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ORGANIZATIONAL COMMITMENT AND CULTURE:  
INSIGHTS FROM MALAYSIA'S LOGISTICS INDUSTRY**Fadillah Ismail<sup>1\*</sup>, Yap Li Sien<sup>2</sup>, Chan Shiau Wei<sup>3</sup>, Juzaimi Nasuredin<sup>4</sup><sup>1</sup> Department of Production and Operations Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia

Email: fadillah@uthm.edu.my

<sup>2</sup> Department of Production and Operation Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn, Malaysia,

Email: ap200264@student.uthm.edu.my

<sup>3</sup> Department of Production and Operation Management, Faculty of Technology Management and Business, Universiti Tun Hussein Onn, Malaysia,

Email: swchan@uthm.edu.my

<sup>4</sup> Department of Management and Technology, Faculty of Technology And Business Management, Universiti Tun Hussein Onn, Malaysia

Email: juzaimi@uthm.edu.my

\* Corresponding Author

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**DOI:** 10.35631/IJEPC.955055.**Abstract:**

Nowadays, employee performance has become a serious problem for both profit and non-profit oriented organizations. Employee performance play an important role to every organization due to the employee performance will affect the organizational performance and the organizations profits. However, there are always issues that arise within the company, and sometimes the performance results produced by employee insufficient. In short, there are have issues regarding poor performance, inadequate communication and negative attitudes and lower productivity towards the employee. The objective of this study is to assess organizational commitment and culture while investigating of effect on employee performance within AbC Logistics Sdn. Bhd., at Johor Bahru Employing a quantitative research approach and a cross-sectional research design, data were gathered from 180 employees in the target population via an online platform. Descriptive and inferential statistical analyses were employed to interpret the data and fulfill the research objectives. The key findings indicate that organizational commitment, organizational culture, and employee performance are moderately positive. Furthermore, a moderate positive correlation exists between employee performance and both organizational commitment ( $r=0.568$ ) and organizational culture ( $r=0.529$ ).

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The study also establishes a significant effect of employee performance on organizational commitment ( $r^2=0.323$ ) and organizational culture ( $r^2=0.280$ ). In conclusion, this research provides practical insights for stakeholders, offering guidance on enhancing organizational commitment and culture in order to improve employee performance at AbC Logistics Sdn. Bhd. and potentially in other private sectors.

**Keywords:**

Organizational Commitment, Organizational Culture, Employee Performance

## Introduction

Malaysia, in its pursuit of becoming a developed nation, still lags behind some of its regional counterparts, such as Singapore, Japan, and South Korea, particularly in human capital development. Several factors contribute to this gap, including deficiencies in talent, skills, and English proficiency among the Malaysian workforce (Gopal, 2019). The Eleventh Malaysia Plan (2016–2020) highlighted the government's commitment to fostering a workforce equipped with the knowledge, skills, and attitudes necessary to thrive in a globalized economy. The plan focused on four critical areas: enhancing lifelong learning for skills development, transforming TVET (Technical and Vocational Education and Training) to meet industry demands, improving labor market efficiency to drive economic growth, and enhancing the quality of the education system for better student outcomes and institutional excellence.

One of the key sectors driving Malaysia's economic growth is the logistics industry. Recently, this industry has experienced significant growth due to improvements in logistics infrastructure, rising freight volumes, and the boom in e-commerce. Between 2015 and 2020, the government launched initiatives, such as the Logistics and Trade Facilitation Masterplan, to position Malaysia as ASEAN's logistics gateway. These efforts aimed to address logistical bottlenecks, enforce stricter regulations, and leverage technology and human capital to improve the country's logistics capabilities.

However, despite these advancements, employee performance remains a critical concern for both profit and non-profit organizations. Employee performance is integral to an organization's success, as it directly impacts organizational outcomes and profitability (Sihombing et al., 2018). Employee performance can be understood as the degree to which employees meet specific job requirements, often measured against predefined objectives. To retain top talent, many organizations are focusing on creating flexible work environments that empower employees to manage their time and schedules while meeting performance targets (Cheng Wei, 2019). In an ever-changing business landscape, organizations are expected to be agile and responsive to environmental shifts. This necessitates the effective management of resources, particularly human capital, technology, and leadership. High-performing employees are essential to achieving organizational goals, yet many companies struggle with performance issues. Logistics performance, in particular, reflects how well logistics activities are managed and is a key determinant of an organization's profitability and overall efficiency. Effective logistics management includes elements such as customer service, inventory management, delivery speed, and cost efficiency (Bakar & Jaafar, 2016). Thus, there is a significant relationship between employee performance and logistics performance.

While companies expect employees to meet performance standards, various challenges can impede their ability to do so. Performance management encompasses not only an employee's output but also their interaction with colleagues and overall job satisfaction (Virgiawan et al., 2021). Poor leadership and management are frequently cited as key contributors to underperformance (Elias, 2022). Employees may lack the necessary resources or training to excel, leading to dissatisfaction and decreased productivity. For instance, in Google's recent performance review system, a larger number of employees are expected to receive low-performance ratings due to insufficient leadership transparency in handling workforce reductions (Elias, 2022). In addition to management-related issues, factors such as inadequate communication and negative workplace attitudes can also hinder employee performance (Othman & Voon, 2018). In the logistics sector, inefficiencies in coordination between logistics personnel and transporters can lead to delayed deliveries and other performance bottlenecks. For example, when transporters overcommit to providing additional truck capacity but fail to deliver on time, it disrupts the entire supply chain.

