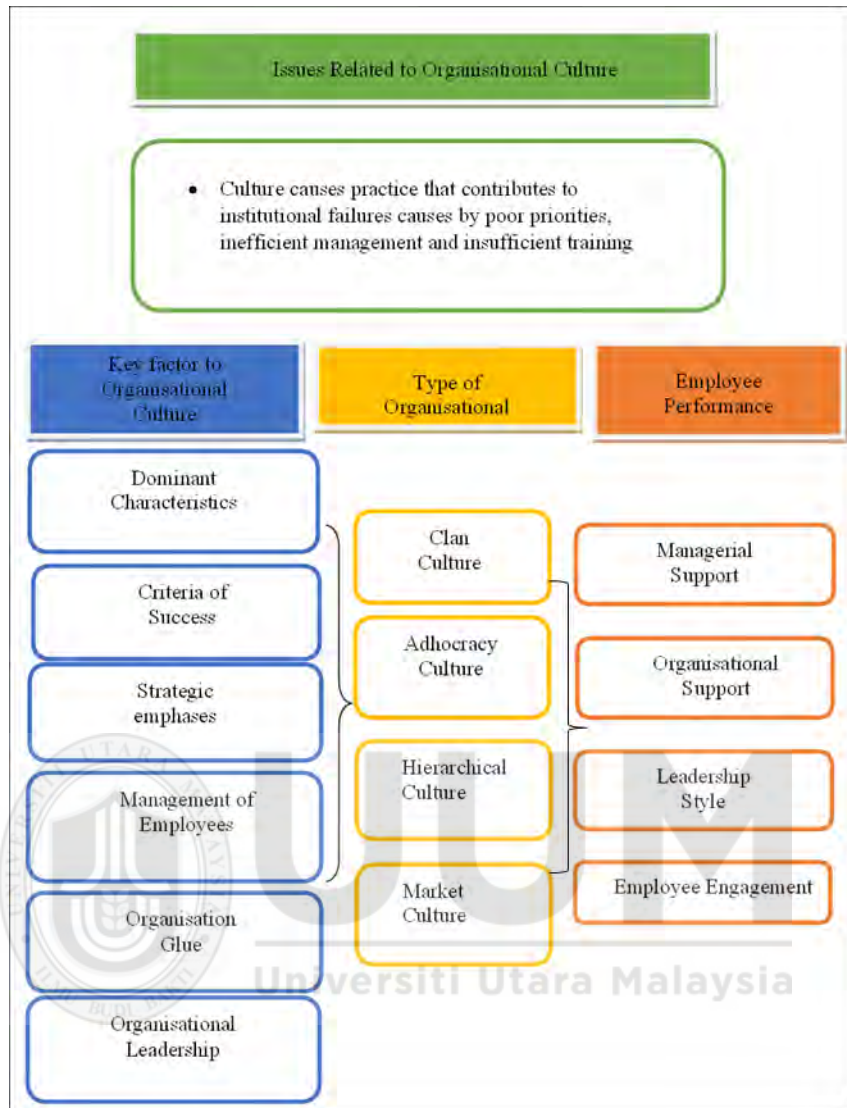
CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Chapter 5 focuses on the conclusion of the research, as well as several suggestions for future research in the topics of organisation culture and employee performance. Thus, in this chapter, several outline items include the following: research overview, overall conclusion of the research, limitations and future research study.

5.2 Research Overview

This section summarizes the research outline, which is in line with research objectives. The framework of this section includes details on the main items which are employee performance and organisation culture. In essence, this research adopts the theory established by Cameron and Quinn (2006) particularly in assessing culture. Moving forward, the goal of this research is to identify key factors influencing Medivest's organizational culture (OC). Aside from identifying the organisation culture of the company and whether it influences employee performance. Thus, the following are three research propositions that are offered in this study:

Proposition 1: Compete culture and collaborate culture are the organisation culture in Medivest.

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Proposition 2: Dominant characteristics, organisation leadership, management of employees, organisation glue, criteria of success and strategic emphases are among the key factors of organisation culture.

Proposition 3: Organisation culture contribute in enhancing employee performance in Medivest

Just to recapitulate, the first chapter highlights the impact of organisation culture on employee performance emphasises that the topic of employee performance is vital and should be investigated since it benefits Medivest's overall performance in hospital support services.

