

**ORGANIZATIONAL CULTURE AND WORK PERFORMANCE: A  
STUDY OF TMpoint ORGANIZATION**

**AINUN FADZILAH BT MOHAMED SAAID**

**2006866328**

**THIS RESEARCH PAPER IS SUBMITTED TO**

**FACULTY OF BUSINESS MANAGEMENT**

**UNIVERSITI TEKNOLOGI MARA**

**BANDARAYA MELAKA**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR**

**BACHELOR OF BUSINESS ADMINISTRATION**

**(HONS) INTERNATIONAL BUSINESS**

**APRIL 2008**

## ACKNOWLEDGEMENT

First and foremost, my humble gratitude and appreciation to **Almighty Allah, Most Gracious and Most Merciful**, for enabling me to proceed with this Project Paper (IBM 660) work until its final form. Whilst accepting full responsibility for the content of this work, starting from December 2008, many persons have involved directly and indirectly, with full of willingness trying to contribute their efforts, time, energy and idea, in the preparation of this work. There are no words that can express my feeling of grateful unless by showing my thanks to them in this acknowledgement.

I am greatly indebted to my advisor, **Assoc Prof Dr Halim b Mohd Nor** who has made significant contribution until completion of this research and deserve special thanks for his kindness, generosity and guidance when supervising my work. Special thanks to my second examiner **Mdm. Azhana bt Osman**, for her support in order to make this research meaningful. Last but not least, my special thanks to **Mdm. Nora bt Mohd Salleh** for editing my work.

Special appreciation also goes to Customer Service Manager of TMpoint Gajah Berang, Melaka, **Mdm. Norzahtul Adha bt Mohd Nor** who have been very supportive and tolerant in giving full cooperation with me in finishing my work. Her kindness and willingness in assisting me to produce a good work and complete this study are highly appreciated.

# TABLE OF CONTENTS

TITLE	PAGE
<b>TITLE OF RESEARCH</b>	
i. Declaration of Original Work	
ii. Letter of Transmittal	
iii. Acknowledgement	ii
iv. Table of Contents	iv
v. Abstract	vii
vi. List of Figures	ix
vii. List of Tables	ix
viii. List of Abbreviations	x
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Introduction	1
1.2 Overview of Organizational Culture	2
1.2.1 The importance of Organizational Culture	3
1.3 Background of the Study	4
1.3.1 Statistics of Customers at TMpoint	7
1.3.2 Workflow at TMpoint Organization	9
1.4 Problem Statement	10
1.5 Research Questions	13
1.5.1 Research Question 1	
1.5.2 Research Question 2	
1.5.3 Research Question 3	
1.5.4 Research Question 4	
1.6 Objective of the Study	14
1.6.1 Objective 1	
1.6.2 Objective 2	
1.6.3 Objective 3	
1.6.4 Objective 4	
1.7 Significant of Study	15
1.7.1 To the Agency	
1.7.2 To the CSR	
1.8 Scope, Coverage and Limitations of Study	16
1.8.1 Scope and Coverage	
1.8.2 Limitations of Study	
1.8.2.1 Co-operation Constraints	
1.8.2.2 Time Constraints	
1.8.2.3 Financial Constraints	

## **ABSTRACT**

Organizational culture (henceforth referred to as OC) expresses to what extent the members of organization are willing to support each other and also the goals and development of their organization. Previous research has shown that OC has a considerable influence on employees' behavior and work results. The aim of the research is to explore the relationships between the OC estimations and work performance. The OC estimations involves in this study are 1) Artifacts, 2) Espoused Values and 3) Basic Assumptions.

The purpose of this paper is to explore the relationship of organizational culture on work performance in telecommunication organizations, with special reference to TMpoint, a subsidiary company of Telekom Malaysia Berhad. This research is to seek information on the components of Organizational Culture using Edgar Schein's framework of organizational culture to determine whether it can be a bridge in measuring work performance. The study intends to provide a preliminary understanding on employees (Customer Service Representatives, CSR) behavior at TMpoint organizations. It attempts to relate the CSR behavior such as their appreciation on the artifacts, espoused values within the employees oneself, and their basic assumptions as an employee at TMpoint.

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Introduction**

This chapter will provide an overview as well as an introduction to the subject being studied. The chapter will also include an overview of the organizational culture and background of the organization being studied, namely, TMpoint organizations, a subsidiary of Telekom Malaysia Berhad (TM), the sole communication provider in Malaysia. Regarding the background of the company, among the topics discussed are the functions of TMpoint organizations in bridging the gap between Telekom Malaysia and its customers and the number of daily customers dealt by this organization. The figures are collected from the main outlet of TMpoint organizations in the state of Melaka, namely from TMpoint Gajah Berang.

Besides that, this chapter will also discuss the problems that have been identified in the organizations, and it will focus on the culture of the employees in performing their jobs, because as a service provider, which is intangible in nature, the work performance of the employees plays a very crucial role. The objective of the study and the research questions that arise in achieving the aim of study will also be presented in this chapter.

To provide a better understanding to the subjects that will be presented in this research, the significant of the study and also scope, coverage and limitation of the study will be introduced. Lastly, the introduction chapter will present the definition of terms that will be used in this study.