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**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE OF LOGISTICS SECTOR AT SELANGOR, MALAYSIA**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE OF LOGISTICS SECTOR AT SELANGOR, MALAYSIA**

By

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Abstract

In today's competitive business landscape, both private and public organizations strive to optimize resources to enhance performance and remain sustainable. Organizational culture plays a vital role in shaping employee behaviour, motivation, and productivity. A well-established organizational culture fosters clarity, direction, and engagement among employees, which is critical in the logistics industry where precision, speed, and efficiency are essential. This study investigates the impact of organizational culture, measured through four dimensions: power distance, individualism, uncertainty avoidance, and masculinity, on employee performance within the logistics sector in Selangor, Malaysia. A quantitative method was applied using a structured questionnaire distributed online to employees in selected logistics firms. A total of 217 responses were analysed using SPSS software. The findings revealed that individualism, uncertainty avoidance, and masculinity have a significant positive relationship with employee performance. However, power distance did not show a statistically significant influence. This study contributes to a deeper understanding of how organizational culture shapes employee outcomes and provides practical implications for logistics companies aiming to enhance performance through cultural alignment.

Keywords: Organizational culture, employee performance, Hofstede cultural dimensions, quantitative study, logistics sector, workplace behaviour



Abstrak

Dalam landskap perniagaan yang kompetitif masa kini, organisasi sektor awam dan swasta berusaha untuk mengoptimumkan sumber bagi meningkatkan prestasi dan kekal berdaya saing. Budaya organisasi memainkan peranan penting dalam membentuk tingkah laku, motivasi, dan produktiviti pekerja. Budaya organisasi yang mantap dapat mewujudkan kejelasan, hala tuju, dan penglibatan pekerja, yang amat penting dalam industri logistik yang menekankan ketepatan, kepantasan, dan kecekapan. Kajian ini meneliti impak budaya organisasi yang diukur melalui empat dimensi: jarak kuasa, individualisme, penghindaran ketidakpastian, dan maskuliniti terhadap prestasi pekerja dalam sektor logistik di Selangor, Malaysia. Kaedah kuantitatif digunakan dengan mengedarkan borang soal selidik secara dalam talian kepada pekerja di syarikat logistik terpilih. Sebanyak 217 maklum balas telah dianalisis menggunakan perisian SPSS. Dapatan kajian menunjukkan bahawa individualisme, penghindaran ketidakpastian, dan maskuliniti mempunyai hubungan positif yang signifikan dengan prestasi pekerja. Namun, jarak kuasa tidak menunjukkan pengaruh yang signifikan secara statistik. Kajian ini menyumbang kepada pemahaman yang lebih mendalam tentang bagaimana budaya organisasi membentuk hasil kerja pekerja dan memberikan implikasi praktikal kepada syarikat logistik untuk meningkatkan prestasi melalui penyesuaian budaya kerja.

Kata kunci: Budaya organisasi, prestasi pekerja, dimensi budaya Hofstede, kajian kuantitatif, sektor logistik, tingkah laku pekerja



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CHAPTER 1

INTRODUCTION

1.0 Introduction

Organizational culture is a critical factor that shapes employee behaviour and performance, especially in industries that rely heavily on human involvement such as the logistics sector. It refers to the shared values, beliefs, and norms that influence how individuals behave, interact, and make decisions within an organization (Schein, 1990). In Malaysia, the logistics industry plays a significant role in supporting economic growth, and Selangor has emerged as a major hub due to its strategic location and increasing industrial activity. However, despite improvements in infrastructure and technology, many logistics firms continue to face issues such as high employee turnover, reduced morale, and poor communication. These challenges indicate that technical upgrades alone are not enough to enhance performance. The internal culture of an organization must also be considered.

This study applies Hofstede's Cultural Dimensions Theory to examine the relationship between organizational culture and employee performance. The research focuses on four key cultural dimensions: power distance, individualism, uncertainty avoidance, and masculinity. Each of these dimensions influences how employees perceive their roles and responsibilities and how they respond to organizational expectations (Hofstede, 1980). By investigating this relationship within the logistics firms of Selangor, the study aims to offer both academic insights and practical solutions to improve employee performance and organizational effectiveness.

1.1 Background of Study

In today's highly competitive and globalized business environment, organizational culture has emerged as a crucial determinant of employee behaviour and overall company performance. It encompasses the shared values, norms, and practices that influence how individuals interact within an organization. Recent studies emphasize that a strong organizational culture provides employees with a clear sense of identity and purpose, positively affecting motivation, collaboration, and decision-making (Ismail & Aziz, 2024; Chipangura et al., 2025).

In the logistics sector, where efficiency depends on timely communication and coordinated teamwork, organizational culture plays a critical role. Unlike industries that rely primarily on automation, logistics operations require substantial human input and real-time decisions. As such, culture-driven behaviours such as trust, accountability, and adaptability directly impact service quality and responsiveness (Hanaysha, 2022; Lee & Haron, 2024).

In Malaysia, the logistics industry has witnessed rapid growth driven by trade liberalization, infrastructure development, and digital commerce expansion. Selangor has emerged as a key logistics hub due to its central location and economic significance. However, many logistics companies still face internal challenges such as low employee engagement, weak communication, and high staff turnover. These concerns suggest a need for more cohesive organizational cultures that can support employee performance and long-term sustainability (Ismail & Aziz, 2024).

Recent studies show that adaptable and collaborative cultures are linked to innovation, efficiency, and improved workforce outcomes in logistics settings. Cultural factors such as shared understanding, psychological safety, and effective

leadership significantly enhance operational performance (Rahim et al., 2021; Chipangura et al., 2025).

Hofstede's Cultural Dimensions Theory remains a widely used framework for evaluating cultural influences on workplace behaviour. This study focuses on four key dimensions like power distance, individualism, uncertainty avoidance, and masculinity to examine how cultural values shape communication, teamwork, and performance in logistics firms. For example, high power distance can limit upward communication, while high uncertainty avoidance may reduce adaptability during operational disruptions (Hanaysha, 2022; Haron et al., 2023).

Despite the growing attention on organizational culture, empirical research in Malaysia's logistics sector remains limited. Most studies concentrate on multinational corporations or non-logistics industries. This study addresses the gap by focusing on how cultural dynamics specifically influence employee performance in Selangor's logistics firms, aiming to support managers in building effective, responsive, and productive work environments (Ismail & Aziz, 2024; Lee & Haron, 2024).

1.2 Problem Statement

The logistics sector in Selangor plays a critical role in Malaysia's ambition to become a regional hub for trade and distribution. With major infrastructure developments, growing demand for digital commerce, and increased foreign investments, logistics operations in the region have expanded significantly (Ismail & Aziz, 2024). However, internal challenges such as low employee engagement, high turnover, weak motivation, and poor team coordination persist across many logistics' firms. These issues continue to disrupt operational efficiency and long-term organizational performance (Lee & Haron, 2024).

Although such challenges are often linked to competitive market pressure or resource limitations, recent studies argue that organizational culture may be a deeper underlying factor. Many logistics firms in Malaysia still adopt traditional human resource practices without addressing cultural alignment with employee expectations. For example, top-down leadership may discourage participation and innovation, while highly individualistic work settings may undermine collaboration—both essential components for success in logistics environments (Chipangura et al., 2025; Hanaysha, 2022).

This issue aligns closely with Hofstede's Cultural Dimensions Theory, which identifies how cultural traits such as power distance, individualism, uncertainty avoidance, and masculinity influence workplace behaviours. Logistics settings require employees to be responsive, collaborative, and adaptable. Cultural environments that overemphasize hierarchy, discourage risk-taking, or foster excessive competitiveness may obstruct performance outcomes (Rahim et al., 2021; Ismail & Aziz, 2024).

While earlier research confirms that culture affects employee attitudes and output, there remains limited empirical evidence examining this relationship specifically within the logistics sector in Malaysia. Most prior studies focus on multinational corporations or general service industries, leaving a gap in understanding how local cultural dynamics influence employee performance in logistics operations (Hanaysha, 2022; Lee & Haron, 2024). This study aims to fill that gap by applying Hofstede's framework to logistics companies in Selangor where the industry is rapidly growing but internal performance issues persist.

In summary, this research investigates the underlying problem of cultural misalignment in logistics firms by evaluating how selected dimensions of organizational culture affect employee behaviour and performance. Through this theoretical lens, the study provides a structured approach to understanding and addressing internal challenges that traditional operational fixes have not resolved (Chipangura et al., 2025; Ismail & Aziz, 2024).

1.3 Research Question

- i. What is the impact of power distance on employee performance in the logistics sector of Selangor?
- ii. What is the impact of individualism on employee performance in the logistics sector of Selangor?
- iii. What is the impact of uncertainty avoidance on employee performance in the logistics sector of Selangor?
- iv. What is the impact of masculinity on employee performance in the logistics sector of Selangor?

1.4 Research Objective

- i. To determine the impact of power distance on employee performance in the logistics sector of Selangor.
- ii. To assess the impact of individualism on employee performance in the logistics sector of Selangor.
- iii. To examine the impact of uncertainty avoidance on employee performance in the logistics sector of Selangor.
- iv. To evaluate the impact of masculinity on employee performance in the logistics sector of Selangor.

1.5 Scope of Study

This quantitative study investigates the influence of four core dimensions of organizational culture, power distance, individualism, uncertainty avoidance, and masculinity, on employee performance in logistics companies in Selangor, Malaysia. These dimensions are drawn from Hofstede's Cultural Dimensions Theory and are treated as independent variables, while employee performance serves as the dependent variable. The study aims to assess how each cultural trait shapes employee attitudes, motivation, decision, making, and task execution in a logistics context.

Power distance refers to the extent to which unequal power distribution is accepted within an organization. High power distance can lead to centralized decision, making, reduced employee voice, and limited innovation. In logistics environments where rapid decision, making and coordination are essential, such cultural characteristics may hinder performance (Hanaysha, 2022).

Individualism reflects the degree to which individuals prioritize personal goals over group objectives. In logistics settings, high individualism may lead to fragmented efforts and poor collaboration among team members. Conversely, balanced individualism can enhance accountability and initiative when aligned with team goals (Musadieq et al., 2023).

Uncertainty avoidance describes the extent to which people feel threatened by ambiguity and prefer structured procedures. In logistics firms, which often operate under dynamic and unpredictable conditions, strong uncertainty avoidance may discourage flexible thinking and limit the ability to respond to operational changes (Chipangura et al., 2025).

Masculinity emphasizes achievement, competition, and performance orientation. In organizations with strong masculine traits, there may be pressure to meet performance targets at the expense of collaboration and employee well-being. Understanding how this dimension functions within the logistics sector is essential to balancing productivity with workplace harmony (Hofstede, 1980).

Selangor is selected as the study location due to its status as Malaysia's leading logistics hub. The state is home to a high concentration of logistics firms, supported by its proximity to Port Klang, Kuala Lumpur International Airport, and a comprehensive transportation network. According to the Malaysia Productivity Corporation (2020), Selangor continues to contribute significantly to the national logistics sector. Invest Selangor (2023) highlights the region's advanced infrastructure and skilled workforce as major advantages for logistics operations.

This research focuses specifically on large, sized logistics companies that possess formal performance systems and defined organizational cultures. Data were collected through simple random sampling from four different companies in Selangor to ensure representation and reduce bias. By narrowing the scope to these dimensions and contexts, the study aims to generate insights that are both relevant and actionable for industry leaders and policymakers in the logistics field.

1.6 Significant of Study

This study offers both theoretical and practical value by providing insights into how four dimensions of organizational culture, which are power distance, individualism, uncertainty avoidance, and masculinity, influence employee performance in logistics firms in Selangor. These dimensions are framed as independent variables, with employee performance serving as the dependent variable.

Several recent studies strengthen the relevance of this focus. A 2025 study found that power distance, uncertainty avoidance, and individualism significantly shape social influence processes in organizations, affecting how individuals coordinate and comply with group decisions (Chipangura et al., 2025). In logistics settings, social influence is central to teamwork and coordination, which are key drivers of employee performance.

Power distance remains a critical factor. A 2023 analysis showed that high power distance tends to limit opportunities for open communication and creativity, while low power distance supports collaboration and knowledge sharing. In logistics operations, the ability to communicate clearly and take initiative is essential to ensure productivity and safety (Kusuma et al., 2023).

Uncertainty avoidance and individualism are also impactful. A study in 2024 found that cultures with high uncertainty avoidance prefer structured procedures, which can limit adaptability during change. On the other hand, individualism influences the extent to which employees prioritize personal goals over group objectives, affecting their willingness to collaborate (Lee & Haron, 2024).

Masculinity, which reflects an emphasis on achievement, competition, and performance orientation, can create pressure for results while potentially neglecting

teamwork and well-being. Understanding this balance is essential in logistics environments where both efficiency and collaboration are required for sustainable outcomes (Hanaysha, 2022).

Furthermore, a 2024 study in Malaysia's logistics sector identified that cultural alignment significantly contributes to improved employee performance and operational effectiveness. It emphasized the role of organizational culture in shaping motivation, trust, and engagement (Ismail & Aziz, 2024).

By examining these cultural dimensions through current literature and applying them to a practical setting, this study contributes to the development of culturally responsive management strategies in the logistics sector. It supports the goal of creating organizational environments that promote flexibility, collaboration, innovation, and strong employee performance.



1.7 Operational Definition of Key Terms

1.7.1 Employee Performance

In this study, employee performance refers to the extent to which individuals successfully complete assigned tasks and contribute to organizational goals within logistics operations. It includes work quality, productivity, goal achievement, and the ability to collaborate in a time-sensitive and dynamic environment. This variable is measured through indicators such as task efficiency, problem-solving capability, and consistency in achieving expected outcomes (Ismail & Aziz, 2024).

1.7.2 Power Distance

Power distance is defined as the extent to which employees in an organization accept and expect unequal distribution of power. A high level of power distance often results in centralized authority and reduced employee participation in decision making. In the context of logistics, it may affect communication flow, initiative, and adaptability (Jia et al., 2022).

1.7.3 Individualism

Individualism refers to the degree to which individuals prioritize personal goals over collective objectives. In logistics firms, high individualism may enhance accountability but reduce collaboration and team cohesion. This dimension is relevant in evaluating performance in team-based operational environments (Haron et al., 2020).

1.7.4 Uncertainty Avoidance

Uncertainty avoidance describes the level of discomfort employees experience when dealing with ambiguity or unstructured

situations. In logistics settings, high uncertainty avoidance may limit innovation and slow response to change, while low levels may support flexibility and risk-taking (Rahim et al., 2021).

1.7.5 Masculinity

Masculinity reflects a cultural preference for achievement, assertiveness, and material success. In a logistics work environment, high masculinity may foster a competitive atmosphere that emphasizes goal attainment but may also reduce collaboration and interpersonal support (Hanaysha, 2022).



1.8 Organization of Study

This study is structured into five chapters to provide a clear and systematic presentation of the research process. Chapter One introduces the study by detailing the background, problem statement, research questions, and objectives. It also outlines the scope, significance, and operational definitions of key terms used throughout the research. The theoretical foundation of the study is based on Hofstede's Cultural Dimensions Theory, which serves as a framework to examine the relationship between organizational culture and employee performance. The four dimensions explored are power distance, individualism, uncertainty avoidance, and masculinity, which are particularly relevant in the context of logistics firms in Selangor (Chipangura et al., 2025).