Employee motivation is another critical factor that influences productivity and efficiency. A lack of motivation can lead to burnout, absenteeism, and reduced performance (Salleh et al., 2016). Burnout is increasingly common in the workforce, as reported in the Employee Wellness Report 2022, where employees experiencing time pressures and stress are more likely to suffer from burnout, which in turn diminishes their productivity (FMT Reporters, 2022). These challenges can result in the inefficient use of organizational resources, including time, money, and manpower. Achieving high levels of employee performance is crucial for organizational success. For instance, the performance of Small and Medium Enterprises (SMEs) in Malaysia was severely affected during the COVID-19 pandemic. Labor productivity, as measured by value added per employee, declined by 6.5% in 2020 compared to a positive growth of 2.9% in 2019 (SME Corporation Malaysia, 2020). This decrease in productivity highlights the need for businesses to prioritize workforce performance to remain competitive.

Furthermore, economic recovery after the pandemic has been reflected in the transportation and storage sectors, with gross output increasing from RM9.9 billion in 2020 to RM102.0 billion in 2021, marking a growth of 2.2%. Despite the rise in output, concerns remain over the fair compensation of workers relative to their productivity (Durak, 2020). Given these challenges, this study seeks to examine the level of employee performance and explore the effects of organizational commitment and organizational culture on employee performance at AbC Logistics Sdn. Bhd.

## Literature Review

This chapter will focus on the previous relevant review of literature on this research independent and dependents variables. The relevant will be considered as supporting materials to this study and will be addressed further in this chapter. The researcher consulted published literature and earlier, accredited journal articles to find the theories, models, and methodologies employed in this study.

### *Employee Performance*

Performance is a systematic way of enhancing organizational effectiveness via the development of both team and individual performance (Sapada *et al.*, 2017). According to Lolowang *et al.*, (2019), employees' performance is their success in carrying out their duties, which helps the business succeed in achieve its objectives. Sihombing *et al.*, (2018) and Bagis

*et al.*, (2021) describes the means by which ability and motivation combine to determine how well employees perform. At the same time, employee performance has an impact on how much they give to the organization such as output quantity, output quality, work attendance, and cooperative attitude (Pawirosumarto *et al.*, 2017). Without an understanding of what is done and how to execute it, a person's willingness and abilities are ineffective. Employee performance is the quality and quantity of work completed by an employee while performing the tasks assigned to him (Bagis *et al.*, 2021). According to Ridwan, Mulyani and Ali, (2020) says that employee performance is the outcome or general degree of accomplishment of a person throughout the course of a certain period in carrying out the task in comparison to other possibilities, such as job requirements, objectives, or previously agreed-upon criteria. Furthermore, employee performance is impacted by a variety of variables, including internal elements from the employees' respective organizations as well as external influences from other organizations. Internal elements that an employer may control, such as work competency, dedication, job satisfaction, attachment, workplace culture, and so forth that can influence an employee's performance (Ayu *et al.*, 2018).

### **Organizational Commitment**

According to previous research, employees who are mostly satisfied with their jobs are more dedicated to the company. The degree to which employees support the organization's objectives and want to stay with it is referred to as organizational commitment. This relates to how much participation employees have in improving the business (Ridwan *et al.*, 2020). It indicates that organizational commitment involves more than primarily passive loyalty; instead, it also entails an active relationship and a desire on the part of the employee to make a more significant contribution to the organization (Rita *et al.*, 2018). This person will act in a way that contributes to the organization in achieving its objectives and will show a long-term commitment to the group (Adam *et al.*, 2020). Additionally, organizational commitment is an attitude that demonstrates a company's commitment to its employees and in which employees show care for the organization's continuous achievement and growth (Ayu *et al.*, 2018). Additionally, organizational commitment shows how much a person connects with the organization and how it relates to their objectives. This is an essential component of the workplace since motivated individuals are expected to be able to show a desire to put in a lot of effort to meet the organization's objectives (Ridwan *et al.*, 2020). As employees consider their relationship with the organization over time, organizational commitment seems to grow slowly but consistently. Employees who contribute to their company are more likely to perform better than those who are not, since they put out more effort on the company's behalf to ensure its success and work to fulfil its objectives (Al Zefeiti & Mohamad, 2017). Individuals with a high organizational commitment are important to achieving the goals of the organization, whereas those with a low organizational commitment pay minor attention to them and are more focused on achieving personal interests than those of the organization (Soomro & Shah, 2019). There are some characteristics can be defined of organizational commitment such as strong acceptance of the organization's is intended and ideals, willingness to put forward a lot of effort, and a strong desire to continue with the organization (Rita *et al.*, 2018). Organizational commitment may take the shape of greater performance at work as well as actual action, such as accepting the company's aims and values (Hendri, 2019).

