

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL
CULTURE AND JOB PERFORMANCE AMONG EMPLOYEE AT
PEJABAT KEBAJIKAN MASYARAKAT IN KUCHING,
SARAWAK**

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CHAPTER 1

INTRODUCTION

This chapter will explain the relationship between the organizational culture and employee job performance in Pejabat Kebajikan Masyarakat in Kuching, Sarawak. This chapter consists of a background of the study, statement of the problem, research objectives, research questions, significant of the study, limitation of study and definition of the term for each element in this study.

BACKGROUND OF THE STUDY

The role and functions of the Pejabat Kebajikan Masyarakat had evolved to the prevention and rehabilitation services in social and community development issues. As one of the government agencies that play an essential role in social development, it has placed under several ministries. Early researchers believed that there is a relationship between organizational culture and organizational performance. Research by Raharjo et al. (2018) at Universitas Brawijaya, Malang, Indonesia, stated that the organizational culture-independent variable stated the impact of organizational culture on Human Resource Performance is also significant.

Hofstede et al. (1980, p. 286) defined organizational/corporate culture as ‘(1) holistic, (2) historically determined, (3) related to anthropological concepts, (4) socially constructed, (5) soft, and (6) difficult to change.’ Further, Hofstede (1991, pp. 179-180) argues that organizational culture is ‘the collective programming of the mind which distinguishes the members of one organization from another’ and distinguishes between the ‘software’ for national cultures, mainly expressed in values, and the ‘software’ for organizational cultures, which is revealed through practices.

In conclusion, the findings on the type of organizational culture towards job performance are inconsistent because there are different findings and limitations of study have done in Sarawak. However, we will conduct a similar study among employees in the public sector, in which this research will identify the types of organizational culture that affect employee's job performance in Pejabat Kebajikan Masyarakat, Kuching, Sarawak.

RESEARCH OBJECTIVES

1. To investigate the relationship between organizational culture and job performance among the employees at Pejabat Kebajikan Masyarakat at Kuching.

RESEARCH QUESTION

1. Is there any relationship between power culture and job performance among employees at Pejabat Kebajikan Masyarakat, Kuching?
2. Is there any relationship between role culture and job performance among employees at Pejabat Kebajikan Masyarakat, Kuching?
3. Is there any relationship between task culture and job performance among employees at Pejabat Kebajikan Masyarakat, Kuching?
4. Is there any relationship between person culture and job performance among employee at Pejabat Kebajikan Masyarakat, Kuching?

SIGNIFICANCE OF THE STUDY

The finding of this study would be significant and could benefit the organization, customers, and future researchers. This study will give benefit Public Sector in Kuching, Sarawak from the findings of this study, Pejabat Kebajikan Masyarakat would be able to identify their employee performance based on what

CHAPTER 2

LITERATURE REVIEW

INTRODUCTION

The study focused on investigating the relationship between organizational culture and job performance among employees in Pejabat Kebajikan Masyarakat, Kuching. This study will talk about the four variables related to the organizational culture, including power, role, task, and person referring to Handy's Organizational Culture developed by Handy (1993).

Literature Review

Handy's Organizational Culture

Handy's Organizational Culture by Handy, C. (1993) identifies that there are four (4) types or dimensions of organizational culture. The four types of organizational culture that occur within the organization developed by him are power culture, task culture, person culture, and role culture. Handy, C. (1993) argues that each of the above types of cultures may be fine, but sometimes, employees are often inflexible with respects to the culture. It means that they often believe in the myth that what works well in one organization may also be successful in another.

Power Culture

Point of view from Handy's Organization Culture defined that power in the organizations remains in the hands of a few and that those working at the higher level of position or power have more privileges than others in the organization, meaning there isn't a level playing field for all. However, not all organizations identify this type of power culture. Also, Handy (1993) stated the Power Culture as one where the power of decision-making is attributed to certain people.