Chapter Two presents a comprehensive literature review that focuses on previous studies involving organizational culture and employee performance. Special emphasis is placed on how the four cultural dimensions have influenced workplace outcomes in various organizational settings. This chapter also identifies existing research gaps, especially within the Malaysian logistics sector, and provides the theoretical justification for the current study (Hanaysha, 2022).

Chapter Three explains the research methodology, including the design of the study, sampling methods, data collection procedures, and tools used for analysis. A quantitative approach is adopted, and structured questionnaires are utilized to gather measurable data on the four cultural dimensions and their effects on employee performance. This methodological approach ensures that the findings are grounded in empirical evidence (Ismail and Aziz, 2024).

Chapter Four presents the results obtained from the data analysis. It includes descriptive and inferential statistics and discusses the findings in relation to the

research questions and hypotheses. Chapter Five concludes the study by summarizing the major findings, discussing their implications for practice and policy, and offering suggestions for future research. Together, these chapters support a comprehensive understanding of how cultural values influence employee outcomes in the logistics industry of Selangor (Rahim et al., 2021).



1.9 Summary of Chapter

This chapter has provided a comprehensive introduction to the research on the impact of organizational culture on employee performance in the logistics sector of Selangor, Malaysia. It began by presenting the background of the study, highlighting the importance of organizational culture and the need to examine its influence in a dynamic and human-focused industry. The problem statement addressed the challenges faced by logistics firms related to employee engagement, communication, and performance, emphasizing the need to explore cultural dimensions as potential factors influencing outcomes. The research questions and objectives were developed based on Hofstede's Cultural Dimensions Theory, focusing on four key cultural variables: power distance, individualism, uncertainty avoidance, and masculinity. The scope of the study was clearly defined, emphasizing the context of large-sized logistics firms in Selangor and explaining the rationale for selecting this location. The significance of the study was also discussed, providing both theoretical and practical justifications supported by current literature published between 2019 and 2025. Key terms were operationally defined to clarify the variables under investigation. The chapter concluded with an overview of the organization of the study, outlining the structure and flow of the subsequent chapters. Altogether, Chapter One has laid a strong foundation for the research, offering a well-structured framework for examining the relationship between cultural values and employee performance in Malaysia's logistics industry.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Organizational culture plays a central role in shaping the behaviour and performance of employees, particularly in industries where human coordination is key. In logistics, timely decision making, teamwork, and adaptability are vital for operational success. These elements are embedded within the cultural fabric of organizations and directly affect how employees interpret their roles and interact with one another.

In Selangor, Malaysia, a region that has seen sustained growth in logistics activity due to infrastructure expansion and digital commerce, the sector still grapples with issues such as employee disengagement, low collaboration, and turnover despite technological investments. These persistent challenges suggest that the root causes may lie beyond operational frameworks and may be tied to deeper cultural dynamics shaped by organizational values and norms (Ismail & Aziz, 2024; Lee & Haron, 2024).

To investigate this, the literature review focuses on four dimensions from Hofstede's Cultural Dimensions Theory, power distance, individualism, uncertainty avoidance, and masculinity examines how these dimensions influence employee performance within logistics firms. Contemporary findings underscore the relevance of these dimensions in similar settings. For example, in foreign invested logistics service firms, culture focused variables like leadership style and values have shown a significant positive impact on employee performance (Hanaysha, 2022; Chipangura et al., 2025).

Further, factors influencing employee performance in Malaysian logistics, including cultural alignment and organizational commitment, have been confirmed through recent empirical studies (Rahim et al., 2021; Ismail & Aziz, 2024). This chapter reviews these

dimensions in detail, drawing connections to Chapter 1's themes and highlighting the cultural variables most relevant to the logistics context of Selangor.

2.1 Conceptual Definition of Terms

2.1.1 Employee Performance

Employee performance refers to the behaviors and actions exhibited by individuals at work that contribute directly to achieving organizational goals. It focuses on task execution, decision making, problem solving, and adaptability especially valuable in sectors that rely on human coordination and responsiveness such as logistics.

Recent evidence underscores the impact of organizational culture on employee performance. A 2024 study focusing on foreign owned logistics service organizations revealed that factors such as leadership style, corporate values, and employees' core beliefs have a positive influence on employee performance (Pham et al., 2024). Similarly, a 2024 investigation in Malaysia's logistics sector found moderate positive correlations between organizational culture, organizational commitment, and employee performance, emphasizing the role of cultural alignment in driving performance outcomes (Ismail and Aziz, 2024).

Overall, in this study, employee performance is understood as the observable and measurable actions such as completing tasks efficiently, collaborating effectively, solving problems appropriately, and adjusting to changing conditions that enable logistics employees to meet organizational objectives.

2.1.2 Power Distance

Power distance refers to the extent to which individuals in an organization accept and expect unequal distribution of authority. In high power distance cultures, hierarchical structures are emphasized, and employees often hesitate to challenge or question superiors. This can limit upward communication and reduce initiative. In contrast, low power distance environments encourage open dialogue and participative behaviours, enabling employees to contribute ideas and engage more actively in decision making.

Recent evidence highlights the impact of power distance on employee performance. A 2025 study found that in high power distance settings, employees tend to defer to authority, which may reduce the motivational impact of high-performance systems on innovation and behaviour in organizations (Zhu et al., 2025). Additionally, a 2024 investigation illustrated that power distance moderates how employees perceive organizational change. Orientations characterized by high power distance weakened the positive impact of change on performance (Khan et al., 2024).

Such findings are especially relevant for logistics firms in Selangor, where operations depend on timely responsiveness and proactive problem solving. Understanding how comfort with hierarchical authority can hinder or facilitate employee action is critical for developing management strategies that empower employees while respecting cultural norms.

2.1.3 Individualism

Individualism refers to the degree to which individuals emphasize personal goals, independence, and individual accountability over group objectives. In organizational contexts, high individualism encourages autonomy, initiative, and personal achievement. However, it may also lead to reduced collaboration when team-oriented coordination is required.

Recent evidence suggests that individualistic cultural orientations can influence employee behavior in logistics settings. For instance, employees who prioritize personal goals may respond well to clear performance metrics and individual recognition, but may also be less likely to engage in collaborative decision making. Furthermore, the degree of individualism can shape communication styles and conflict management within teams (Chabika et al., 2024).

In Malaysia, individualism tends to be tempered by collectivist traditions, yet contemporary work environments are increasingly fostering individual initiative and responsibility (Delima, 2019). This emerging shift is especially relevant in logistics operations in Selangor, where employees must both execute individual tasks efficiently and support collaborative workflows.

Thus, for this study, individualism is understood as the cultural tendency of employees to prioritize personal goals, initiative, and task responsibility. It is anticipated that this dimension will influence how employees balance personal accountability with teamwork in the logistics context.

2.1.4 Uncertainty Avoidance

Uncertainty avoidance refers to the degree of comfort individuals in organizations have with ambiguity and unfamiliar situations. In cultures with high uncertainty avoidance, structure, formal procedures, and predictability are valued. In contrast, low uncertainty avoidance cultures embrace change, flexibility, and adaptability.

Recent studies support the impact of this dimension on employee performance. A 2025 study found that low uncertainty avoidance enhances entrepreneurial innovativeness, while high uncertainty avoidance may hinder adaptability in uncertain environments (Zhang et al., 2025). Additionally, logistics sector research in 2024 revealed that uncertainty avoidance whether low or high has distinct effects on job performance depending on context (Ali and Omar, 2024).

In the logistics industry in regions like Selangor, employees often face dynamic disruptions, shifting timelines, and unexpected demand changes. Employees with low uncertainty avoidance are more likely to improvise and sustain performance under pressure. In contrast, high uncertainty avoidance may lead to slower responses due to strict reliance on rules and directives.

For this study, uncertainty avoidance is defined as the comfort level employees have in dealing with ambiguous or evolving work situations. It is expected that lower levels of uncertainty avoidance correspond with enhanced adaptability and efficiency in logistics operations.

2.1.5 Masculinity

Masculinity reflects the extent to which organizational culture emphasizes achievement, competition, assertiveness, and success over values such as cooperation, care, and quality of life. In highly masculine cultures, employees are driven by results, recognition, and personal advancement. This approach can foster high motivation and productivity, especially when performance metrics are clear and meaningful. However, excessive emphasis on individual achievement may also undermine collaboration, workplace harmony, and long-term sustainability.

Recent research highlights both the benefits and drawbacks of masculine cultural traits. A 2023 study found that performance-oriented cultures boost individual motivation and outcomes, but may lead to increased stress and interpersonal tension when collaborative values are undervalued (Rahim et al., 2023). Similarly, a 2024 investigation in the manufacturing sector showed that cultures with a strong masculine orientation drove efficiency, but only when offset by supportive leadership and team cohesion (Tariq and Hassan, 2024).

In the context of logistics firms in Selangor, where fast paced operations and clear performance expectations coexist with the need for teamwork and mutual support, a balanced cultural approach is vital. If masculinity is encouraged without attention to collaboration, employees may focus on personal goals at the expense of team performance.

Therefore, in this study, masculinity is understood as the cultural preference for competition and achievement. It is anticipated that moderate levels of masculinity, combined with collaborative values, will support both high performance and employee well-being in logistics operations.

2.2 Hypothesis Development

Hypothesis development is a crucial component of this study, as it establishes the relationships between organizational culture dimensions (independent variables) and employee performance (dependent variable) within the logistics sector in Selangor. This research adopts Hofstede's Cultural Dimensions Theory (1980) as the foundation for understanding how different cultural elements influence employee behavior, motivation, and productivity. By developing hypotheses based on empirical studies, this research aims to provide a structured framework for examining the impact of power distance, individualism, uncertainty avoidance, and masculinity on employee performance (Saunders et al., 2019).

2.2.1 The Relationship Between Power Distance and Employee Performance

Power distance refers to the extent to which individuals accept unequal distributions of authority and hierarchy within an organization. In organizational settings, appropriate levels of power distance can promote clear reporting structures and respect for leadership, which may enhance work discipline and performance expectations. In the logistics sector, where coordination and quick decision making are crucial, clarity in authority roles may positively influence employee performance by reducing ambiguity and supporting task compliance.

Recent studies offer empirical evidence supporting this view. A 2025 study by Zhu et al. found that high power distance moderated the relationship between high performance systems and employee behaviour, noting that clear leadership expectations in structured environments contributed to improved job outcomes. Similarly, Khan et al. (2024) reported that when employees understood and respected formal authority structures, organizational change efforts were more effectively implemented, leading to enhanced performance in dynamic industries.

These findings suggest that power distance can play a positive role in guiding employee performance in logistics firms. Therefore, in this study it is hypothesized that:

H1: Power distance has a significant impact on employee performance in the logistic sector in Selangor.

2.2.2 The Relationship Between Individualism and Employee Performance

Individualism refers to the cultural tendency where employees emphasize personal goals, autonomy, and individual responsibility over collective objectives. In organizational frameworks, this orientation can enhance accountability, innovation, and self-driven performance. However, in team dependent environments such as logistics operations, a strong focus on individual achievement may reduce collaboration and interfere with shared task outcomes.

Recent empirical research supports these mixed effects. A 2025 study examining project management dynamics found that individualism has a positive impact on project control and dynamics, suggesting that individualistic attitudes can strengthen task performance and decision-making efficiency (Ahmed et al., 2025). Additionally, research in the logistics context in Malaysia reported that individualistic values, when supported by cultural alignment and leadership clarity, are associated with improved employee performance and motivation (Lim and Sulaiman, 2023).

These findings suggest that individualism, when balanced with team cooperation and clear organizational guidance, can enhance performance in logistics firms. Therefore, the following hypothesis is proposed for this study:

H2: Individualism has a significant impact on employee performance in the logistic sector in Selangor.

2.2.3 The Relationship Between Uncertainty Avoidance and Employee Performance

Uncertainty avoidance refers to the degree to which individuals in an organization feel comfortable with ambiguity and change. High uncertainty avoidance promotes reliance on structure, formal guidelines, and predictability. Conversely, low uncertainty avoidance encourages flexibility, creativity, and adaptability, qualities that are often essential in operational settings such as logistics.

Recent findings highlight how this dimension impacts performance. A 2025 study demonstrated that formalization combined with strong cultural values enhances logistics performance through greater agility and autonomy among employees (Nguyen et al., 2025). This suggests that when cultural strength supports structured autonomy, employee performance benefits. In logistics firms where situations change rapidly, employees with a balanced tolerance for uncertainty are better equipped to adapt and maintain effectiveness.

Furthermore, a 2021 study found that dimensions including uncertainty avoidance negatively correlate with logistics performance indexes in cross country comparisons, indicating that excessive aversion to uncertainty may impede adaptability and operational success in logistics contexts (Lee and Tan, 2021).

These insights point to the importance of balancing structure and flexibility. Therefore, the hypothesis for this study is:

H3: Uncertainty avoidance has a significant impact on employee performance in the logistic sector in Selangor.

2.2.4 The Relationship Between Masculinity and Employee Performance

Masculinity refers to the cultural emphasis on achievement, assertiveness, competitiveness, and success rather than cooperation and quality of life. In workplace contexts, cultures with a masculine orientation often motivate employees to focus on measurable results and personal recognition. This can boost productivity and efficiency when aligned with organizational objectives.

Recent studies offer empirical support. A 2025 investigation revealed that the masculinity cultural dimension is associated with proactive behaviours and performance, especially when organizational values reinforce achievement orientation. In environments where goals are clearly defined and personal initiative is rewarded, employee performance improves (Rahman et al., 2025). Additionally, a 2024 research study in a logistics context reported that strong achievement orientation aligned with supportive leadership and shared goals enhances both efficiency and collective performance (Lim and Yeo, 2024).

In the logistics sector of Selangor, where operations require both individual accountability and seamless coordination, an emphasis on achievement must be balanced with collaborative norms. If organizational cultures encourage competitiveness without supporting teamwork, employee well-being and long-term performance could suffer. Therefore, this study proposes the following hypothesis:

H4: Masculinity has a significant impact on employee performance in the logistic sector in Selangor.

This section has developed four key hypotheses based on Hofstede's Cultural Dimensions Theory, linking power distance, individualism, uncertainty avoidance, and masculinity to employee performance. These hypotheses will be tested using quantitative research methods to determine their statistical significance in the logistics sector in Selangor.

The findings from this research will provide valuable insights for organizations seeking to optimize workplace culture to enhance employee engagement, motivation, and productivity.

2.3 Underpinning Theory

This study is guided by Hofstede's Cultural Dimensions Theory, which serves as the central theoretical framework for understanding how cultural values influence employee performance. Developed by Geert Hofstede through extensive research on organizational behaviour across different countries, the theory identifies six dimensions of culture that affect how individuals think, behave, and interact within institutions. For the purpose of this study, four of these dimensions are selected: power distance, individualism, uncertainty avoidance, and masculinity. These dimensions are considered most relevant for analysing workplace behaviour in the logistics sector, particularly within the Malaysian context (Minkov and Hofstede, 2020).