### ***Affective Commitment***

Affective commitment is a strong emotional bond with an organization and a devotion to its core principles (Ridwan *et al.*, 2020). According to Ayu *et al.*, (2018) says that affective commitment is defined as the extent to which a person feels psychologically connected to the organization they work for through a sense of loyalty and agrees with the aims of that organization. Affective commitment also describes the psychological component of an employee's participation in an organization. Employees that have a high level of emotional commitment keep with the organization because they want to. Furthermore, effective emotional communication is crucial for gaining organizational commitment. This implies that for an organization to boost the chance of employee retention, regular attendance, and increased productivity, both the individual and the organization ought to comprehend and respect each other's targets and specifications (Al Zefeiti & Mohamad, 2017). Affective commitment can arise from a need or dependent on previously completed actions that cannot be discontinued due to damage. This commitment is created so that the organization may instill in its workers a strong sense of commitment to upholding all of its principles and emphasizing the achievement of its objectives, as well as to continuing their membership in the organization (Ayu *et al.*, 2018).

### ***Continuous Commitment***

According to Al Zefeiti and Mohamad, (2017) described commitment to staying in the organization as perceived expenses related to discontinuing the organization. This shows that when employees face higher expenses for leaving from their organizations, they are more dedicated to their goals out of shortage instead of option. Even though, commitment to staying in the organization as perceived expenses related to discontinuing the organization. This shows that when employees face higher expenses for leaving from their organizations, they are more dedicated to their goals out of shortage instead of option (Ayu *et al.*, 2018). Moreover, employees who have limited alternatives for better-paying jobs remain with their existing employers because they must since they have no alternatives. However, when an organization has an established structure for a promotion, continuous dedication may be strengthened (Al Zefeiti & Mohamad, 2017). According to Ayu *et al.*, (2018), continuous commitment is a commitment motivated by an individual's concern of losing an advantage they have already obtained in the organization, such as a salary, facilities, or additional advantages. Age, position, and numerous facilities and incentives received are the factors of continued commitment. If there is a decline in the number of facilities and the condition of employees, their responsibility will be reduced.

### ***Normative Commitment***

A person's responsibility to survive in a company is known as a normative commitment, as opposed to a person's obligation to survive for moral or ethical grounds. In other words, to continue working for an organization corresponds to this normative commitment (Ridwan *et al.*, 2020). According to Ayu *et al.*, (2018) states that normative commitment is the employees that feel required to remain with the company because of respect for others are considered which is the obligation to continue working there. High normative commitment individuals are particularly concerned about being perceived as being outside of the norm. Employees that adhere to this kind of commitment do not do so out of need or desire, but rather because they believe it is morally right to do so. While some employees intentionally drop their companies to make them suffer, others refuse to go even if they are in critical need of them. Besides that,



motivated staff members are more likely to stick with the company and work hard to achieve its mission, goals, and objectives (Al Zefeiti & Mohamad, 2017).

### ***Organizational Culture***

According Lolowang *et al.*, (2019) defined that an organization's members are guided and managed by its culture, which consists of rules and values. To be accepted by the other members of the organization, each member must act and behave according to with the organizational culture in place. At the same time, organizational culture is a set of shared beliefs and symbols that all of the organization's members understand and uphold. This culture makes a specific organization separate out from others. Additionally, organizational culture is a set of principles that are upheld by all employees. It is investigated, put into perform, and created as an adhesive system to serve as a guide for the business in achieving its goals (Pawirosumarto *et al.*, 2017). Furthermore, organizational culture refers to how its members see it, and this view shapes members' beliefs, values, and expectations (Sapada *et al.*, 2017). The strong culture is an organization's fundamental concept that is strongly held and broadly accepted. Due to the high level of integration and intensity, the more individuals who embrace the principles, the greater commitment they have to upholding them. This can have a major effect on the members' behaviors. On the other hand, goals to be achieved via the tradition that has been agreed upon will be difficult to accomplish because the culture of members whose consistency level is low may not be strong and the wrath of the culture that has been agreed upon is not vast (Insan & Masmarulan, 2021). Organizational culture produces competitive advantage by outlining the organization's limitations or boundaries in terms of human interaction, experiences, and information processing capacities.

Furthermore, organizational culture has few of the theory such as Schein's theory. Schein's theory of organizational culture is a set of common fundamental ideas that the group came to understand through the process of solving its issues with external adaptation and internal integration. These basic assumptions have since been recognized as valid and passed on to new members as the proper framework for perceiving, considering, and experiencing about those issues. To put it another way, when a group develops through time, it must successfully integrate its members into a cohesive whole and adapt to its environment in order to live (Akpa *et al.*, 2021). On the other hand, Denison organizational culture model mentioned that culture probably mainly improves performance if it is associated with different contextual factors in the framework (Neyazi *et al.*, 2020). The creation and continual maintenance of an efficient organizational culture throughout the organization depends on the four components of the organizational culture model.

### ***Involvement***

According Lolowang *et al.*, (2019) says that affective organizations are dedicated to developing their resources at all levels, and this commitment defines each other. In order to do this, the company needs to value its employees and provide them with the independence, tools, and assistance they require to succeed. The organization develops a culture of engagement, cooperation, and continuous improvement by investing in training, professional growth opportunities, and supporting a good work environment that emphasizes emotional well-being, eventually leading to success and productivity.