With reference to chapter two, this present research focuses on the key factor of organisation culture, which includes dominant characteristics, organisation leadership, employee management, organisation glue, success criteria, and strategic emphasis all of which plays a role in Medivest's employee performance.

Moving on to chapter three, the methodology for this study was conducted by interviewing eight (8) Medivest senior management executives using an interview protocol that covered six (6) segments of key factors defining as organisation culture (OC), with four (4) proposed statements under each segment leading to employee performance.

In addition, chapter four outlines the outcomes of this study which revealed Medivest's organisation culture as a mix of compete and

collaborate culture. Medivest's employees are characterized as focused and goal-oriented, with a high level of commitment and participation in their daily tasks. All of these elements play an important role in increasing its employee performance.

The present chapter, highlights research limitation and suggestions for future research.

5.3 Limitation of Research

One of the main limitations of the present research was that the participants are only among the senior management executives from the headquarters (HQ) of Medivest. The participants involved do not include, the senior management executives from three of its branches which are the regional offices in Melaka, Negeri Sembilan, and Johor. Even among the senior management executives in the headquarters (HQ) only eight were involved. Besides that, the time allocated for the interview session was limited due to the senior management executive's hectic schedule.

5.4 Suggestions for Future Research

Considering the above limitations, future research should compare current findings with other hospital support service concessions on the issues of organisation culture and employee performance. This includes hospital support services from Sedafiat Sdn Bhd, Radicare (M) Sdn. Bhd and One Medicare Sdn. Bhd in order to

have more visible data in terms of the type of organisation culture in the industry of hospital support service.

Aside from that, as this present research implements a qualitative method, the second suggestion for future research is to include mixed method which involves collecting, examining, and interpreting quantitative and qualitative data. The allocation of time for the interview session shall be extended to allow a more thorough and in-depth discussion between the researcher and the research participants.

5.5 Conclusion

Based on the overall findings, the organisation culture identified in Medivest is compete and collaborate culture. The research further explains the characteristics of the culture is to further understands the influence of having both cultures. Firstly, compete culture's leadership style includes hard driven and competitive character. The value drivers of compete culture are having innovative outputs and transformation. This can be seen as in line with the culture introduce by Medivest's top management as they are passionate in creating several developments in hospital support service such as the healthcare robot scrubber bot which is a joint venture between Medivest and Ideasparq Robotics Sdn Bhd. The healthcare robot has launched its demo at Hospital Jasin on 25th June 2020 (Ideasparq Robotics Facebook, 2020). Having quoted from the

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interview being conducted with senior management executive that quoted saying "every risk is truly an opportunity". The second culture is collaborate culture where the type of leadership being implemented include the employer act as a facilitator, mentor and team builder. The value drivers of collaborate culture are having commitment and communication (Al-Shurafat, 2018). As quoted by the senior management saying that "Medivest enhances teamwork in each of its daily task" which contributes to the key factor leading to collaborate culture.

The findings for objectives number two which is to determine the types of organisation culture in Medivest indicates that the company are compete and collaborate culture based on the key factors. Based on the findings, this present research highlights that Medivest as a company focuses on maintaining the performance of the organisation by securing its Gold Class 1 Award from the Malaysian Society for Occupational, Safety and Health in Occupational Safety and Health Administration (OSHA).

The third finding of this research is to assess whether organisation culture contribute in enhancing employee performance in Medivest. Thus, it is shown that organisation culture has a direct impact on enhancing employee performance (Rizky et al, 2019). The strategy implemented by the company contributes to how the employees performed to the given tasks.

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APPENDICES

UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA

UUM
Universiti Utara Malaysia

Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web):http://uumkl.uum.edu.my

Our Ref : UUM/UUMKL/P-39/133
Date   : 27th October 2021

SUITE 13.01, PENTHOUSE, WISMA E & C,
NO.2, LORONG DUNGUN KIRI, DAMANSARA HEIGHTS,
50490, KUALA LUMPUR.

ATTN : MR. WAN AZHAR WAN HAMIZAN
      (HEAD, HR, ADMINISTRATION & FINANCE)

COLLECTION OF DATA FOR PROJECT PAPER / THESIS PURPOSES

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Science (Management). She are required to collect data from your organization as a requirement for the Research Thesis course (BPMZ69912) this semester.