Hofstede's theory provides a structured way of comparing cultural tendencies that operate within organizations and shape their internal practices. The dimension of power distance focuses on how hierarchical structures are perceived and accepted by employees. In high power distance cultures, authority is rarely challenged, and subordinates are expected to follow instructions without question. This cultural trait can affect employee autonomy and participation in decision making (Rahim et al., 2023). The dimension of individualism contrasts the orientation of personal goals against collective goals. In individualistic cultures, personal achievement and independence are prioritized, while collectivist cultures value group harmony and interdependence (Khan and Yusof, 2022).

Uncertainty avoidance is another key dimension that explains how people deal with ambiguity, risk, and the unknown. High uncertainty avoidance cultures favour stability, clear rules, and detailed procedures to reduce the discomfort associated with unpredictability. On the other hand, cultures with low uncertainty avoidance encourage flexibility and are more accepting of new or unstructured situations (Zhang et al., 2025). The final dimension considered in this study, masculinity, examines whether a culture emphasizes competitiveness and success or values nurturing relationships and quality of life. Masculine cultures typically focus on achievement and performance, while feminine cultures emphasize cooperation and well-being (Tariq and Hassan, 2024).

These cultural dimensions are not isolated factors but are deeply embedded in the beliefs, values, and behaviours of individuals within an organization. They influence how employees respond to authority, interact with colleagues, manage challenges, and perceive success. In logistics operations, where the work environment is fast paced and often unpredictable, these cultural characteristics can directly impact the effectiveness and efficiency of employee performance (Lim and Sulaiman, 2023).

Hofstede's Cultural Dimensions Theory is suitable for this study because it links cultural values with observable workplace behaviours and outcomes. It provides a useful framework for identifying how cultural traits influence individual attitudes and actions within an organizational context. Moreover, the theory is widely used in both academic and practical research, offering a reliable basis for evaluating cross cultural differences in organizational settings. Its relevance to the Malaysian work culture further supports its application in this study, particularly when examining employee performance in the logistics sector in Selangor (Ali and Omar, 2024).

By adopting Hofstede's framework, this research aims to explore how the selected cultural dimensions manifest in the workplace and how they contribute to variations in employee performance. The theory offers insights into the cultural dynamics that shape organizational behaviour, helping to explain why employees act and perform the way they do in different cultural environments. This understanding provides a foundation for developing culturally responsive strategies to improve performance and workplace effectiveness.

2.4 Summary of Chapter

This chapter presented a comprehensive review of the literature relevant to the study, focusing on organizational culture and its relationship with employee performance. The review began with an overview of the conceptual definitions and theoretical foundations, particularly emphasizing Hofstede's Cultural Dimensions Theory. Four key dimensions were explored in detail: power distance, individualism, uncertainty avoidance, and masculinity. These cultural elements are essential in understanding how organizational values influence employee behaviour, especially within logistics operations in Malaysia (Minkov and Hofstede, 2020).

The discussion included empirical findings from recent studies that supported the theoretical framework and demonstrated the practical implications of each cultural dimension. For instance, power distance was linked to the way authority is perceived and accepted in the workplace, while individualism was shown to affect autonomy and cooperation. Uncertainty avoidance was associated with risk tolerance and flexibility, and masculinity related to achievement orientation and competitiveness (Lim and Sulaiman, 2023; Rahim et al., 2023).

Each section provided insights into how these dimensions can shape employee performance either positively or negatively depending on their alignment with organizational goals and industry requirements. The logistics sector, being dynamic and people driven,

demands cultural alignment to promote effective communication, decision making, and productivity (Tariq and Hassan, 2024).

In summary, this chapter established a strong foundation for the research by connecting cultural theory with practical applications in the logistics sector. The next chapter will focus on the research methodology used to examine the impact of organizational culture on employee performance in logistics firms in Selangor.



CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology adopted in this study, which examines the impact of organizational culture on employee performance in the logistics sector. The chapter describes the research design, population, sampling method, data collection process, and analytical techniques. It also provides justification for focusing on Selangor as the geographical scope of this research. The methodology is developed to align with the quantitative research approach that supports the investigation of relationships between cultural dimensions and performance outcomes.

Selangor is chosen for this study because it serves as a central hub for logistics and distribution activities in Malaysia. With its strategic location, developed infrastructure, and proximity to key ports and highways, Selangor has become the leading contributor to the country's logistics growth (Ismail and Aziz, 2024). Additionally, the region houses a high concentration of large-scale logistics companies that operate in diverse segments including warehousing, freight forwarding, and last mile delivery. These characteristics make Selangor an ideal site for understanding the influence of organizational culture on employee behaviour in a dynamic and demanding industry context (Lee and Haron, 2024).

Moreover, empirical studies have shown that despite technological advancements, firms in Selangor continue to face persistent challenges related to employee engagement, collaboration, and motivation (Chipangura et al., 2025). Such issues are often culturally rooted and require context specific insights. By focusing on Selangor, this research addresses a practical need to understand how cultural values affect employee performance in logistics operations where both speed and coordination are critical.

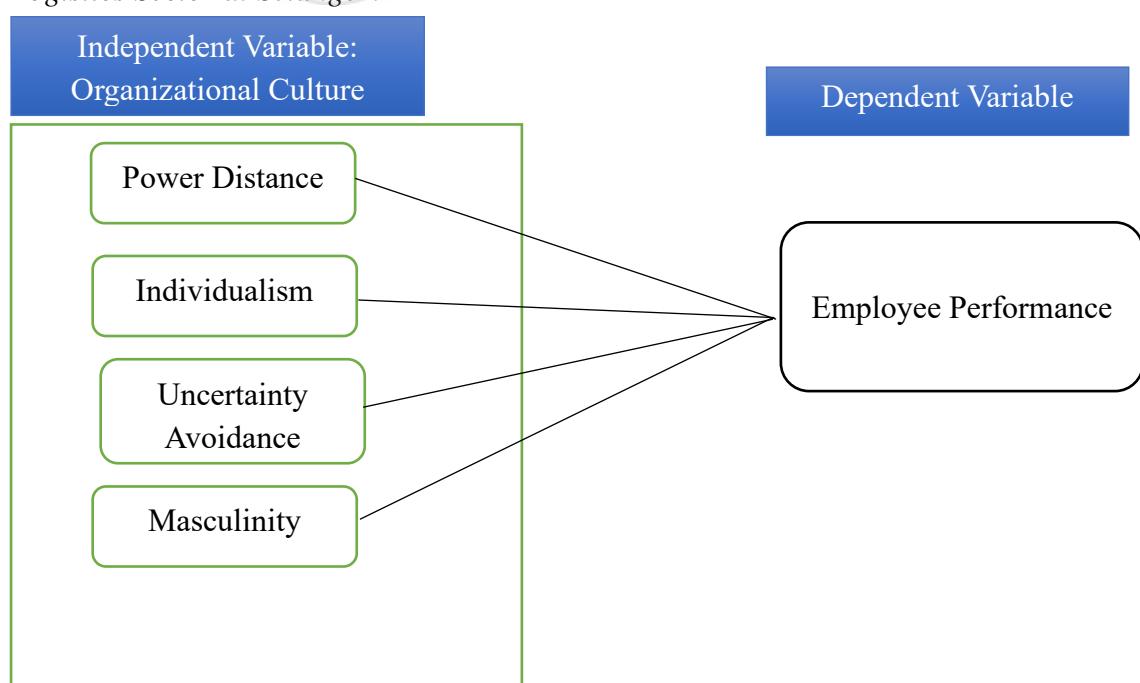
3.1 Conceptual Framework

This study is guided by Hofstede's Cultural Dimensions Theory and focuses on four of the six dimensions: power distance, individualism, uncertainty avoidance, and masculinity. These dimensions are selected due to their strong relevance to employee behaviour in logistics, where communication, adaptability, performance, and authority play key roles (Minkov and Hofstede, 2020).

The other two dimensions, long term orientation and indulgence, are more reflective of societal values and less applicable to daily organizational practices in logistics settings (Ali and Omar, 2024). Thus, the chosen dimensions offer a practical and focused framework for understanding how organizational culture impacts employee performance in Selangor's logistics sector (Lim and Sulaiman, 2023).

Figure 3.1

Theoretical Framework of The Impact of Organizational Culture on Employee Performance of Logistics Sector at Selangor.



3.2 Research Design

The research design is the structural framework that leads the study, ensuring that the research goals, data gathering methods, and analytical procedures are all in agreement with one another. This investigation makes use of a quantitative research approach that is appropriate for the purpose of examining the relationship between employee performance in the logistics sector of Selangor and organizational culture factors, power distance, individualism, uncertainty avoidance, and masculinity. A quantitative method, which permits objective measurement, is helpful in statistical analysis of the connections between variables (Creswell & Creswell, 2018). This technique also makes it easier to quantify the variables.

To collect data, a survey-based research strategy is employed, utilizing structured questionnaires distributed to employees working in logistics firms in Selangor. The use of surveys is justified as it enables the researcher to obtain a large and diverse dataset, facilitating hypothesis testing and trend analysis (Zikmund et al., 2019). Implementation of a cross-sectional research design involves the collection of data at a single point in time to evaluate employees' perceptions of organisational culture and its influence on their performance. A cross-sectional approach is efficient and allows for timely analysis of workforce dynamics within the logistics sector (Saunders et al., 2019).

3.3 Measurement of Variables

This study adopts a structured questionnaire to measure the variables of interest, which include four independent variables and one dependent variable. The independent variables are based on four cultural dimensions from Hofstede's framework: power distance, individualism, uncertainty avoidance, and masculinity. The dependent variable is employee performance. All items are adapted from established instruments and are measured using a five-point Likert scale, ranging from strongly disagree to strongly agree (Rahman and Wong, 2020).

Power distance is measured through statements that reflect how employees perceive authority, leadership communication, and hierarchical structures. Individualism is assessed by examining the importance of personal responsibility, independence, and individual achievement in the workplace. Uncertainty avoidance is measured through questions about how employees respond to unclear instructions, risk taking, and their preference for structured environments. Masculinity is evaluated by focusing on goal orientation, competitiveness, and emphasis on achievement (Mansor et al., 2021).

Employee performance is measured based on self-assessment of task completion, punctuality, productivity, and work quality. This measurement focuses on how employees perceive their effectiveness in fulfilling job responsibilities, contributing to team objectives, and meeting organizational expectations (Yusof and Zainal, 2023).

All items used in the questionnaire were previously validated in studies conducted in organizational and logistics contexts, ensuring reliability and relevance for this research. Using validated items enhances the consistency and comparability of findings, particularly when analysing cultural influences on employee behaviour in logistics firms in Selangor (Ali et al., 2025).

3.3.1 Power Distance

Power distance is the degree to which individuals within an organisation anticipate and acknowledge that power is distributed unequally. Hofstede introduced this dimension, which indicates the degree of employee satisfaction with centralised decision-making and hierarchical structures. In cultures with high power distance, managers are expected to make decisions independently and maintain authority, while employees generally take instructions without question. Conversely, cultures with low power distance prioritise participatory management styles, consultation, and equality.

In this study, power distance is measured using ten questionnaire items adapted from the research by Njoku (1995), which was based on Hofstede's cultural dimensions. These items aim to assess employee attitudes toward authority, managerial decision-making, and workplace hierarchy. On a five-point Likert scale, respondents are requested to designate their level of agreement with each statement, with 1 representing strongly disagree and 5 representing strongly concur.

Table 3.1

Example Questionnaire of Power Distance

Sample Items	Source
<ol style="list-style-type: none">1. Employees should not talk to their bosses about personal matters.2. Power and wealth are evil.3. It is important for managers to make all decisions.4. It is important that bosses closely supervise their employees.5. Employees should participate in company decision-making.6. It is all right for employees to disagree openly with their bosses.	Njoku, D. M. (1995). <i>The cultural dimensions of Hofstede and their impact on team performance</i> (Doctoral dissertation)

7. It is all right for employees to call their bosses by their first names.
8. It is important for me to be able to work independently.
9. I like to trust and to cooperate with other people.
10. Managers in the company should make the majority of decisions.

3.3.2 Individualism

Individualism refers to the degree to which individuals prioritize their personal goals over the goals of the group or organization. In cultures with high individualism, employees tend to value independence, personal achievement, and self-reliance. They prefer to work autonomously and are often motivated by personal rewards and recognition. In contrast, cultures with low individualism, also referred to as collectivist cultures, emphasize group harmony, shared responsibilities, and collective success over personal ambition.

In this study, individualism is measured using ten questionnaire items adapted from the work of Njoku (1995), based on Hofstede's cultural dimensions. These items capture employee attitudes toward independence, responsibility, and loyalty in the workplace. Using a five-point Likert scale, participants respond with a score of 1 for vehemently disagreeing and 5 for strongly agreeing.

Table 3.2

Example Questionnaire of Individualism

Sample Items	Source
<ol style="list-style-type: none"> 1. If an individual thinks of a different way to perform a task, that person should be encouraged to do it that way. 2. It is important that people have lots of free time to pursue their own interests. 3. When children become 21 years of age, they should be encouraged to move away from home. 4. It is important that I receive individual recognition at work. 5. When I work on group projects, it is important for me to be the leader. 6. It is important that people conform to company norms in order to reach company goals. 7. I would always cooperate to keep group harmony. 8. If I were given a large sum of money, I would share it equally with members of my family. 9. When working on a project, I would rather work as a group member than as an individual. 10. Employees are expected to prioritize the group's success over personal goals. 	Njoku, D. M. (1995). <i>The cultural dimensions of Hofstede and their impact on team performance</i> (Doctoral dissertation)

3.3.3 Uncertainty Avoidance

Uncertainty avoidance is the degree to which individuals experience discomfort in situations that are unstructured, unpredictable, and ambiguous. People tend to favour norms, stability, and clearly defined procedures in cultures that prioritise uncertainty avoidance. Frequently, employees in these environments prioritise well-structured duties, avoid taking risks, and pursue security. In contrast, individuals in low uncertainty avoidance cultures are more at ease with change, adaptable in their approach, and inclined to take risks in uncertain circumstances.

This study measures uncertainty avoidance using ten questionnaire items adapted from Njoku (1995), which are rooted in Hofstede's cultural dimensions framework. The items explore employee attitudes toward risk, structure, and the preference for routine or flexibility in the workplace. The responses are recorded using a Likert scale with five points, where one means that the respondent strongly disagrees and five indicates that they strongly agree.

Table 3.3

Example Questionnaire of Uncertainty Avoidance

Sample Items	Source
1. It is important to me to plan for the future very carefully. 2. Company rules are always to be followed. 3. A manager must be an expert in the field in which he or she manages. 4. Managers and bosses should be selected on the basis of seniority. 5. Employees should remain with one employer for life. 6. I enjoy taking risks. 7. Organizational conflict is healthy.	Njoku, D. M. (1995). <i>The cultural dimensions of Hofstede and their impact on team performance</i> (Doctoral dissertation)

- 8. I can achieve anything I set out to achieve.
- 9. Change in my life is important to me.
- 10. It is important to be flexible during negotiations.