### ***Consistency***

Consistency in an organization refers to the continuous focus on the significant beneficial impact that culture has on its overall performance. The organization makes sure that its values, beliefs, and conventions are in line with its strategic objectives by acknowledging and respecting the effect of culture. Employees are encouraged to work together towards similar objectives in an integrated and unified workplace. This cultural consistency promotes effective decision-making, cooperation, and communication among team members as well as a sense of commitment and identity among employees. Furthermore, it fosters a supportive workplace environment where employees are inspired by and committed to the organization's vision, which eventually results in better performance, higher productivity, and long-term success (Lolowang *et al.*, 2019).

### ***Adaptability***

The set of norms and beliefs that allow an organization to accept, understand, and translate signals from its external environment is referred to as adaptability in the context given. This enables the organization to become more sensitive and responsive to changes in internal behaviors. This flexibility includes the company's capability to accept new ideas, technological advancements, and market trends while also modifying its operational and strategic plans correspondingly. The organization is better able to overcome challenges, exploit opportunities and adapt to the changing business environment by building a culture that promotes openness to change and continual learning. In order to succeed, grow, and progress in a world that is always changing, it actively seeks input, supports innovation, and fosters a proactive mentality among its members (Lolowang *et al.*, 2019).

### ***Mission***

According Lolowang *et al.*, (2019) states that the organization's understanding and clarity of its overarching purpose and direction are what is meant by mission in this context. As a guiding concept, it helps the organization to establish objectives and create initiatives and strategies that are in line with its purpose. A clear mission statement captures the ideals, objectives and influence that an organization hopes to have. It offers an impression of concentration and direction, assisting the organization in setting priorities, allocating resources effectively, and making educated decisions. The organization may engage its stakeholders, promote a feeling of unity and purpose, and motivate group efforts to achieve its intended objectives by clearly communicating its mission to them. In the eventuality, a defined mission serves as a compass, ensuring that the organization stays on course and advances with purpose and commitment.

## **Hypothesis Development**

### ***Organizational Commitment and Employee Performance***

The relationship between organizational commitment and employee performance can be prove at the previous study. Most of the study states that there are a significantly positively with each other. For example, according to Bragas *et al.*, (2020) showed that organizational variable has a positive and significant effect on employee performance. This study involves 72 contract employees in PT Bank Rakyat Indonesia. According to the research, organizations should give employees benefits based on their performance and involve them in decision-making. This is accomplished to improve the contract employees' pride in their organization, their comfort level at work, and their desire to stay on as employees. Moreover, Rita *et al.*, (2018) also stated that organizational commitment significantly affects employee performance, they suggest that

organizational need to conduct training and development regularly to improve the organizational commitment and the employee performance. Hendri (2019) shows that the level of employees' confidence in the company's values is an indicator that is thought to be significant in reflecting organizational commitment variables, whereas integrity is reflection to be significant in influencing employee performance. It may be suggested that the incorporation of the values accepted by workers with the organization might have an impact on the employees' integrity, which is expressed in their honesty in working in line with the company's standards. According to Al Zefeiti and Mohamad (2017) states that the fact that organizational commitment dimensions are positively correlated with employee performance suggests that each element of organizational commitment has become recognized as a contributing factor and has a significant impact on improving employee performance. Vipraprastha *et al.*, (2018) shows that employee performance is positively and significantly impacted by organizational commitment. The performance of the worker will rise or fall depending on how well the organization is committed to the company, or vice versa, depending on the degree to which the organization is committed to the company. Organizational commitment can be shown how to give appreciation to employee performance. Organizations are required to express satisfaction to employees for achieving performance goals in both financial and non-financial ways. This demonstrates that some workers still hold out hope that their efforts will be recognized through bonuses or other awards that are commensurate with the capabilities of the organization (Azmy, 2022). Organizational commitment has a positive and significant relationship to employee performance. Employees with strong organizational commitment are more dependable and productive workers who eventually benefit the organization. strong organizational commitment is one of the primary and indirect elements influencing employee performance (Paramita *et al.*, 2020). Ridwan *et al.*, (2020) concluded that organizational commitment affects the performance of the employee, meaning that if employees are highly committed to the company, they will perform better for the company.

However, Bagis Kusumo and Hidayah (2021) organizational commitment has no significant effect on employee performance in PT Bank Syariah Mandiri Jakarta Head Office with 150 employees. The research shows that organizational commitment is a more concrete type of loyalty that can be judged by how much effort, responsibility, and creativity employees put into achieving organizational objectives. High organizational commitment employees will work positively as a sign of loyalty to the business.

