



THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND
JOB PERFORMANCE AMONG EMPLOYEES AT MARKAS PASUKAN
POLIS MARIN BINTAWA SARAWAK

NOR FARHANI BINTI ZAINAL ABIDIN

DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS)
UNIVERSITI TEKNOLOGI MARA
FACULTY BUSINESS MANAGEMENT

December 2017

ABSTRACT

This study was carried out to find the relationship between organizational culture and job performance among the staff at Markas Pasukan Polis Marin Bintawa. The main objective of this study is determining the factors of organizational culture and the relationship between the organizational culture towards job performance. This study involved 90 staff of Markas Pasukan Polis Marin Bintawa as the respondents in this study. Questionnaires were chosen as the method for collecting the data and it was analyzed using SPSS version 23. The Pearson correlations were used in order to investigate the association between an organization's mission, employee's involvement and consistency with the job performance. From the findings, it shows that the organizational culture (organization's mission, employee's involvement and consistency) has moderate, significant and positive relationship towards the job performance among the staff in Markas Pasukan Polis Marin Bintawa. Organization's mission is a guide for the staff to contribute more towards their organization. Employee's involvement means that the organization give the chances to the staff to involved themselves in decision making to solve the problems. Consistency defined as the organization create a organizational system and develop mindset that build the internal system of the organization.

TABLE OF CONTENTS

	Page
AUTHOR’S DECLARATION	1
ABSTRACT.....	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
LIST OF APPENDICES.....	ix
CHAPTER 1	
Introduction.....	2
Background of the Study	2
Statement of the Problem.....	4
Research Objectives.....	5
Research Questions	5
Significance of the Study	5
Limitation of the Study	6
Definition of Terms.....	6
CHAPTER 2	
Literature review	8
Job Performance.....	8
The Denison’s Model.....	9
Organization Mission.....	10
Employee’s Involvement	11

CHAPTER 1

INTRODUCTION

This chapter discusses the background of the variables chosen for this study in general setting. It also discusses the problem statement, especially the studied issues in which clarifies the direction of the research. The research objectives and research questions have been stated clearly. This chapter also includes the significance of the study, the limitations of the study and definition of terms that will be used.

Background of the Study

Nowadays, the implementation of job performance is important in most organizations, either at public or private sectors. The researcher stated that the organization can acknowledge the employees' performances based on the result of their job performance (Daniel, 2014). Besides, the performance is a behavior that an individual looks after, either it is their strength or weakness. There are several methods that organizations use to measure the performance of the workers. One of the measurements which is organizational culture can use is key performance indicator (KPI).

Organizational culture is used to enhance employee's job performance. Wambugu (2014) has stated that organizational culture helps employees to contribute their thoughts towards the beliefs that established by the organization. The study has proved

that the organizational culture has significant positive influence over the employee's job performance. Moreover, there are several models that previous researchers have used. For this study, the researchers use The Denison's Model (Mousavi, Hosseini, & Hassanpour, 2015 and Denison, 2009). According to The Denison's Model, there are three dimensions which are mission, involvement and consistency.

The first dimension is mission which means, it provides purpose and give clear directions of goals for the organization to define an appropriate course of action (Denison, 2009). The study by Kokina and Ostrovska (2013), gives result that the workers at Lavian Municipality have highest appraisal on their job performance because they complete their task based on the mission and goal of the organization. According to Daniel (2014), the employees will complete their task seriously when the organization has set mission statement in order to achieve better result in their job performance.

The second dimension is involvement which means a good organization empowers and involves their employees, build a strong teamwork, and develop employees capabilities at all levels (Pirayeh, Mahdavi, & Nematpour, 2011). The research shows that the involvement of the employees in the decision-making process can increase the employees' morale and their team work spirit. The employees will feel more appreciated and it can impact their job performance. This is also agreed by Daniel (2014), where the job performances of the employees in PACIS Insurance Company affect by their involvement and contribution in decision making for the organization.

The third dimension is consistency which indicated that the employees in the organization shared the values, opinions and standards of performance among themselves. (Denison, 2009). The employees of the organization need to be consistent