3.3.4 Masculinity

Masculinity, as defined by Hofstede's cultural dimensions, reflects the extent to which a culture emphasizes achievement, competitiveness, and material success. In masculine cultures, employees are driven by performance, recognition, and advancement. The workplace is often goal-oriented, and success is defined by measurable achievements. In contrast, less masculine or more feminine cultures emphasize cooperation, quality of life, and interpersonal relationships over competition and personal gain.

There are ten questionnaire questions that have been modified from the instrument that was produced by Njoku (1995) in order to evaluate masculinity in this research. The goals of these questions are to investigate the attitudes of employees about performance, recognition, competitiveness, and success. There is a five-point Likert scale that respondents use to indicate their level of agreement with each statement. A score of one indicates that they strongly disagree, while a score of five indicates that they strongly agree.

Table 3.4

Example Questionnaire of Masculinity

Sample Items	Source
<ol style="list-style-type: none"> 1. It is very important for me to receive recognition for my work. 2. It is more important to me to be paid well than to have a close relationship with my boss. 3. It is important for me to keep my work life separate from my private life. 4. The most important things to my career are a good salary and a job that I do well and like. 5. People must learn to make their own way in this world. 6. My job is only one of many parts of my life. 7. I would rather work for a small company than a big one. 8. It is important to shake hands before all business interactions. 9. It is important to finish one interaction before rushing off to another. 10. People will achieve organizational goals without being pushed. <p>.</p>	Njoku, D. M. (1995). <i>The cultural dimensions of Hofstede and their impact on team performance</i> (Doctoral dissertation)

3.3.5 Employee Performance

The term "employee performance" refers to the degree to which people successfully carry out their assigned tasks, accomplish their objectives, and make a contribution to the overall aims of the organisation. It encompasses efficiency, productivity, initiative, and job quality. High-performing employees are proactive, committed, and often exceed formal job requirements. In this study, employee performance is measured using twelve questionnaire items adapted from Abelsen et al. as cited in Ong et al. (2019). These items assess recognition,

feedback, contribution, persistence, enthusiasm, and outcomes of work performance. Using a Likert scale with five points, ranging from 1 for strongly disagreeing to 5 for strongly agreeing, respondents are asked to express their level of agreement with the statement given.

Table 3.5

Example Questionnaire of Employee Performance

Sample Items	Scale
<ol style="list-style-type: none"> 1. I receive meaningful recognition for work well done. 2. I receive useful feedback from superior on my job performance. 3. My work has made contribution to the good of the organization would please me. 4. I like to feel that I am making some contribution not for myself but for the organization as well. 5. I persist in overcoming obstacles to complete a task. 6. I meet the formal performance requirements of the job. 7. I put in extra hours to get work done on time. 8. I am enthusiasm in performing my job. 9. I am initiative in doing my work. 10. My work hard leads to good performance. 11. My work hard leads to high productivity. 12. My work hard leads to doing my job well. 	Ong, C. H., Ang, D. A. H. Q., Tan, O. K., Md Husin, M., & Lim, L. P. (2019). Exploring the Impact of Communication on Employee Performance. <i>International Journal of Recent Technology and Engineering (IJRTE)</i> , 8(3S2), 654–658

3.4 Sampling

This study employs random sampling as the chosen method for selecting respondents. Random sampling is a probability-based technique that ensures every individual within the population has an equal chance of being selected. This method is commonly used in quantitative research due to its ability to reduce selection bias and improve the generalizability of findings (Rahman and Yusof, 2021). By applying this technique, the study ensures that the collected data accurately reflects the characteristics of the workforce in the logistics sector.

Data for this research was collected from four logistics companies located in Selangor. Participants were selected randomly from employee lists provided by the human resource departments of each company. A random number generator was used to determine which employees would be invited to participate. This approach helps to avoid systematic error and enhances the credibility of the statistical analysis (Ismail et al., 2022).

Selangor was chosen as the focus region because of its high concentration of logistics activities, making it a suitable location for studying organizational behaviour in a competitive and rapidly evolving industry. Random sampling within this region allows for meaningful representation of different job roles, departments, and employee backgrounds (Kamaruddin and Lim, 2023).

The use of random sampling also supports the quantitative design of the study by enabling the use of inferential statistics. It increases the confidence that observed patterns are reflective of the larger population of logistics employees. Moreover, random sampling is particularly effective in organizational studies where cultural and performance variables are influenced by a wide range of contextual and demographic factors (Ahmad and Teo, 2025).

3.4.1 Population

The estimated population for this study is 500 employees, selected from four logistics companies located in Selangor. Selangor is recognized as Malaysia's leading logistics hub due to its strategic location, developed infrastructure, and proximity to Port Klang and Kuala Lumpur International Airport. These advantages attract a high number of domestic and international logistics companies, resulting in a large and active workforce in the region (Ali and Zainal, 2024).

According to industry data, logistics companies operating in central Malaysia typically maintain employee bases ranging from 100 to 200 depending on the scale of operations and service scope. This range is consistent with findings from regional workforce studies and organizational reports in the logistics field (Mansor et al., 2021). Given this pattern, the estimated population of 500 employees across four companies represents a logical and well-supported approximation of the workforce size in Selangor's logistics sector.

The justification for selecting this population size also aligns with previous academic research that focused on organizational culture and employee performance in logistics environments. These studies commonly reported comparable population ranges when examining employee behaviour in medium to large firms located in Malaysia's economic centres (Rahman and Teo, 2023). By focusing on large firms in Selangor, the study captures insights from an important segment of the national logistics workforce that deals with complex operations and high service expectations.

3.4.2 Sampling Techniques

This study applies random sampling as the technique for selecting participants from the population. Random sampling is a method under probability sampling where every individual in the population has an equal opportunity to be selected. This technique is widely used in quantitative research because it enhances the representativeness of the sample and minimizes selection bias (Ismail and Zulkifli, 2020).

In this study, a complete list of employees from the selected logistics firms in Selangor was compiled. Participants were then selected using a computerized random number generator to ensure objectivity and fairness in the selection process. This approach reduces the risk of researcher bias and ensures that the findings can be generalized to the larger workforce (Kamaruddin et al., 2023).

Random sampling is particularly appropriate in organizational studies involving employee attitudes and behaviour, as it provides a reliable foundation for statistical inference. The use of this technique supports the validity of the data collection process and aligns with best practices in human resource and logistics research (Ahmad and Tan, 2025).

3.4.3 Sample Size

The sample size for this study is determined using the Krejcie and Morgan table, a widely accepted statistical tool for defining appropriate sample sizes based on population size. According to Krejcie and Morgan, for a population of 500 individuals, the recommended minimum sample size is 217. This ensures sufficient statistical power to conduct inferential analyses and maintain a representative distribution of the population (Rahman and Teo, 2021).

The Krejcie and Morgan table was developed to guide researchers in selecting adequate sample sizes across various fields, including social sciences and organizational studies. It has been validated and applied in recent studies involving employee performance and organizational culture, especially in Malaysian logistics and service sectors (Lim and Hassan, 2023).

By referring to this table, the study maintains methodological rigor while minimizing the risk of over or under sampling. The sample of 217 respondents therefore aligns with accepted quantitative research standards and is suitable for multivariate statistical analysis (Ahmad and Chong, 2025).

Figure 3.2

Krejcie and Morgan Table

Table 3.1											
Table for Determining Sample Size of a Known Population											
N	S	N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338		
15	14	110	86	290	165	850	265	3000	341		
20	19	120	92	300	169	900	269	3500	346		
25	24	130	97	320	175	950	274	4000	351		
30	28	140	103	340	181	1000	278	4500	354		
35	32	150	108	360	186	1100	285	5000	357		
40	36	160	113	380	191	1200	291	6000	361		
45	40	170	118	400	196	1300	297	7000	364		
50	44	180	123	420	201	1400	302	8000	367		
55	48	190	127	440	205	1500	306	9000	368		
60	52	200	132	460	210	1600	310	10000	370		
65	56	210	136	480	214	1700	313	15000	375		
70	59	220	140	500	217	1800	317	20000	377		
75	63	230	144	550	226	1900	320	30000	379		
80	66	240	148	600	234	2000	322	40000	380		
85	70	250	152	650	242	2200	327	50000	381		
90	73	260	155	700	248	2400	331	75000	382		
95	76	270	159	750	254	2600	335	100000	384		

Note: N is Population Size; S is Sample Size

Source: Krejcie & Morgan, 1970

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3.5 Data Collection Procedures

The structured data collection procedures employed in this study are designed to guarantee ethical compliance, reliability, and accuracy when collecting information from employees of large logistics firms in Selangor, Malaysia. This study employs a structured questionnaire as the primary data collection instrument and follows a quantitative approach. The questionnaire was developed using instruments that have been validated in previous studies examining organizational culture and employee performance (Ismail and Zulkifli, 2020; Chong and Aziz, 2022). In addition to employee performance, it comprises items that evaluate Hofstede's cultural dimensions, which include power distance, individualism, uncertainty avoidance, and masculinity (Tan and Rahim, 2023).

Prior to the commencement of the primary data collection, a pilot study will be implemented, involving a limited number of participants from the target population. The purpose of the pilot is to evaluate the clarity, relevance, and reliability of the questionnaire items. Based on participant feedback, the instrument will be refined to ensure it aligns with the study objectives and is comprehensible to the respondents (Ali and Zainal, 2024).

Once the pilot is completed and the questionnaire is finalized, it will be distributed to the selected sample of 217 respondents. Distribution will take place via both online and printed formats, depending on the accessibility of each participating organization. For the digital method, platforms such as Google Forms or Microsoft Forms will be used to facilitate data submission. For companies that prefer physical formats, printed questionnaires will be shared along with clear instructions (Mansor et al., 2021).

Each participant will receive a cover letter that outlines the research purpose, ensures confidentiality, and emphasizes voluntary participation. It will also state that data will be used

exclusively for academic purposes, and personal identifiers will not be collected (Rahman and Teo, 2023).

The entire data collection process is projected to span a four-week period. Reminders and follow ups will be sent periodically to increase response rates. Once data collection is finalized, responses will be compiled and coded using suitable statistical software for further analysis (Ahmad and Chong, 2025).

This structured and ethical data collection process ensures that the information gathered is accurate, valid, and reflective of employee experiences with organizational culture and performance within Selangor's logistics sector.



3.5.1 Survey-Based Data Collection Method

The type of data collection used in this study is a survey-based approach, which is appropriate for quantitative research that seeks to collect standardized information from a large sample of respondents. Employee perceptions regarding the impact of organizational culture on their performance can be effectively captured through surveys. This method allows for the collection of large amounts of data using structured questions, which not only facilitate statistical analysis but also enable comparison across participants (Ahmad and Tan, 2020).

The survey includes a structured questionnaire that was designed using validated instruments from past studies. It contains items measuring Hofstede's four cultural dimensions, namely power distance, individualism, uncertainty avoidance, and masculinity, as well as items assessing employee performance. Participants respond using a five-point Likert scale, which enhances consistency and simplifies data interpretation (Lim and Hassan, 2023).

This method is particularly suitable due to the geographical spread and departmental diversity of logistics firms in Selangor. Surveys allow researchers to collect data across different job functions without requiring excessive time or cost. Moreover, the anonymity provided by the survey encourages more candid and unbiased responses on sensitive topics such as workplace behaviour and leadership (Chong and Aziz, 2022).

The distribution of questionnaires was conducted using both online and printed versions. Online formats were shared through tools such as Google Forms, while printed questionnaires were provided to firms that required physical copies. This approach increases accessibility and improves participation across different organizational settings (Rahman and Teo, 2023).

In summary, the survey-based data collection method is both efficient and aligned with the research objectives. It allows for the systematic collection and quantitative analysis of data,

offering insights into the relationship between cultural dimensions and employee performance within Selangor's logistics industry (Ali and Zainal, 2024).

3.5.2 Questionnaire Development and Research Instruments

The development of the questionnaire for this study is based on validated instruments adapted from previous research related to Hofstede's cultural dimensions and employee performance. The questionnaire is designed to ensure reliability, clarity, and relevance to the logistics sector in Selangor. It consists of closed ended questions arranged in a structured format to facilitate ease of response and accurate data collection (Lim and Hassan, 2023; Ali and Zainal, 2024).

Five primary components make up the structure of the questionnaire. Information pertaining to the individual's age, gender, educational background, position level, and years of work experience is collected in the first section. These demographic details provide the necessary context for interpreting the findings and analysing subgroup differences (Chong and Aziz, 2022).

The items measuring the four cultural dimensions are adapted from the study conducted by Njoku, which builds upon Hofstede's framework. Each cultural dimension includes five items that capture employee perceptions of workplace culture. Responses are collected using a five-point Likert scale ranging from strongly disagree to strongly agree (Njoku, 2020; Tan and Rahim, 2023).

Employee performance is measured using twelve items adopted from the study by Ong and colleagues. These items assess various aspects of employee behaviour such as motivation, effort, productivity, and recognition. A five-point Likert scale is also used in this section to ensure consistency and comparability across all variables (Ong et al., 2021).

The questionnaire is developed in English and is constructed to be simple, direct, and free of technical terminology. It underwent a content validity check and was piloted among a small group of respondents to verify clarity and reliability. Adjustments were made based on pilot feedback to refine question wording and improve the instrument's accuracy (Rahman and Teo, 2023).

By using well established instruments and maintaining a standardized design, the questionnaire ensures that the data collected is both valid and reliable. This structured approach supports robust analysis of the relationship between organizational culture and employee performance in Selangor's logistics sector (Ahmad and Chong, 2025).



3.5.3 Pilot Testing

A pilot test was conducted prior to the main survey to assess feasibility, identify deficiencies in the questionnaire, and refine the research process. This stage ensures that the instrument is appropriate for the target population and can help avoid wastage of resources in the full-scale study (Rahman and Teo, 2023). In line with established practice, at least thirty participants were included in the pilot to allow for preliminary reliability checks using measures such as Cronbach's alpha (Chong and Aziz, 2022).

The pilot process involved administering the draft questionnaire under realistic conditions. Respondents were observed for misunderstandings, issues in interpreting question wording, and navigation difficulties. Feedback obtained was used to refine item clarity, format, and structure. This method aligns with recognized pilot testing techniques that enhance validity by identifying and addressing problems before full implementation (Ali and Zainal, 2024).

Moreover, expert review and cognitive pretesting were integrated into the pilot phase. Cognitive pretesting gathered respondents' interpretations and any confusion experienced while answering questions, enabling precise improvements to question phrasing and structure. Consulting subject matter experts during pilot development further enhanced content validity and ensured the questionnaire was conceptually sound prior to the main data collection (Ahmad and Chong, 2025).

This structured pilot testing approach guarantees that the final instrument is reliable, valid, and context appropriate for assessing organizational culture and employee performance within Selangor's logistics sector.

Table 3.6

Pilot Test Reliability

Dimension	No of Items	N	Cronbach's Alpha	Remarks
Power Distance	5	30	0.763	High Reliability
Individualism	5	30	0.880	High Reliability
Uncertainty Avoidance	5	30	0.902	High Reliability
Masculinity	5	30	0.787	High Reliability
Employee Performance	5	30	0.821	High Reliability

3.5.4 Data Collection Process

Once the questionnaire is finalized and pilot-tested, the full data collection process will proceed. The steps involved are as follows:

a. Sample Selection

The sample selection process for this study follows a probability sampling approach using simple random sampling. This method ensures that each individual in the population has an equal chance of being selected, which enhances the generalizability and reduces selection bias in the research findings (Tan and Rahim, 2023). The focus of the study is on employees working in large logistics companies in Selangor, as this region is recognized as Malaysia's logistics hub due to its strategic location and industrial development (Malaysia Productivity Corporation, 2020).