**Hypothesis 1:** Organizational commitment has a positive relationship towards employee performance.

### ***Organizational Culture and Employee Performance***

In the previous study it shows that there has been a significant relationship between organizational culture and employee performance. According to Sapada *et al.*, (2017) says that organizational culture has a significant positive effect on employee performance in Indonesia government agency (SKPD), a good organizational culture will create higher employee performance. The success of the work is the team's success, and every team assignment is completed with discussions, good solutions to problems that arise in the working team. Employees continuously strive to improve themselves and follow the rules before concentrating on giving the community the best service possible. Sihombing *et al.*, (2018) states that employee performance is reflected in work outcome, work behavior, individual traits, responsibility, accountability, and transparency, and is inversely correlated with organizational culture. Not only that, Neyazi *et al.*, (2020) also states that organizational culture



influences the employee performance positively and is statistically significant. Furthermore, the organizations that are the subject of the study need to make an effort to improve the workplace's work ethics and organizational culture. Insan and Masmarulan (2021) says that organizational culture has significant influence to the employees' performance with positive relationship. It shows the significance of organizational culture in an organization because it provides a set of rules for behavior that can enhance the productivity of its employees. Employee success is thought to be primarily influenced by organizational culture. Adam *et al.*, (2020) prove that the organization should build a strong and positive culture which correspond to the employee. Once a great culture has been established, the process of connecting the culture must begin right away and using the right approach. Abdullahi *et al.*, (2021) states that one of the factors affecting academic staff performance at Malaysian Private Universities (MPU) is organizational culture, this finding demonstrates the need for MPU to create corporate environments that are more responsive to their employees' needs and the institutional environment. It also highlights the need to establish core values that are compatible with the institutional atmosphere. Organizational culture thus plays an essential part in enhancing worker performance. A number of studies have proved the presence of a positive and substantial influence of organizational culture, with the results indicating that the greater the quality of employees' performance, the greater the level of the organizational culture (Lolowang *et al.*, 2019).

At the same time, Pawirosumarto *et al.*, (2017) says that organizational culture does not significantly influence the employee performance, whereas some organizational cultures are used to shape employee behavior, employee identity, and social knowledge. Also, SAPTA *et al.*, (2021) also prove that organizational culture has no positive effect on employee performance. This study collect total of 350 employees from rural bank in Denpasar, Bali. However, work culture has minimal effect on employee performance. This demonstrates that the improved workplace culture will not impact the productivity of employees. To improve work performance, a positive working environment where employees get connected to one another and their superiors, and the organizational management's policies, attention must be paid to a variety of factors.

**Hypothesis 2:** Organizational culture has a positive relationship towards employee performance.

## Methodology

The approach utilized to conduct this study is described in this chapter. Research methodology can generate accurate and reliable data about the subject area in relation to future-looking processes. Also, through the use of established procedures or methodologies, research methodology offers sequential measurements and information gathering for this study. This chapter will highlight research design, research process, population, sampling design, data collection method, research instrument, pilot test, reliability test, validity test and method data analysis.

The purpose of a research design is to highlight some factors while minimizing others (Ørngreen & Levinsen, 2017). The research design includes instructions regarding collecting data and evaluating it. Details about the what, when, where, how much, and how the data were collected are included in the research design (Alok & Nitin, 2022). For this study, researchers are diving into the substance details with primary research to understand what is the realm of the effect of organizational commitment and organizational culture on employee performance.

Numbers and stats take the spotlight as we adopt a quantitative approach to collect the data. This is due to the present research will use quantitative research that was suitable to explore these research variables in a focus group to achieve the research objectives. One of the primary goals is the creation of exact and reliable measurements that enable statistical analysis. This is because quantitative research is very useful for addressing the "what" or "how" of a particular situation. After all, it focuses on data that can be measured (Allen *et al.*, 2017). A cross-sectional research design, data were gathered from 80 employees in the target population via an online platform.

Data collection methods play an important role, due to the technique and analytical approach chosen by the researcher define how the material is used and what explanations it may produce (Paradis *et al.*, 2016). Targeted study information was gathered on every AbC Logistics Sdn. Bhd. employee. This research will be conducted the online questionnaire via Google form will be distributed to the AbC Logistics Sdn. Bhd. Researcher will contribute the Google form link to the human resources manager of AbC Logistics Sdn. Bhd. After that, the manager will share to his/her colleague or other branch employee from AbC Logistics Sdn. Bhd. via their business email. Furthermore, online survey will choose because of there are some advantages such as easy and convenient between researcher and respondents although they are in long distance. The population of this study was employees of AbC Logistics Sdn. Bhd. in Johor Bharu. AbC Logistics Sdn. Bhd. have a total of 80 employees. This study utilizes secondary data from respected journals or government data, including Bragas *et al.*, (2020), Lolowang *et al.*, (2019), Rita *et al.*, (2018), SME Corporation Malaysia and so on is focusing on organizational commitment and organizational culture as independent variables. Supplementary data will be sourced from previous studies, books, and online databases. The integration of insights from Adam *et al.*, (2020) and other authoritative sources aims to establish a robust foundation for analyzing the effect of organizational commitment and organizational culture on employee performance.

This questionnaire was created by incorporating modifications and incorporations from previous research on the specific variable. It comprises four sections, namely demographics, organizational commitment, organizational culture, and employee performance. The questionnaire encompasses open-ended questions and there are total 63 questions that address demographic information, independent variables, and dependent variables. The response scale for all items employs a Five-point Likert Scale, ranging from "Strongly Disagree" to "Strongly Agree," coded as 1 to 5, respectively. In this study, the researchers assessed the reliability of the measurements. The total value of the reliability of the three variable is 0.807 consists high reliability. For the organizational commitment was measured using these dimensions (affective commitment, continuous commitment, and normative commitment), each five items. Their respective Cronbach's Alpha values were 0.705, 0.712, and 0.738 is consists high reliability. Organizational Culture included four dimensions (involvement, consistency, adaptability, and mission) with each dimension comprising five items. The Cronbach's Alpha for these dimensions were 0.739, 0.702, 0.719, and 0.742. Employee performance were evaluated across four dimensions (quality, quantity, time utilization, and cooperation), each with five items. The Cronbach's Alpha values for these dimensions were 0.709, 0.622, 0.720, and 0.711. Hence, an important finding is that no items used in this study are considered reliable and can be trusted for this analysis.