No.	Name	Matric No.	I/D No.
1.	SH.ZEENATU ZAINAB BINTI SYED ZAKARIA	827115	950626875028

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"KEDAH SEJAHTERA – NIKMAT UNTUK SEMUA" "KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,

NORFADZILAH BINTI OMAR
Finance Officer
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University

Appendix B: List of Potential Participants

The research will entail collecting data from all the above participants:

Name	Position
Muhammad Firdaus Ishak	Chief Executive Officer
Abdullah Hashim	Chief Operating Officer
Fatimah Mohamad Nor	Head, Operation Division
Muhamad Nasrul Othman	Head, Facility Engineering Maintenance Services
Rosli Khalid	Head, Biomedical Engineering Maintenance Services
Azahar Kamsin	Head, Hygiene Services
Jamalul Khair Hassan	Head, Linen & Laundry Services
Nadiratul Noziana Abd Majid	Head, Healthcare Waste Management Services
Abd Rajes Nordin	Head, Cleansing Services Head, Medivest Environmental Sdn Bhd
Noor Haura Samsudin	Head, Facilities Management Services
Raihan Ramli	Head, Legal & Secretarial
Norhaiza Mamat	Head, Corporate Communications
Masripa Tamsi	Head, Information Technology
Nadzli Ahayalimudin	Head, Compliance (Safety, Quality & Risk)
Wan Azhar Wan Hamizan	Head, HR, Administration & Finance
Dalima Bahari	Head, Contract Management & Procurement
Muhammad Zaifulfazli Zailani	Regional Manager, Negeri Sembilan
Nurul Niza Rahaman	Regional Manager, Melaka
Saiful Nizam Paiman	Regional Manager, Johor

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Appendix C: List of Questions for Case Study

Choose the best answer from (A), (B), (C) and (D) for each question to best represent Medivest Sdn Bhd – Organisation Culture.

All the listed questions are based on Organisation Culture Assessment Instrument (OCAI), developed in 2006 by Robert Quinn & Kim Cameron.

OCAI List of Questions adopted in Interview:

No	Aspect of Culture	Instruction: Choose ONE answer best indicates your Organisation. List of Questions
1	Dominant characteristics	A. "The organisation is a very personal place. It is like an extended family. People seem to share a lot of personal information and features." B. "The organisation is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks." C. "The organisation is very result oriented. A major concern is getting the job done. People are very competitive and achievement oriented." D. "The organisation is a very controlled and structured place. Formal procedures generally govern what people do".
		Any further comments to share regards to Medivest's "dominant characteristics"?
2	Organisation leadership	A. "The leadership in the organisation is generally considered to exemplify mentoring, facilitating, or nurturing." B. "The leadership in the organisation is generally considered to exemplify entrepreneurship, innovation, or risk taking."

		C. "The leadership in the organisation is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus." D. "The leadership in the organisation is generally considered to exemplify coordinating, organizing, or smooth-running efficiency."
		Any further comments to share regards to Medivest's "organisation leadership"?
3	Management of employees	A. "The management style in the organisation is characterized by teamwork, consensus, and participation." B. "The management style in the organisation is characterized by individual risk taking, innovation, freedom, and uniqueness." C. "The management style in the organisation is characterized by hard-driving competitiveness, high demands, and achievement." D. "The management style in the organisation is characterized by security of employment, conformity, predictability, and stability in relationships."
		Any further comments to share regards to Medivest's "management of employees"?
4	Organisation glue	A. "The glue that holds the organisation together is loyalty and mutual trust. Commitment to this organisation runs high." B. "The glue that holds the organisation together is commitment to innovation and development. There is an emphasis on being on the cutting edge."

		C. "The glue that holds the organisation together is an emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes." D. "The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important."
		"Any further comments to share regards to Medivest's "organisation glue?"
5	Strategic emphases	A. "The organisation emphasizes human development. High trust, openness, and participation persist." B. "The organisation emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued." C. "The organisation emphasizes competitive actions and achievement. Attaining targets and winning in the marketplace are dominant." D. "The organisation emphasizes permanence and stability. Efficiency, control and smooth operations are important."
		"Any further comments to share regards to Medivest's "strategic emphases?"
6	Criteria of success	A. "My organisation defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people." B. "My organisation defines success on the basis of having the most unique or newest products. It is a product leader and innovator."

		C. "My organisation defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key."
		D. "My organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical."
		"Any further comments to share regards to Medivest's "criteria of success?"