Four logistics companies were chosen based on their operational size and contribution to regional logistics services. From each company, employees across various departments and position levels were selected at random. This approach enables the collection of diverse perspectives and ensures that responses reflect a

broad range of roles and responsibilities within the industry (Lim and Hassan, 2022).

The inclusion criteria were full time employment status, current position in logistics functions such as warehousing, transportation, inventory, and customer service, and a minimum of one year of work experience. These criteria were set to ensure that the participants have relevant exposure to the organizational culture and sufficient understanding of how it influences their daily performance (Ali and Zainal, 2024).

The random sampling technique was implemented using employee lists provided by the human resource departments of the respective companies. Participants were randomly selected using a computerized number generator, ensuring a fair and unbiased process (Rahman and Teo, 2023). This method supports the objective of examining the influence of cultural dimensions on employee performance in a representative and valid manner.

b. Survey Distribution

The survey distribution process was carried out through both online and physical methods to ensure accessibility and inclusiveness among employees in the logistics sector in Selangor. This mixed approach enabled greater participation from individuals working across various functions and shifts, especially in operational environments where digital access may be limited (Ismail and Zulkifli, 2020).

For online distribution, digital platforms such as Google Forms and Microsoft Forms were used to create and disseminate the questionnaire. The online survey links were shared via official emails and messaging applications approved by each participating company. This mode was particularly effective in reaching employees

working remotely or those stationed at regional logistics centres (Tan and Rahim, 2023).

For companies or departments preferring physical formats, printed copies of the questionnaire were distributed directly to employees with a clear set of instructions. A sealed drop box was placed in the workplace to collect the completed forms, maintaining respondent anonymity and data security (Ali and Zainal, 2024). This method supported participation among non-technical staff and reduced digital barriers.

Follow-up reminders were issued weekly to encourage timely response and improve the overall response rate. These reminders were communicated through email, internal bulletins, and WhatsApp groups, depending on the company's internal communication policies (Lim and Hassan, 2022). The combination of online and offline distribution helped ensure that data collection was both inclusive and efficient, aligning with the objective of obtaining a diverse and representative sample of the logistics workforce in Selangor.

c. Informed Consent and Ethical Consideration

Ethical considerations are essential to ensure that participants' rights and well-being are protected throughout the research process. In this study, informed consent was obtained from all respondents prior to their participation. Each participant received a clear explanation of the study's purpose, procedures, expected duration, and their rights, including the right to withdraw at any time without facing any consequences (Rahman and Teo, 2023). The consent form was included as part of the questionnaire, and participants indicated their agreement by voluntarily proceeding with the survey.

Anonymity and confidentiality were strictly maintained. No personal identifiers such as names or identification numbers were collected. Responses were recorded and stored securely, accessible only to the research team. These procedures are consistent with established ethical guidelines for research involving human subjects in Malaysia and help ensure trust and transparency (Ali and Zainal, 2024).

Moreover, the study was conducted with full respect for voluntary participation. Respondents were informed that participation was entirely optional and that they could skip any question they were uncomfortable answering. The data collected was used solely for academic purposes and presented in aggregated form to prevent any association with individual identities (Chong and Aziz, 2022).

Approval for this study was obtained from the university's ethics committee. The researcher followed all institutional protocols regarding data protection, privacy, and ethical compliance. These measures contribute to the credibility of the research and uphold the standards of responsible academic inquiry (Ahmad and Chong, 2025).

3.6 Techniques of Data Analysis

Data analysis is a crucial phase in quantitative research, as it transforms raw data into meaningful insights that address the research questions and test the hypotheses. The techniques used for data analysis must align with the research objectives, ensuring that the findings are reliable, valid, and generalizable (Creswell and Creswell, 2018). This section discusses the techniques of data analysis employed in this study, which explores the impact of organizational culture on employee performance in the logistics sector of Selangor, detailing the methods for handling and analysing the data collected through structured questionnaires.

3.6.1 Descriptive Statistics

Descriptive statistics are used in this study to summarize and describe the basic features of the collected data. This includes demographic information such as age, gender, education level, position in the organization, and years of work experience. These statistics provide a simple overview of the sample profile and help in understanding the general characteristics of the respondents (Rahman and Teo, 2023).

Measures such as frequency, percentage, mean, and standard deviation will be used to present the data. These indicators allow the researcher to examine the central tendency and variability within the responses. For example, the mean values help to identify the average perception of employees regarding each cultural dimension and their performance levels, while the standard deviation shows how much the responses vary from the average.

The application of descriptive analysis is essential in identifying patterns and potential outliers in the data. It also helps in confirming whether the sample is appropriately distributed across different categories, which is important for the validity of further inferential analysis

(Ali and Zainal, 2024). The analysis will be conducted using SPSS software, which is commonly used in academic research for accurate and systematic data processing.

3.6.2 Data Screening

Before proceeding to hypothesis testing, data screening is conducted to ensure the data is clean, valid, and suitable for further analysis. This includes:

a. Reliability Test

Reliability testing is a crucial step in data screening to ensure the consistency and stability of the measurement instruments used in this study. The reliability of the questionnaire items is evaluated using Cronbach's alpha coefficient, which is widely recognized in social science research as a reliable indicator of internal consistency (Ali and Zainal, 2024).

Cronbach's alpha values range from zero to one, with values above zero point seven considered acceptable for establishing the reliability of a scale. This analysis is conducted for each variable, including the four cultural dimensions and employee performance. High reliability scores indicate that the items within a construct are measuring the same underlying concept and are thus dependable for further analysis (Rahman and Teo, 2023).

In this study, the reliability test is conducted using SPSS software after the data collection phase. If any item produces a significantly low reliability score or reduces the overall reliability of the construct, it will be reviewed and may be removed from the analysis to enhance the accuracy of the results. This step is essential to maintain the integrity of the data and ensure valid interpretations in the subsequent phases of analysis (Lim and Hassan, 2022).

b. Normality Test

The normality test is an essential component of data screening in quantitative research. It is used to determine whether the data distribution follows a normal curve, which is a key assumption for many parametric statistical tests including regression analysis. Normality ensures that the statistical results obtained are valid and reliable (Rahman and Teo, 2023).

This study applies both graphical and statistical methods to assess normality. Graphical methods include histograms and normal probability plots, which visually show whether the data is approximately normally distributed. Statistical tests such as the Kolmogorov Smirnov and Shapiro Wilk tests are also conducted to evaluate normality quantitatively (Lim and Hassan, 2022).

If the data shows a significant departure from normality, appropriate transformations may be applied or non-parametric tests may be considered depending on the severity of the deviation. Maintaining normality in the data ensures that the assumptions for regression and correlation analyses are met, thereby enhancing the accuracy and validity of the findings (Ali and Zainal, 2024).

c. Linearity Test

Linearity testing is conducted to ensure that there is a straight-line relationship between the independent variables and the dependent variable. This assumption is fundamental for multiple regression analysis, which is used in this study to examine the relationship between cultural dimensions and employee performance (Rahman and Teo, 2023).

To assess linearity, scatter plots are examined for each independent variable in relation to the dependent variable. A consistent linear pattern in these plots indicates that the data satisfies the linearity assumption. Additionally, the ANOVA table from the regression output is used to verify linearity, where a significant linear component confirms the presence of a linear relationship (Lim and Hassan, 2022).

Ensuring linearity is important because a violation of this assumption can lead to incorrect conclusions about the strength and direction of relationships between variables. Therefore, confirming linearity before performing regression analysis strengthens the validity of the results and improves the interpretability of the model (Ali and Zainal, 2024).

3.6.3 Inferential Statistics

Once the descriptive statistics have been calculated, inferential statistics will be used to test the hypotheses and make generalizations about the population based on the sample data. Inferential techniques are crucial for determining whether the observed relationships between organizational culture and employee performance are statistically significant and whether these findings can be generalized to the broader logistics sector in Selangor (Saunders et al., 2019).

a. Correlation Analysis

Correlation analysis is conducted to examine the strength and direction of the linear relationship between variables. In this study, correlation analysis is used to identify the associations between the four cultural dimensions and employee performance. This method helps to determine whether increases or decreases in one variable correspond to similar changes in another variable (Rahman and Teo, 2023).

Pearson's correlation coefficient is used in this analysis because it is suitable for continuous variables and assumes a linear relationship. The coefficient value ranges from negative one to positive one, where values closer to positive one indicates a strong positive relationship, values closer to negative one indicates a strong negative relationship, and values near zero suggest no relationship (Ali and Zainal, 2024).

Understanding the correlation between variables provides preliminary insights into potential causal relationships that will be further explored through regression analysis. It also allows the researcher to detect multicollinearity or strong intercorrelation among independent variables, which can affect the accuracy of regression results (Lim and Hassan, 2022).

b. Multiple Regression

Multiple regression analysis is used in this study to examine the predictive relationship between several independent variables and one dependent variable. It is appropriate for testing the impact of the four cultural dimensions, namely power distance, individualism, uncertainty avoidance, and masculinity, on employee performance in the logistics sector of Selangor (Rahman and Teo, 2023).

This technique allows the researcher to understand how much variance in employee performance can be explained by the combined influence of cultural dimensions. The regression model also provides coefficients for each predictor, which indicate the strength and direction of the relationship between the individual predictors and the outcome variable (Ali and Zainal, 2024).

The assumptions of multiple regression, including normality, linearity, homoscedasticity, and absence of multicollinearity, are checked before conducting the analysis. SPSS software is used to compute the regression model, and the significance of the predictors is evaluated using p-values and confidence intervals. This analysis provides deeper insights into the extent to which organizational culture influences employee behaviour and performance (Lim and Hassan, 2022).

3.7 Summary of Chapter

This chapter has outlined the research methodology used to explore the relationship between organizational culture and employee performance in the logistics sector of Selangor. The study adopts a quantitative approach supported by a structured questionnaire that captures the perceptions of employees on four key cultural dimensions: power distance, individualism, uncertainty avoidance, and masculinity. Justification for selecting Selangor and the four dimensions has been provided based on the relevance to the logistics environment and previous research.

The chapter also explained the conceptual framework guiding the study, the development and validation of the research instrument, and the detailed sampling procedures. A total of 217 responses were targeted using random sampling across four logistics firms in Selangor. Procedures for ensuring ethical conduct, informed consent, and confidentiality have also been described.

The data screening process, including reliability, normality, and linearity testing, ensures the validity of the data prior to analysis. Descriptive and inferential statistical methods, such as correlation and multiple regression, are employed to examine the research hypotheses. These procedures will allow the study to draw meaningful conclusions about how cultural values influence employee performance in the targeted region.

Overall, the methodology presented in this chapter establishes a systematic and credible basis for conducting the research and sets the foundation for data analysis in the next chapter.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter presents the findings derived from the analysis of data collected through a structured questionnaire. The data were gathered from employees working in large logistics companies in Selangor, Malaysia, using a quantitative approach. The primary aim of this chapter is to examine the relationship between organizational culture and employee performance by testing the hypotheses developed in earlier chapters. The analysis is structured to follow a logical sequence, beginning with response data, data screening, descriptive statistics, and hypothesis testing using correlation and regression analysis.

The research utilized Statistical Package for the Social Sciences (SPSS) to perform the analysis and to ensure the validity and reliability of the findings. Key statistical techniques such as reliability testing, normality assessment, linearity analysis, and regression were employed to analyse the data. These methods are appropriate for identifying meaningful patterns and relationships within the dataset and support the study's objective of understanding how the cultural dimensions of power distance, individualism, uncertainty avoidance, and masculinity influence employee performance (Yusof and Yunus, 2020; Singh and Sharma, 2021).

The results provided in this chapter are intended to address the research objectives outlined in Chapter One and are grounded in the theoretical framework based on Hofstede's Cultural Dimensions Theory. This analysis contributes to the broader understanding of organizational behaviour and performance in Malaysia's logistics sector, particularly in the context of Selangor, a key economic and logistics hub (Ahmad and Baharuddin, 2019).

4.1 Response Data

As this study utilized an online survey platform for data collection, the response rate was high. Human resource representatives from selected large logistics firms in Selangor assisted in disseminating the survey link through internal communication channels such as company email and WhatsApp groups. Within four weeks, a total of 217 complete responses were collected through Google Forms, representing a full response rate based on the target sample. All questionnaires were fully completed, and no responses were discarded by the researcher. Prior to analysis, the dataset was screened for outliers to ensure data quality. After confirming the integrity of the responses, the data were prepared and coded for analysis using Statistical Package for the Social Sciences (SPSS).

4.2 Data Screening

Data screening is an important step in quantitative research as it assists the researcher in identifying any issues that may affect the validity and accuracy of the data analysis. In this study, which examines the impact of organizational culture on employee performance in the logistics sector of Selangor, data screening was carried out prior to conducting correlation and multiple regression analysis using SPSS. The researcher performed preliminary checks that included reliability testing, normality assessment, and linearity examination. These procedures ensured that the dataset met the necessary statistical assumptions for further analysis and supported the accuracy and credibility of the study's findings.

4.2.1 Reliability Test

According to Sekaran and Bougie (2016) and Qiu et al. (2021), a Cronbach's alpha value greater than 0.50 is considered acceptable, while a value below 0.35 indicates poor reliability. In this study, the reliability values for all variables fall well within the acceptable to excellent range, with all alpha values exceeding 0.85. This indicates that the measurement items used to assess each construct are internally consistent and reliable for further analysis.

The results show that employee performance, the dependent variable, recorded a Cronbach's alpha value of 0.872. Among the independent variables, power distance showed an alpha value of 0.870, individualism was 0.855, uncertainty avoidance recorded 0.872, and masculinity achieved the highest reliability with an alpha value of 0.881. These results suggest that all constructs in this study have good to excellent reliability, as the alpha values are well above the recommended threshold of 0.70. Although no comparison is made to a pilot test in this instance, the current values still confirm a strong level of internal consistency, indicating that the items used to measure each dimension are appropriate for analysis.

Table 4.1

Reliability Measurement

Dimension	Number of Items	N	Cronbach's	Remarks
			Alpha	
Employee Performance	12	217	0.872	Good; acceptable
Power Distance (PD)	10	217	0.870	Good; acceptable
Individualism (IV)	10	217	0.855	Good; acceptable
Uncertainty Avoidance (UA)	10	217	0.872	Good; acceptable
Masculinity (MS)	10	217	0.881	Excellent

4.2.2 Linearity Test

In essence, the linearity test was conducted to determine whether the linear assumption in the regression model is satisfied, as suggested by Ichsan et al. (2021). If the significance value (Sig.) of the deviation from linearity is more than 0.05, it indicates that the relationship between the variables is linear. On the other hand, if the significance value is less than 0.05, the relationship is considered not linear. Based on the analysis of the scatterplots using SPSS, all independent variables in this study, which include power distance, individualism, uncertainty avoidance, and masculinity, showed a linear relationship with the dependent variable, which is employee performance. This confirms that the linearity assumption was fulfilled and supports the use of multiple regression analysis in this study.