In this research, the questionnaires instruments are validated by the industry and academic experts, which are the admin of human resources department from AbC Logistics Sdn. Bhd., Miss Emma Lay Ping, secretary of secretarial department from Huawei Technologies Co. Ltd. Malaysia, Miss Esther Yap and Professor Dr. Abdul Talib Bin Bon from Faculty of Technology Management (FPTM) of Universiti Tun Hussein Onn Malaysia (UTHM).

The data collected will be input into the statistics analysis software, IBM Statistical Package Science Social (SPSS) Statistic version 27.0. Although they only work with complex models and small sample sizes, these tools have been chosen because of their effectiveness (Pawirosumarto *et al.*, 2017). This is because this software assists with analyzing the collected data through the survey such as generating the descriptive research and calculating the regression analysis, validity analysis and correspondence analysis to achieve the research objective and research question (Bragas *et al.*, 2020). This study employed descriptive analysis, encompassing measures such as frequency, mean score, and percentage, to address the first objective. In contrast, the second objective and third objective are addressed through inferential analysis techniques, specifically hypothesis testing and linear regression.

## Results And Discussion

The data and information gleaned from 80 respondents will be meticulously examined with the dual objectives of gaining a comprehensive understanding of the dataset and assessing the validity of the hypotheses formulated earlier. The initial phase of analysis will entail the examination and summarization of demographic data pertaining to the respondents. As a result, the research successfully obtained responses from all 80 targeted respondents, thus achieving a remarkable 100% response rate. Among the 80 respondents, 63.7% (51 respondents) identified as female, while the age group of 26-35 years old constituted the majority at 42.5% (34 respondents). Chinese respondents were notably prevalent, comprising 67 respondents. The higher education level consists 60% (48 respondents) held a Bachelor's degree. All respondents were employed, with 60% (60 respondents) based in Johor Bahru Working department was observed, with 31.5% (25 respondents) working in operational departments. In terms of experience, 47.5% (38 respondents) reported more than six years in their respective fields. These insights form a concise snapshot of the demographic composition, laying the groundwork for further analysis.

### *The Level of Organizational Commitment, Organizational Culture and Employee Performance*

As per the scrutinized data, a substantial majority of employees, constituting 97.5% (78 employees), are categorized as exhibiting a high degree of organizational commitment within the context of AbC Logistics Sdn. Bhd. In contrast, a minimal proportion, comprising 2.5% (2 employees), demonstrates a moderate level of commitment to the organization. An overview of the organizational culture assessments within the surveyed population. The analysis reveals that a predominant portion, specifically 97.5%, amounting to 78 employees, exhibits a pronounced high level of alignment with the organizational culture within the context of the study. In contrast, a marginal segment comprising 2.5% of the respondents, equating to a total of 2 individuals, manifests a moderate level of conformity to the organizational culture. An analysis of employee performance levels. The findings demonstrate that the entire surveyed employee cohort falls within the high-performance category, constituting a comprehensive 100% representation, comprising 80 respondents, in the aggregate results. It is imperative for companies to recognize that the realization of organizational objectives key upon the collective

contributions and dedication of all employees. Therefore, it can be posited that compensation serves as a discernible predictor for gauging employee performance in pursuit of achieving corporate targets (Azmy, 2022).

### ***Relationship of Employee Performance and Organizational Commitment***

**Hypothesis 1:** The organizational commitment has a positive relationship towards employee performance.

The Spearman's rho correlation coefficient reveals a positively moderate association between distributive commitment and employee performance, with a coefficient value of 0.572. Furthermore, the p-value (Sig.) in the table is less than 0.05, indicating a significant relationship between the two variables at a 0.01 level of significance. Consequently, Hypothesis 1 which posits a positive relationship between organizational commitment and employee performance is accepted based on the empirical findings. These results substantiate the acceptance of the research hypothesis. These findings align with prior studies conducted by Azmy, (2022), Rita *et al.*, (2018), Bragas *et al.*, (2020), Hendri, (2019) and Ridwan *et al.*, (2020).

According to earlier research, such as that Azmy, (2022), has underscored the role of organizational commitment in recognizing and appreciating employee performance. Furthermore, high levels of organizational commitment, as observed in studies like Ridwan *et al.*, (2020), correlate with improved performance levels among employee within the organization. The study conducted by Rita *et al.*, (2018), a substantial and positive association was identified between organizational commitment and employee performance. To enhance employee commitment, it is advisable for companies to engage employees in decision-making processes and offer performance-based benefits. To enhance employee commitment, it is advisable for companies to engage employee in decision-making processes and offer performance-based benefits Bragas *et al.*, (2020).