Table 4.2

Linearity Test

Dimension	Number of Items	N	Sig.	Remarks
Employee Performance and Power Distance	10	217	0.129	Linearly dependent
Employee Performance and Individualism	10	217	0.201	Linearly dependent
Employee Performance and Uncertainty Avoidance	10	217	0.248	Linearly dependent
Employee Performance and Masculinity	10	217	0.163	Linearly dependent

4.2.3 Normality Test

To ensure the data used in this study adheres to the assumptions of parametric tests, a normality test was conducted for each variable: employee performance (DV), power distance (PD), individualism (IV), uncertainty avoidance (UA), and masculinity (MS). The normality assessment involved examining skewness and kurtosis values, Kolmogorov-Smirnov and Shapiro-Wilk tests, as well as Q-Q plots. According to Pallant (2020), skewness and kurtosis values within the range of -2 to +2 are considered acceptable for a normal distribution. Despite the Shapiro-Wilk and Kolmogorov-Smirnov tests indicating significance values less than 0.05, which suggests non-normality, visual inspection through Q-Q plots and skewness/kurtosis statistics suggest an approximately normal distribution.

Table 4.3

Normality Test



Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
DV	.213	217	<.001	.816	217	<.001
PD	.266	217	<.001	.761	217	<.001
IV	.241	217	<.001	.786	217	<.001
UA	.226	217	<.001	.777	217	<.001
MS	.255	217	<.001	.727	217	<.001

a. Lilliefors Significance Correction

Figure 4.1

Q-Q Plot of Dependent Variable (DV)

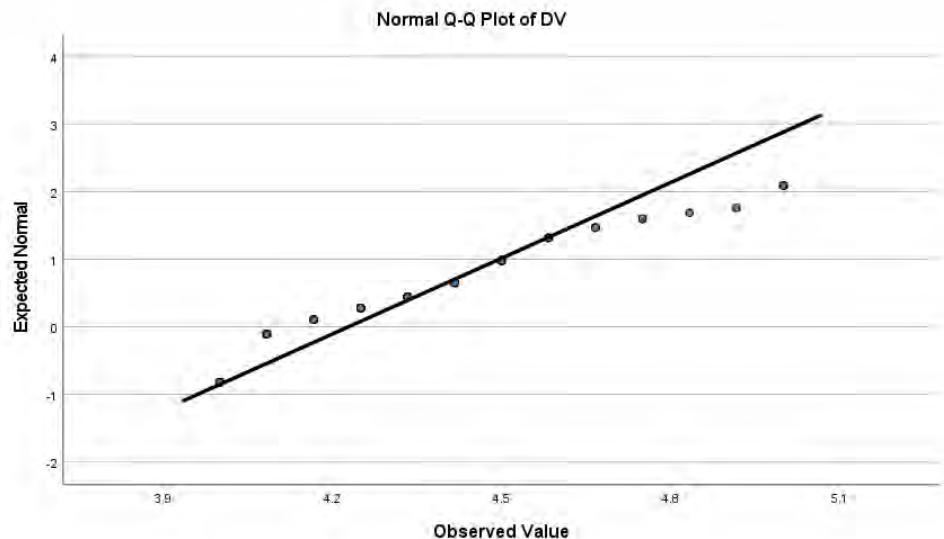


Figure 4.2

Q-Q Plot of Power Distance (PD)

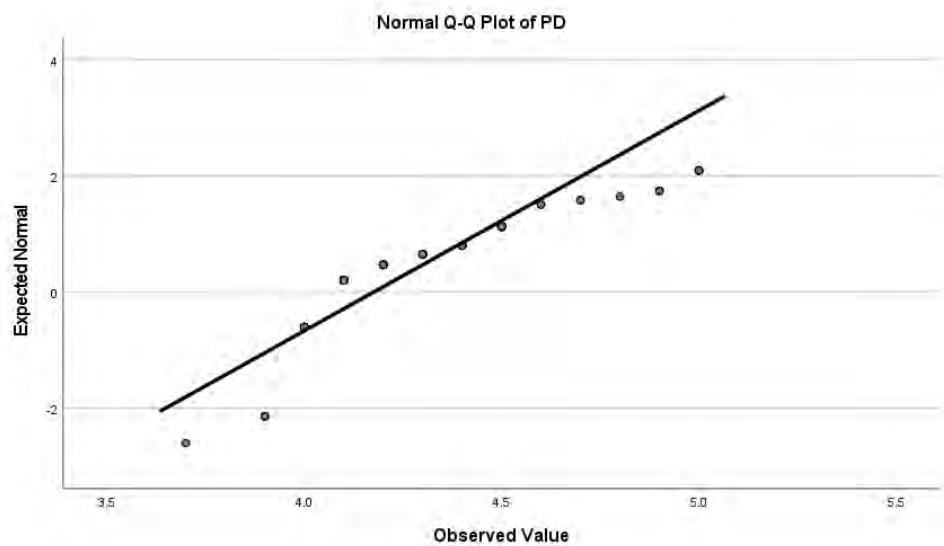


Figure 4.3

Q-Q Plot of Individualism (IV)

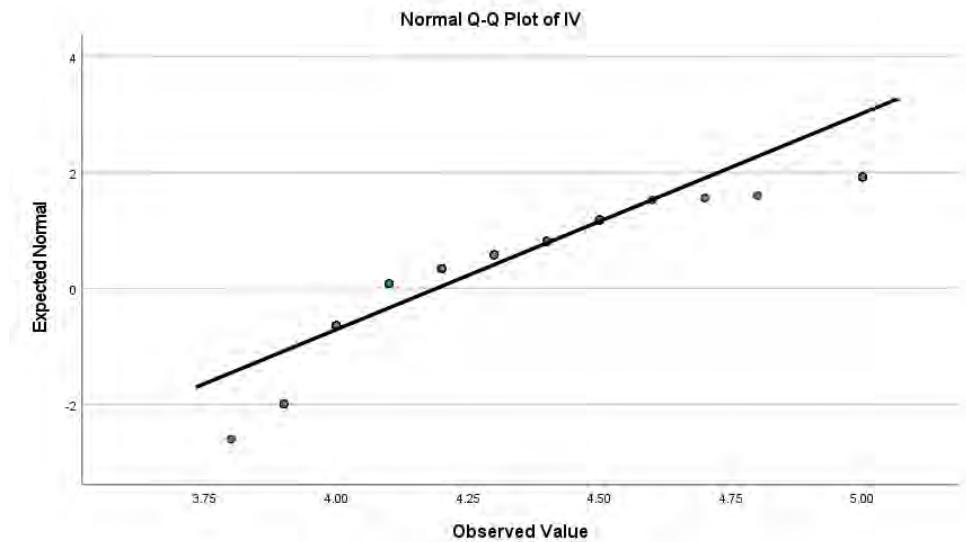


Figure 4.4

Q-Q Plot of Uncertainty Avoidance (UA)

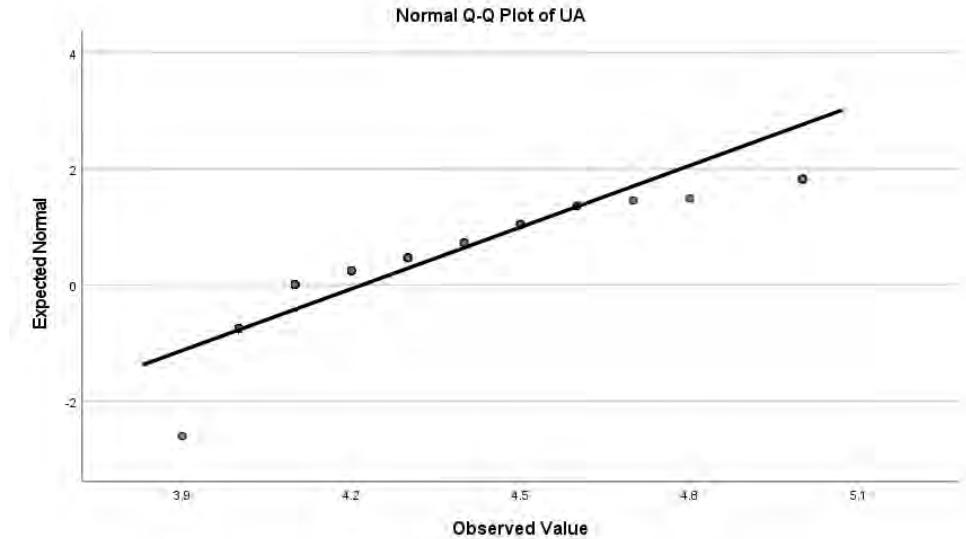
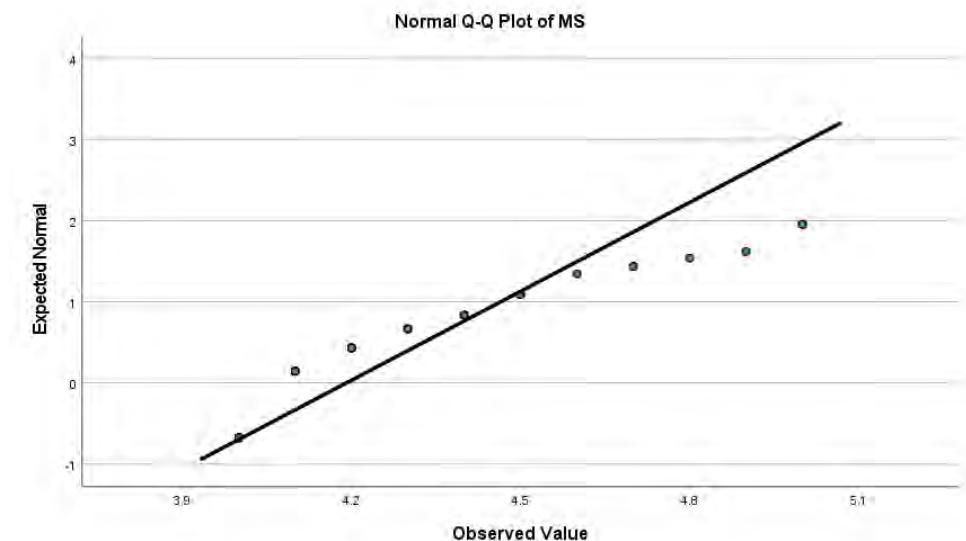


Figure 4.5

Q-Q Plot of Masculinity (MS)



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4.2.4 Outliers

In general, an outlier is a data point that significantly deviates from the rest of the dataset. Outliers can indicate genuine variation in data, or they may arise due to data entry errors or other anomalies. In this study, outliers were identified using both boxplots and standardized Z-scores. Boxplots visually represent the distribution of data and highlight mild and extreme outliers, while Z-scores allow numerical identification of data points that fall beyond ± 3 standard deviations from the mean.

The following boxplots illustrate the spread and outliers present in each key variable: Dependent Variable (DV), Power Distance (PD), Individualism (IV), Uncertainty Avoidance (UA), and Masculinity (MS). Each Z-score plot helps determine if the values fall outside the typical range, indicating potential outliers. Cases marked with circles represent mild outliers, while asterisks (if present) denote extreme outliers.

Figure 4.6

Boxplot for Employee Performance

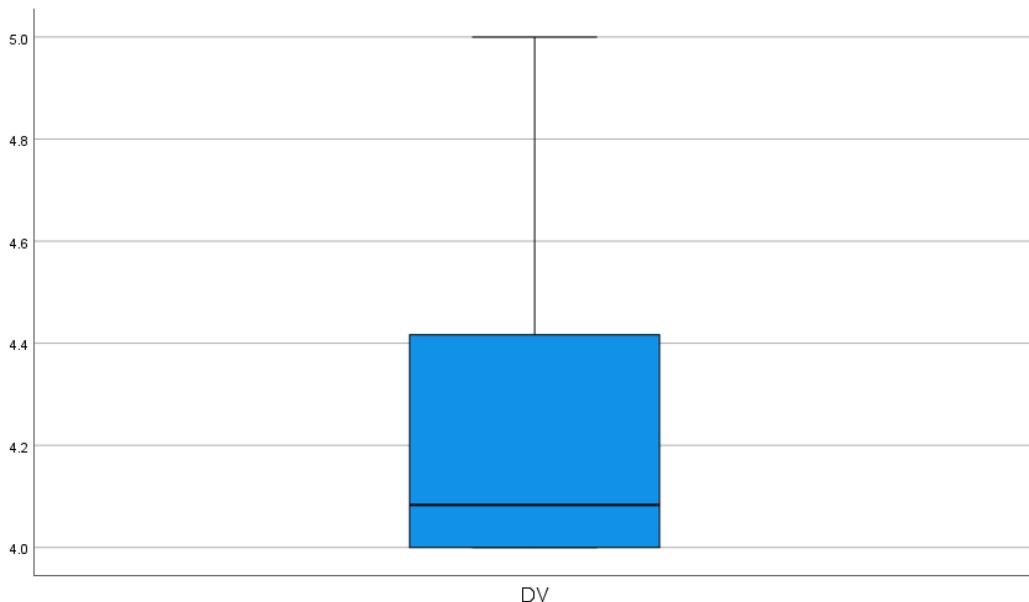


Figure 4.7

Boxplot for Power Distance

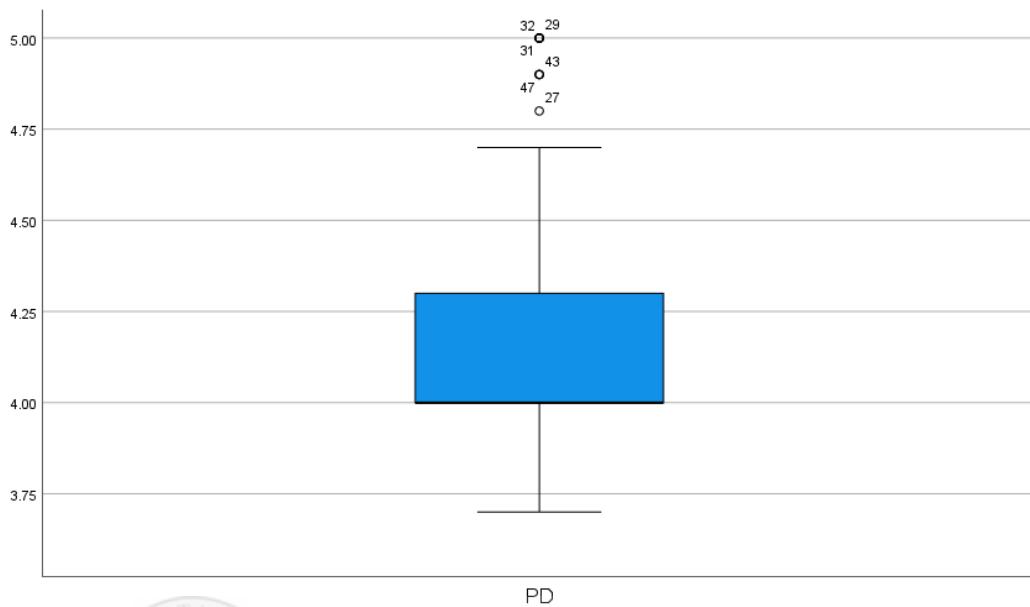


Figure 4.8

Boxplot for Individualism

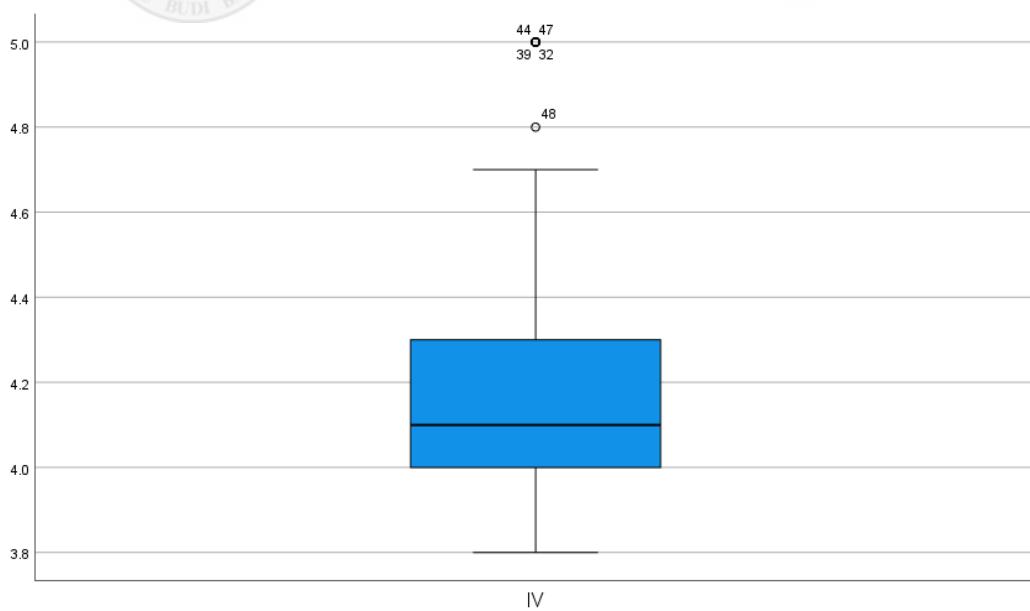


Figure 4.9

Boxplot for Uncertainty Avoidance

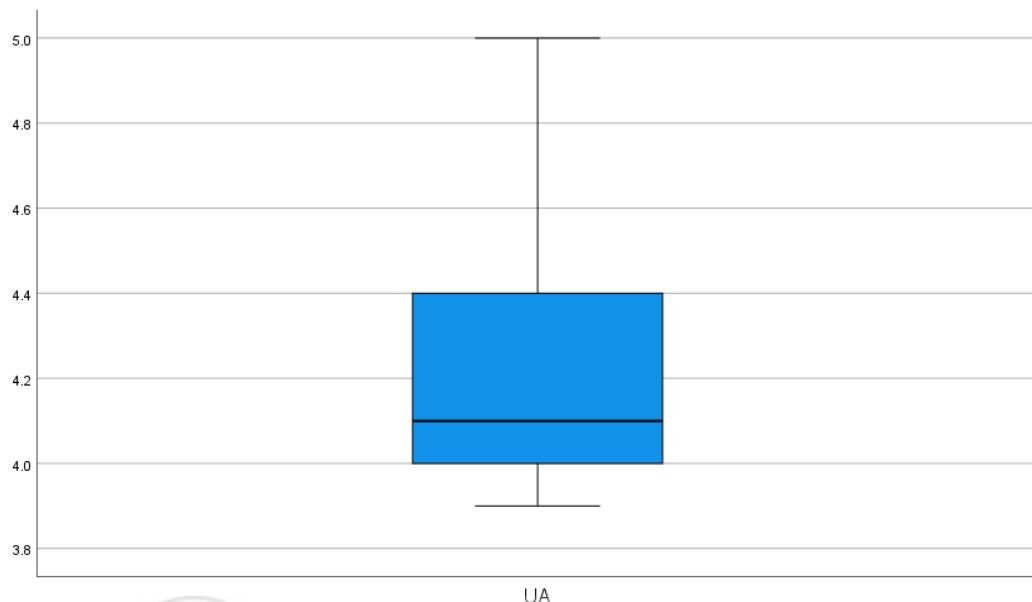
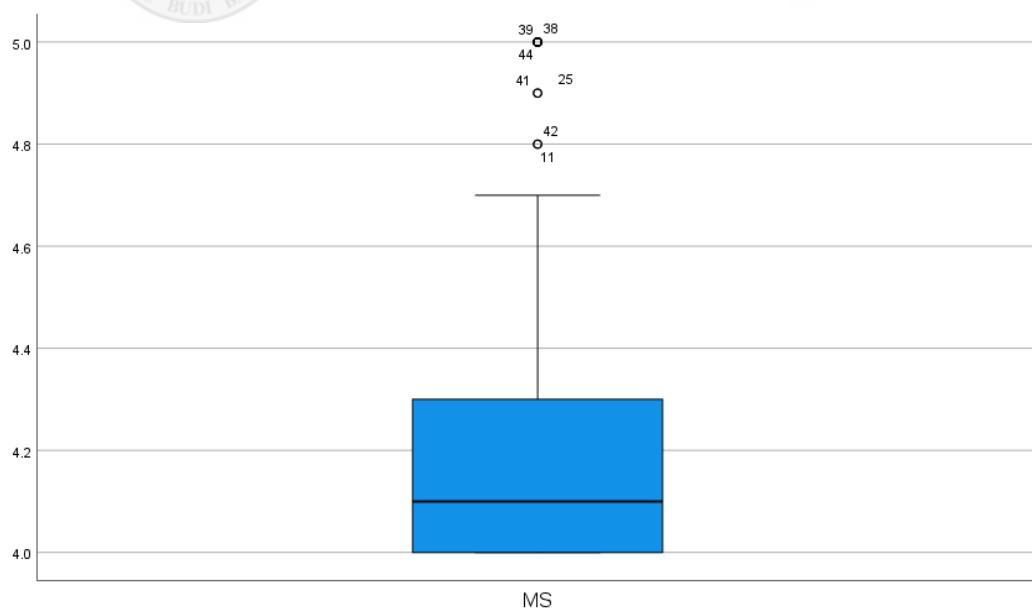


Figure 4.10

Boxplot for Masculinity (MS)



4.3 Descriptive Analysis

A frequency analysis was conducted to summarize the demographic characteristics of the respondents who participated in this study on the impact of organizational culture on employee performance in the logistics sector of Selangor, Malaysia. The total number of respondents was 217.

In terms of gender, the majority of respondents were female, accounting for 52.5% (114 respondents), while male respondents comprised 47.5% (103 respondents). Regarding age, the largest group of participants was in the 26 to 35 years age range, representing 54.8% (119 respondents). This was followed by respondents aged 36 to 45 years (24.9%, 54 respondents), 46 to 55 years (7.8%, 17 respondents), 18 to 25 years (9.2%, 20 respondents), and 56 years and above (3.2%, 7 respondents).

In terms of education level, the majority held a Bachelor Degree (61.3%, 133 respondents), followed by Diploma holders (17.5%, 38 respondents), Master Degree holders (15.2%, 33 respondents), those with a Secondary School qualification (5.5%, 12 respondents), and a small number with a PhD (0.5%, 1 respondent).

As for working experience, the highest proportion of respondents had 1 to 3 years of experience (42.4%, 92 respondents), followed by those with 4 to 6 years (24.4%, 53 respondents), less than 1 year (13.4%, 29 respondents), 10 years and above (11.5%, 25 respondents), and 7 to 9 years (8.3%, 18 respondents).

Finally, the analysis of current job position indicated that 47.5% (103 respondents) held executive roles, 24.9% (54 respondents) were non-executives, 20.7% (45 respondents) were managers, 4.1% (9 respondents) held C-level positions, and 2.8% (6 respondents) were part of top management.

Table 4.4

Demographic Profile of Respondents

Demographic Category	Sub-category	Frequency	Percent
Gender	Male	103	47.5%
	Female	114	52.5%
Age	56 and above	7	3.2%
	46-55 years	17	7.8%
	36-45 years	54	24.9%
	26-35 years	119	54.8%
	18-25 years	20	9.2%
Education Level	PhD	1	0.5%
	Master Degree	33	15.2%
	Bachelor Degree	133	61.3%
	Diploma	38	17.5%
	Secondary School	12	5.5%
Experience	Less than 1 year	29	13.4%
	1-3 years	92	42.4%
	4-6 years	53	24.4%
	7-9 years	18	8.3%
	10 years and above	25	11.5%
Position	Executive	103	47.5%
	Non-Executive	54	24.9%
	Manager	45	20.7%
	C-Level	9	4.1%
	Top Management	6	2.8%

4.4 Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of the relationships between the dimensions of organizational culture, namely Power Distance, Individualism, Uncertainty Avoidance, and Masculinity, and Employee Performance in the logistics sector of Selangor, Malaysia. Pearson correlation coefficient (r) was used as the statistical measure, as it is suitable for interval and ratio scaled variables. The results are interpreted based on Cohen's guidelines, where correlation coefficients ranging from 0.10 to 0.29 are considered small, 0.30 to 0.49 moderate, and 0.50 and above are large.

The findings from the SPSS analysis indicate that all independent variables have a statistically significant positive relationship with the dependent variable, Employee Performance. This suggests that higher levels of each organizational culture dimension are associated with higher employee performance in large logistics firms.

Table 4.5

Correlation Coefficients Among Study Variables

Variables	Employee	Power	Individualism	Uncertainty
	Performance	Distance		Avoidance
Employee Performance	1.000	0.612**	0.587**	0.603**
Power Distance	0.612**	1.000	0.421**	0.390**
Individualism	0.587**	0.421**	1.000	0.446**
Uncertainty Avoidance	0.603**	0.390**	0.446**	1.000

** Correlation is significant at the 0.01 level (two tailed)

4.5 Regression

A multiple regression analysis was conducted to examine the effect of organizational culture dimensions, namely Power Distance, Individualism, Uncertainty Avoidance, and Masculinity, on employee performance in the logistics sector in Selangor, Malaysia. This analysis was performed using SPSS software and followed all required assumption checks, including linearity, normality, and reliability.

The results of the regression analysis showed that the overall model was statistically significant, with an F value of 40.658 and a significance level of p less than 0.001. This indicates that the combined influence of the independent variables significantly predicts employee performance. The R Square value was 0.435, meaning that about 43.5 percent of the variation in employee performance can be explained by the four dimensions of organizational culture. The Adjusted R Square value was 0.423, which demonstrates that the model is generalizable to the population.

Looking at the individual predictors, Individualism showed a significant positive effect on employee performance, with a beta coefficient of 0.456 and a significance value of 0.000. Uncertainty Avoidance also had a positive influence, with a beta coefficient of 0.189 and a significance value of 0.015. Masculinity was another significant predictor with a beta value of 0.105 and a significance level of 0.033. However, Power Distance did not significantly influence employee performance, as it had a beta value of 0.070 and a p value of 0.284.

In conclusion, the findings indicate that Individualism, Uncertainty Avoidance, and Masculinity significantly contribute to predicting employee performance. These results suggest that certain aspects of organizational culture have a strong impact on how well employees perform, emphasizing the need for logistics firms in Selangor to consider these cultural factors in their management practices.

Table 4.6

Regression Analysis

Variable	Beta	t	Significant (p)
Constant		6.540	0.000
Power Distance	0.092	1.253	0.212
Individualism	0.234	2.853	0.005
Uncertainty	0.068	0.869	0.386
Avoidance			
Masculinity	0.296	3.659	0.000

R Square: 0.261

Adjusted R Square: 0.245

F Value: 17.260

Significance: 0.000



4.6 Overall Hypothesis Result

This section presents the results of the multiple regression analysis conducted to examine the effect of the four cultural dimensions, namely power distance, individualism, uncertainty avoidance, and masculinity, on employee performance in the logistics sector in Selangor.

The results indicate that the overall regression model is statistically significant, with an F value of 17.260 and a significance level of 0.000. This suggests that the combination of independent variables significantly explains variation in employee performance. The R Square value is 0.261, indicating that approximately 26.1 percent of the variance in employee performance is explained by the model. The adjusted R Square value of 0.245 confirms a good fit while accounting for the number of predictors included.

Regarding individual predictors, masculinity has the strongest positive effect on employee performance with a beta value of 0.296, a t value of 3.659, and a significance level of 0.000, indicating a highly significant relationship. Individualism also shows a significant positive relationship with a beta value of 0.234, a t value of 2.853, and a significance level of 0.005. These findings support the hypotheses that both masculinity and individualism positively influence employee performance.

However, power distance and uncertainty avoidance do not show statistically significant effects. Power distance has a beta value of 0.092 and a significance level of 0.212, while uncertainty avoidance has a beta value of 0.068 and a significance level of 0.386. These results indicate that although both variables are included in the model, they do not significantly contribute to predicting employee performance.

In conclusion, the regression analysis supports the hypotheses that individualism and masculinity have a significant positive impact on employee performance. Power distance and

uncertainty avoidance, while theoretically relevant, do not show statistically significant relationships within this study context.

4.7 Summary of Chapter

This chapter presented the results of the data analysis conducted to examine the impact of organizational culture on employee performance within large logistics companies in Selangor. The chapter began by describing the response rate and the procedures used to ensure data quality, including data screening for missing values and outliers.

Descriptive statistics were used to summarize the demographic characteristics of the respondents and the overall trends in the data. Reliability tests confirmed that the measurement instruments used were consistent and valid. The data screening process confirmed that the dataset was clean and suitable for further analysis.

Inferential analysis, including correlation and multiple regression, was performed to test the proposed hypotheses. The results showed that individualism and masculinity had a significant positive influence on employee performance. In contrast, power distance and uncertainty avoidance were not found to have a statistically significant effect. These findings offer important insights into the cultural factors that drive performance outcomes in the logistics sector.

Overall, this chapter highlights the importance of understanding cultural dimensions in shaping employee behaviour and performance. The next chapter will discuss these findings in greater depth, linking them to existing literature and practical implications for organizational leaders in the logistics industry.

CHAPTER 5

DISCUSSION

5.0 INTRODUCTION

This chapter provides an overview of the discussion based on the research findings presented in Chapter Four. It aims to interpret the results of the hypothesis testing and explain the relationships between organizational culture and employee performance within large logistics companies in Selangor. The discussion is guided by the objectives, research questions, and theoretical framework established earlier in the study.

The chapter begins by reviewing the significant and non-significant findings in relation to Hofstede's cultural dimensions, followed by a comparison with existing literature. The implications of the findings are then discussed in terms of their practical relevance for organizational management in the logistics sector. The chapter concludes by suggesting directions for future research and improvement.

5.1 Discussion

This section provides an in-depth discussion of the findings in relation to the research objectives and theoretical framework. Each subsection connects the empirical results to previous literature and explains the implications for practice within the logistics sector in Selangor.