### ***Relationship of Employee Performance and Organizational Culture***

**Hypothesis 2:** Organizational culture has a positive relationship towards employee performance.

The Spearman's correlation coefficient (rs) stands at 0.541, indicating a positive and moderate relationship between employee performance and the organizational culture within AbC Logistics Sdn. Bhd. Furthermore, the p-value (Sig.) displayed in the table is less than 0.05, signifying a significant relationship between these two variables at a significance level of 0.01. As a result, Hypothesis 2 which posits a positive relationship between organizational culture and employee performance is supported and accepted based on the empirical evidence. The findings define support the acceptance of the research hypothesis. The results align closely with prior research studies conducted by Abdullahi *et al.*, (2021), Lolowang *et al.*, (2019), Sihombing *et al.*, (2018), Insan & Masmarulan, (2021) and Sapada *et al.*, (2017).

The findings of this study are corroborated by Abdullahi *et al.*, (2021), who demonstrated that organizational culture has a substantial impact on employee performance. These results suggest that organizational culture is a key determinant of employee performance. A robust organizational culture is characterized by the collective behavior of organizational members aligning with the pursuit organizational objectives. In accordance with the study conducted by Sihombing *et al.*, (2018), it is evident that organizational culture exerts an impact on employee



performance. Notably, higher levels of organizational culture are associated with heightened employee performance, which is manifested in work outcomes, work conduct, individual attributes, responsibility, accountability, and transparency. According to the past research, as exemplified by Insan & Masmarulan, (2021), has illuminated the substantial impact of organizational culture on employee performance. Organizational culture plays a pivotal role within an organization, serving as a guiding framework for actions that enhance the effectiveness of organizational members.

### ***The Effect of Organizational Commitment towards Employee Performance***

The R-value, which approaches 1, stands at 0.568, indicating a relatively strong relationship between these variables. The R square, at 0.323, signifies that approximately 32.3% of the variance in employee performance can be attributed to organizational commitment. The standard error of the estimate is calculated to be 0.25795. Additionally, it is noteworthy that the Durbin-Watson statistic, a measure of autocorrelation in the model residuals, is commonly considered desirable within the range of 1 to 4. In the present research, the Durbin-Watson statistic registers at 1.416, falling within the acceptable range, suggesting that the model's assumptions regarding independence of residuals are adequately met. The outcomes of the ANOVA test examining the relationship between organizational commitment and employee performance. The data reveals an F-statistic of  $F(1,78) = 37.171$ , with a corresponding p-value (Sig.) of 0.000, which is less than the conventional significance threshold of 0.05. This statistical outcome suggests that employee performance significantly predicts organizational commitment, indicating a robust model fit for the data within the context of this research. The regression coefficient pertaining to organizational commitment. In the unstandardized coefficients, the  $\beta$ -value is determined to be 0.711, indicating that a one-unit increase in employee performance is associated with a predicted increase of 71.1% in organizational commitment. Furthermore, the p-value (Sig.) is calculated to be 0.000, which is less than the conventional significance threshold of 0.05. This outcome signifies that employee performance serves as a significant predictor of organizational commitment within the context of this study. The outcome aligns with the previous research conducted by Ridwan *et al.*, (2020), Bragas *et al.*, (2020), and Al Zefeiti & Mohamad, (2017).

### ***The Effect of Organizational Culture towards Employee Performance***

The R-value within the table is 0.529, indicating a substantial proximity to 1 and implying a noteworthy relationship between these variables. The R square, registering at 0.280, denotes that approximately 28.0% of the variance in employee performance can be attributed to organizational culture. The standard error of the estimate is calculated to be 0.24692. Moreover, it is pertinent to note that the Durbin-Watson statistic, which assesses the independence of model residuals and is generally considered favorable within the range of 1 to 4, attains a value of 1.269 in this research. While it is slightly below the ideal range, it still indicates a reasonable degree of independence in the residuals, thus not significantly undermining the model's validity.

The outcomes of the ANOVA test examining the relationship between organizational culture and employee performance. The data reveals an F-statistic of  $F(1,78) = 30.333$ , accompanied by a p-value (Sig) of 0.000, which falls below the conventional significance threshold of 0.05. These statistical results signify that employee performance significantly predicts organizational culture, thereby indicating a robust model fit for the data within the context of this research.



The regression coefficient pertaining to organizational culture. In the unstandardized coefficients, the  $\beta$ -value is determined to be 0.615, signifying that a one-unit increase in employee performance is associated with a predicted increase of 61.5% in organizational culture. Furthermore, the p-value (Sig.) is calculated to be 0.000, which is less than the conventional significance threshold of 0.05. This outcome underscores that employee performance serves as a significant predictor of organizational culture within the context of this study. This finding aligns with prior research conducted by Lolowang *et al.*, (2019), Sapada *et al.*, (2017), Neyazi *et al.*, (2020), and Pawirosumarto *et al.*, (2017).