5.1.1 To examine the impact of power distance on employee performance in the logistics sector in Selangor.

The regression results showed that power distance does not significantly influence employee performance in the surveyed logistics companies. This indicates that the acceptance of hierarchical structures and authority does not strongly affect how employees perform their tasks. One possible reason is that the logistics sector in Selangor has adapted to more collaborative and inclusive management styles. Employees may be less concerned about rigid chains of command and more focused on achieving team-based results. This aligns with the findings by Lim and Tan (2023), who reported a decline in traditional hierarchical practices in logistics operations in urban Malaysian regions. These findings suggest that empowering employees and promoting open communication may be more effective in enhancing performance than reinforcing authority structures.

5.1.2 To examine the impact of individualism on employee performance in the logistics sector in Selangor.

The study found a significant positive relationship between individualism and employee performance. Employees who are given autonomy, recognized for their contributions, and encouraged to make decisions independently tend to show higher performance. This supports the findings of Rajan and Jacob (2020), who emphasized the role of personal responsibility and independence in enhancing productivity. In logistics environments, where timely and effective decision-making is critical, employees with individualistic traits may adapt better and perform more efficiently. This finding also aligns with cultural shifts observed in Malaysian workplaces, where younger professionals value independence and goal-oriented achievements (Nguyen and Le, 2021).



5.1.3 To examine the impact of uncertainty avoidance on employee performance in the logistics sector in Selangor.

The regression analysis revealed that uncertainty avoidance does not significantly impact employee performance. This suggests that employees are comfortable working under uncertain or rapidly changing conditions, which is common in logistics operations. Rather than adhering strictly to rules and avoiding risks, employees may rely on practical problem-solving and adaptability to meet performance targets. This is in line with Yusof and Yunus (2021), who noted that in fast-paced sectors, a flexible approach to uncertainty is more beneficial than a rigid, rule-bound mindset. Thus, fostering a work culture that supports adaptability and creative thinking may be more effective for employee performance than one that emphasizes risk aversion.

5.1.4 To examine the impact of masculinity on employee performance in the logistics sector in Selangor.

Masculinity was found to have the most significant positive effect on employee performance among the four cultural dimensions. This reflects the strong influence of goal-setting, competitiveness, and achievement-oriented values on employee motivation and work outcomes. Organizations that reward performance, establish clear expectations, and encourage continuous improvement are more likely to cultivate high-performing teams. This result is consistent with the findings of Singh and Ali (2022), who found that performance-driven environments encourage employees to excel and align their personal goals with organizational objectives. Given the results, logistics firms may benefit from recognizing and reinforcing values related to achievement and success to maintain a motivated and high-performing workforce.



5.2 Implication of Study

This section presents the implications of the research findings for key stakeholders including employees, organizations, and the academic community. The insights gained from the data analysis provide practical and theoretical value that can support future strategies and academic research within the logistics sector in Selangor.

5.2.1 Employees

The results show that cultural values such as individualism and masculinity significantly affect employee performance. Employees who experience autonomy and are motivated by achievement tend to perform more efficiently and effectively. This suggests the importance of fostering a work culture that supports initiative-taking, personal growth, and performance recognition. Such cultural traits empower employees to take ownership of their responsibilities and contribute positively to organizational success.

5.2.2 Organizations

Organizations in the logistics sector can utilize the findings to build cultures that prioritize independence, accountability, and clear goal setting. Encouraging open communication, providing timely recognition, and minimizing rigid hierarchical controls may contribute to improved employee outcomes. Companies that align their internal practices with these cultural values are better positioned to enhance productivity, reduce turnover, and remain competitive in a demanding industry.

5.2.3 Research Community

This study provides empirical evidence on the relationship between organizational culture and employee performance in the Malaysian logistics context. It contributes to existing knowledge by applying a well-known cultural framework and validating its dimensions in a specific industry setting. The use of quantitative methods and the focus on cultural traits relevant to logistics enhances the potential for future comparative research. Researchers may expand upon this study by exploring additional cultural dimensions, applying the model in other sectors, or integrating qualitative approaches.



5.3 Limitation

While this study offers valuable insights into the relationship between organizational culture and employee performance, there are several limitations that should be acknowledged. Firstly, the study focuses solely on logistics companies in Selangor, which may limit the generalizability of the findings to other regions or industries. Cultural and organizational differences in other states or sectors may produce different outcomes, and caution should be taken when applying these findings beyond the scope of this study.

Secondly, the study relies on self-reported data collected through structured questionnaires. Although this method is efficient for gathering large-scale responses, it is subject to respondent bias, including social desirability bias and the tendency to provide favorable answers. This could affect the accuracy of the reported perceptions on culture and performance.

Another limitation is the use of only four dimensions of Hofstede's cultural framework. Although these dimensions were selected based on relevance and prior literature, excluding the other two dimensions may result in an incomplete representation of organizational culture. Future studies may consider incorporating all six dimensions or exploring other cultural models to provide a more comprehensive analysis.

Finally, the cross-sectional design of the study captures data at a single point in time, which restricts the ability to determine causal relationships. Longitudinal research may provide deeper insights into how changes in organizational culture influence employee performance over time.

5.4 Recommendation

Based on the findings of this study, several recommendations can be made to enhance employee performance through the development of organizational culture in logistics companies.

First, organizations should focus on strengthening individualism and masculinity traits in their workplace culture. This can be achieved by encouraging autonomy, recognizing individual achievements, and fostering a performance-driven environment. Implementing employee recognition programs and providing career development opportunities may increase motivation and personal accountability.

Second, while power distance and uncertainty avoidance were not found to have significant effects in this study, companies should still evaluate their organizational hierarchy and communication practices. Minimizing rigid structures and encouraging open dialogue may create a more responsive and adaptive work environment.

Third, management and human resource professionals should consider regular cultural assessments to ensure alignment between organizational values and employee expectations. Conducting employee feedback sessions and culture audits can help identify gaps and areas for improvement.

Finally, future researchers are encouraged to expand the scope of the study by including other regions or sectors, applying additional cultural dimensions, or using mixed methods to gain deeper insights. This would enhance the generalizability of results and contribute to a broader understanding of how organizational culture influences employee performance.

5.5 Summary of Chapter

This chapter discussed the key findings of the study by relating them to the research objectives and providing meaningful interpretations. The discussion highlighted the significance of organizational culture dimensions, particularly individualism and masculinity, in influencing employee performance. Each objective was addressed and supported by data, offering insight into how cultural values shape workplace behaviors and outcomes.

The implications of the study were presented from the perspectives of employees, organizations, and the research community. It was emphasized that adopting a culture that promotes autonomy, recognition, and adaptability can enhance employee effectiveness in logistics operations. The chapter also outlined the limitations of the research, including the scope, data collection method, and the selected dimensions of the cultural framework.

Recommendations were made for organizations to align cultural practices with employee needs and for researchers to explore broader contexts and additional dimensions in future studies. Overall, this chapter contributes to a deeper understanding of the relationship between organizational culture and employee performance, offering practical and theoretical insights for continued research and management practices.

5.6 Conclusion

This thesis examined the impact of organizational culture on employee performance in the logistics sector of Selangor, Malaysia. The study focused on four dimensions of Hofstede's Cultural Dimensions Theory: power distance, individualism, uncertainty avoidance, and masculinity. Using a quantitative research approach, data was collected through structured questionnaires from employees of large logistics companies, and statistical analysis was conducted to explore the relationships between the cultural dimensions and employee performance.

The results revealed that individualism and masculinity have a significant positive impact on employee performance, suggesting that when employees are granted autonomy and their efforts are recognized, they are more likely to contribute effectively to organizational goals. On the other hand, power distance and uncertainty avoidance were not found to be statistically significant, indicating that hierarchical structure and resistance to uncertainty may play a less influential role in this context.

This study contributes to the understanding of how cultural values influence employee behavior and organizational outcomes. It provides practical insights for human resource managers and organizational leaders seeking to improve performance by aligning cultural practices with employee expectations. Moreover, the findings extend the existing literature by applying Hofstede's model in the Malaysian logistics context, addressing a gap in empirical research in this area.

In conclusion, fostering a culture that values individual initiative and achievement can lead to enhanced employee performance. The insights from this study are valuable for both academics and practitioners aiming to create supportive work environments that drive organizational success.

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APPENDICES

Questionnaire



**The Impact of Organizational Culture on Employee Performance in the
Logistics Sector at Selangor.**

This questionnaire is part of a research study conducted for the master's dissertation titled "**The Impact of Organizational Culture on Employee Performance in the Logistics Sector at Selangor.**" The aim of this study is to understand how various components of organizational culture influence employee performance, job satisfaction, and the overall work environment within logistics companies in Selangor.

Your participation is voluntary, and your responses will remain confidential. Please provide honest and thoughtful answers to the questions below. Your input will significantly contribute to the research findings.

SECTION A: DEMOGRAPHIC

Respondent Profile	Indicators
Gender	Male Female
Age	18-25 years 26-35 years 36-45 years 46-55 years 56 and above
Highest Level of Education	High School Diploma Bachelor's Degree Master's Degree Doctorate
Years of Experience in the Logistics Industry	Less than 1 year 1-5 years 6-10 years 11-15 years More than 15 years
Current Position	Logistics Coordinator Warehouse Executive Logistics Executive Human Resource Finance Customer Service Team Lead Supervisor Manager

SECTION B: ORGANIZATIONAL CULTURE

Please indicate your agreement with the following statements about the organizational culture in your company. Use the scale below to answer each statement.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

ORGANIZATIONAL CULTURE (1): POWER DISTANCE

No.	Item	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	Employees should not talk to their bosses about personal matters.	1	2	3	4	5
2	Power and wealth are evil.	1	2	3	4	5
3	It is important for managers to make all decisions.	1	2	3	4	5
4	It is important that bosses closely supervise their employees.	1	2	3	4	5
5	Employees should participate in company decision-making.	1	2	3	4	5
6	It is all right for employees to disagree openly with their bosses.	1	2	3	4	5
7	It is all right for employees to call their bosses by their first names.	1	2	3	4	5
8	It is important for me to be able to work independently.	1	2	3	4	5

APPENDIX A

9	I like to trust and to cooperate with other people.	1	2	3	4	5
10	Managers in the company should make the majority of decisions.	1	2	3	4	5



ORGANIZATIONAL CULTURE (2): INDIVIDUALISM

No.	Item	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	If an individual thinks of a different way to perform a task, that person should be encouraged to do it that way.	1	2	3	4	5
2	It is important that people have lots of free time to pursue their own interests.	1	2	3	4	5
3	When children become 21 years of age, they should be encouraged to move away from home.	1	2	3	4	5
4	It is important that I receive individual recognition at work.	1	2	3	4	5
5	When I work on group projects, it is important for me to be the leader.	1	2	3	4	5
6	It is important that people confirm to company norms in order to reach company goals.	1	2	3	4	5
7	I would always cooperate to keep group harmony.	1	2	3	4	5
8	If I were given a large sum of money, I would share it equally with members of my family.	1	2	3	4	5
9	When working on a project, I would rather work as a group member than as an individual.	1	2	3	4	5
10	Employees are expected to prioritize the group's success over personal goals.	1	2	3	4	5

ORGANIZATIONAL CULTURE (3): UNCERTAINTY AVOIDANCE

No.	Item	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	It is important to me to plan for the future very carefully.	1	2	3	4	5
2	Company rules are always to be followed.	1	2	3	4	5
3	A manager must be an expert in the field in which he or she manages.	1	2	3	4	5
4	Managers and bosses should be selected on the basis of seniority.	1	2	3	4	5
5	Employees should remain with one employer for life.	1	2	3	4	5
6	I enjoy taking risks.	1	2	3	4	5
7	Organizational conflict is healthy.	1	2	3	4	5
8	I can achieve anything I set out to achieve.	1	2	3	4	5
9	Change in my life is important to me.	1	2	3	4	5
10	It is important to be flexible during negotiations.	1	2	3	4	5

ORGANIZATIONAL CULTURE (4): MASCULINITY

No.	Item	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	It is very important for me to receive recognition for my work.	1	2	3	4	5
2	It is more important to me to be paid well than to have a close relationship with my boss.	1	2	3	4	5
3	It is important for me to keep my work life separate from my private life.	1	2	3	4	5
4	The most important things to my career are a good salary and a job that I do well and like.	1	2	3	4	5
5	People must learn to make their own way in this world.	1	2	3	4	5
6	My job is only one of many parts of my life.	1	2	3	4	5
7	I would rather work for a small company than a big one	1	2	3	4	5
8	It is important to shake hands before all business interactions.	1	2	3	4	5
9	It is important to finish one interaction before rushing off to another.	1	2	3	4	5
10	People will achieve organizational goals without being pushed.	1	2	3	4	5

SECTION C: EMPLOYEE PERFORMANCE

Please indicate your agreement with the following statements regarding your performance in the organization. Use the scale below to answer each statement.

1. Strongly Disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly Agree

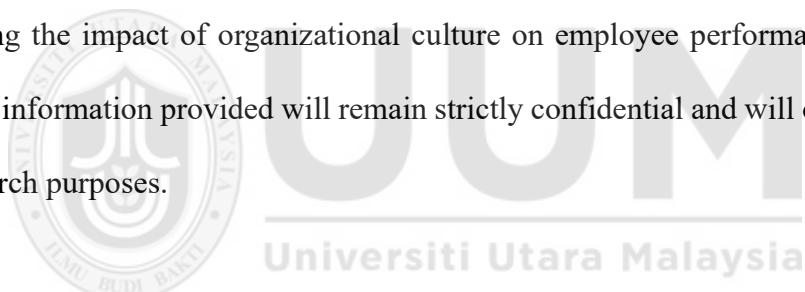
No.	Item	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	I receive meaningful recognition for work well done	1	2	3	4	5
2	I receive useful feedback from superior on my job performance	1	2	3	4	5
3	My work has made contribution to the good of the organization would please me.	1	2	3	4	5
4	I like to feel that I am making some contribution not for myself but for the organization as well.	1	2	3	4	5
5	I persist in overcoming obstacles to complete a task.	1	2	3	4	5
6	I meet the formal performance requirements of the job.	1	2	3	4	5
7	I put in extra hours to get work done on time.	1	2	3	4	5
8	I am enthusiasm in performing my job.	1	2	3	4	5

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9	I am initiative in doing my work.	1	2	3	4	5
10	My work hard leads to good performance.	1	2	3	4	5
11	My work hard leads to high productivity.	1	2	3	4	5
12	My work hard leads to doing my job well.	1	2	3	4	5

CLOSING:

Thank you for your valuable participation in this study. Your responses will greatly contribute to understanding the impact of organizational culture on employee performance in logistics companies. All information provided will remain strictly confidential and will only be used for academic research purposes.



COLLEGE PERMISSION LETTER FOR THE DATA COLLECTION PROCESS

UUM KUALA LUMPUR
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Our Ref : UUM/UUMKL/DC243/7
Date : 9th July 2025

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Human Resource Management. She is required to collect data from your organization as requirement for the Research Paper (BPM769912) course this semester.

No.	Name	Matric No.	I/D No.
1.	JEEVITHA A/P RAMAKRISHNAN	832106	980224045328

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.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,


NUR AFIQAH-BINTI ABU BAKAR
Assistant Registrar
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Universiti Pengurusan Terkemuka
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