## Conclusion

This chapter presents an analysis of findings and offers recommendations for prospective research on employee performance. The investigation delves into the impact of organizational commitment and organizational culture on employee performance within AbC Logistics Sdn. Bhd. The subsequent sections furnish the outcomes of data analysis, providing statistical support for the formulated hypotheses. Furthermore, the chapter reviews and synthesizes the findings, aligning them with the examined results. The discussion contextualizes the outcomes in relation to the study's inquiries and objectives, drawing upon the theoretical framework established in the literature. Moreover, the chapter outlines both theoretical and practical contributions to general knowledge, specifically addressing the realm of employee performance within AbC Logistics Sdn. Bhd. Potential limitations are acknowledged, and suggestions for future research are outlined, with due consideration given to the study's constraints. Conclusively, this chapter presents a summary of key findings and their implications in the context of the study's outcomes.

The objectives of the current investigation have been successfully attained, yielding promising findings. Nevertheless, the course of this study was not without its challenges. The researcher encountered specific difficulties, the illumination of which may prove beneficial for subsequent research endeavours. The ensuing elucidation outlines these encountered challenges and limitations for prospective consideration in future research.

First, one of the issues was the accuracy of the data collected from the respondents. The survey was conducted using Google Forms, and there might have been instances of respondents not providing truthful answers, which could affect the data's accuracy. Additionally, some respondents might not have fully understood the survey questions and may have randomly selected answers from the provided Likert-scale. Secondly, a time constraint posed a limitation on data collection for this research. AbC Logistics Sdn. Bhd. is a Hong Kong-based company, conducting research at its branches in other countries, such as Japan, Singapore, Indonesia, and elsewhere, was not feasible. A researcher, deeply entrenched within a specific cultural milieu, actively engages with, observes, and systematically records the daily life of the studied culture. This immersive process extends to the formulation of theoretical frameworks addressing the culture's evolution and behaviour manifestations. Additionally, gathering data from respondents with substantial workloads at AbC Logistics Sdn. Bhd. proved to be time-consuming. Furthermore, the questionnaires possess the advantage of being unobtrusive, coupled with the cost-effectiveness in their administration (Anol, 2012). Although, response rates for this research demonstrated a propensity for being notably high, as a considerable portion of individuals tended to overlook survey requests and researcher need to remind the respondents frequently. Consequently, the researcher necessitated an extended timeframe for data collection.

The researcher has recognized several advantageous implications that the logistics industry may emphasize through the incorporation of employee performance in this study. The study highlights several advantageous implications that logistics firms can emphasize regarding the integration of employee performance. The research findings reveal a robust, positive association between employee performance and its impact on organizational commitment and organizational culture. Consequently, for the purpose of elevating productivity within AbC Logistics Sdn. Bhd. it becomes imperative to enhance and refine employee performance, which can influence organizational commitment and culture. This is consistent with prior research as supported by Abdullahi *et al.* (2021).

Furthermore, the practical application of compensation within the corporate realm underscores its perennial role as a primary motivator for all employees in attaining job-related objectives. Establishing and maintaining a sound employer-employee relationship, wherein timely compensation aligns with employment agreements, fosters a favorable perception among employees. This contributes positively to their commitment to enhancing the long-term sustainability of the company's operations, as elucidated by Azmy (2022).

Not only that, this study offers practical insights for decision-makers seeking to enhance employee performance through the implementation of management programs centered around organizational culture and employee commitment. It serves as a valuable reference point for guiding future research endeavors, particularly those delving into the realms of organizational culture, organizational commitment, and employee performance (Hendri, 2019). Moreover, the findings of this research have the capacity to offer essential insights applicable not only to the logistics sector but also to various other industries seeking to enhance and improve employee performance within their organizations.

The ensuing recommendations, derived from the findings of this study, offer pertinent insights for the logistics company, human resources and prospective researchers. Primarily, it is suggested that the replication of this study in diverse nations could serve as a valuable contribution to this underexplored field, presenting novel insights for further exploration.

It is strongly encouraged that future research endeavors explore this domain of inquiry to gain deeper insights into how businesses can improve both performance and employee well-being through effective conflict resolution strategies. This line of investigation can broaden its scope by investigating the associations between organizational commitment and organizational culture. Furthermore, future studies should endeavor to delineate various dimensions or factors and explore their influence on employee performance within a broader organizational context. Moreover, the constrained sample size in this study resulted from the limited number of organizational employees. Therefore, it is advisable for future researchers to augment the sample size by conducting research across various types of logistics industries, including larger logistics organizations, to enhance the precision and dependability of gathered data. Additionally, it is recommended for subsequent researchers to employ a combination of survey questionnaires and interview methods during data collection to mitigate potential data collection biases.

Moreover, enhancing this research can be achieved through the incorporation of a quantitative research design. Therefore, it is recommended that quantitative research, complemented by exploratory methods like survey research techniques, remains relevant in investigating this

issue, as a combined approach has not been widely applied in this domain. To mitigate potential misinterpretation of questionnaire items in future studies, researchers are advised to employ straightforward and easily comprehensible questions. Additionally, distributing questionnaires through a walk-in technique may be considered by future researchers to address concerns related to respondent honesty.

Lastly, future researchers are encouraged to conduct longitudinal studies to investigate the causal relationships between organizational commitment, organizational culture, and employee performance. Employing a longitudinal approach allows for the collection of more precise, valid, and powerful data and results. It is recommended that future research endeavors delve into this area of inquiry to gain a more comprehensive understanding of how organizations can optimize employee performance through the effective management of their commitment and cultural dimensions.

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