

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON  
EMPLOYEE PERFORMANCE  
(A CASE STUDY OF YEE SHIN COMPANY LIMITED)**

**MYA YEE THOON**

**DECEMBER, 2020**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE  
PERFORMANCE  
(A CASE STUDY OF YEE SHIN COMPNAY LIMITED)**

This Research Paper is submitted to the Board of Examiners in partial Fulfillment of  
the Requirements for Degree of Master of Commerce (M.Com).

**Supervised by;**

Daw Htay Htay

Associate Professor

Department of Commerce

Yangon University of Economics

**Submitted by;**

Ma Mya Yee Thoon

M.Com II – 10

Master of Commerce

Yangon University of Economics

## **ABSTRACT**

The objective of this research is to define three types of Yee Shin Co, Ltd.'s organizational culture and to examine the impact of organizational culture on employees' performance. Cooperating culture, innovating culture and harmonizing culture are three types of organizational culture. With a sample of 120 workers, the data were gathered from Yee Shin Co, Ltd. The study found that the cooperative culture and harmonizing culture had a positive effect on employee performance at Yee Shin Co, Ltd. In addition to achieve a competitive advantage arising from the cooperative culture of an organization, the company should also focus on creating a healthy organizational culture, improving communication, improving employee workforce growth and collaboration. This research suggests approaches to development to enhance consumer focus, provide support for creative autonomy, and foster employee entrepreneurial culture and adaptive efficiency. In addition, it is strongly recommended that the organization concentrate on strategic alignment, the development of shared value systems, the promotion of charismatic leadership and strategy review. Finally, extending the analysis to include other cultural characteristics, such as organizing characteristics, would give the organization more guidance. In addition, the corporate culture is highly diverse, with research on other geographic locations providing empirical evidence to further support the theory.

## ACKNOWLEDGEMENTS

First and foremost, I would like to show my truthful gratitude to Prof. Dr. Tin Win, Rector of Yangon University of Economics and Prof. Dr. Nilar Myint Htoo, Pro-Rector of Yangon University of Economics for giving me an opportunity to do this thesis as a requirement of master degree of Commerce.

I would like to truly appreciate to Prof. Dr. Daw Soe Thu, Head of Department of Commerce, Yangon University of Economics for her monitoring, suggestions, and guidance in carrying out to enable me to complete this thesis.

I would like to express my special thanks to my supervisor, Daw Htay Htay, Associate Professor, Department of Commerce for her support, kind guidance, suggestions, patience, sharing knowledge and valuable time throughout the preparation and writing of this thesis.

Moreover, I would like to give special thanks to the persons who are Mr. Kyi Lin, Managing Director of Yee Shin Co, Ltd and Daw Muyar, Chief Accountant of Accounting Department for allowing and giving me the needed data and effective cooperation make me accomplished this thesis successfully. I also thank the respondents from Yee Shin Co, Ltd for answering survey questionnaires to complete the thesis successfully.

Finally, I am very grateful for the unwavering support I have received from my parents who have given me advice for my studies and the unconditional love and encouragement as well as economically during these academic years.

# TABLE OF CONTENTS

	<b>Page</b>	
<b>ABSTRACT</b>	<b>i</b>	
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>	
<b>TABLE OF CONTENTS</b>	<b>iii</b>	
<b>LIST OF TABLES</b>	<b>v</b>	
<b>LIST OF FIGURES</b>	<b>vi</b>	
<b>LIST OF ABBREVIATIONS</b>	<b>vii</b>	
<b>CHAPTER I</b>		
<b>INTRODUCTION</b>	<b>1</b>	
1.1	Rationale of the study	2
1.2	Objectives of the Study	3
1.3	Scope and Methods of the Study	4
1.4	Organization of the Study	4
<b>CHAPTER II</b>		
<b>THEORETICAL BACKGROUND</b>		
2.1	Organizational Culture	5
2.2	Organizational Culture Model	6
2.3	Employee Performance	11
2.4	Relationship between Organizational Culture and Employee Performance	12
2.5	Previous Research Studies	13
2.6	Conceptual Framework of the Study	16
<b>CHAPTER III</b>		
<b>BACKGROUND INFORMATION OF YEE SHIN COMPANY LIMITED</b>		
3.1	Overview of Yee Shin Company Limited	18
3.2	Organization Structure of Yee Shin Company Limited	19

	3.3	Trading and Service Activities of Yee Shin Company Limited	20
<b>CHAPTER IV</b>		<b>ANALYSIS OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN YEE SHIN COMPANY LIMITED</b>	
	4.1	Research Design	23
	4.2	Demographic Characteristics of Respondent	24
	4.3	Reliability Test	25
	4.4	Organizational Culture and Employee Performance of Yee Shin Company Limited	26
	4.5	Analysis on the Effect of Organizational Culture on Employee Performance	30
<b>CHAPTER V</b>		<b>CONCLUSION</b>	
	5.1	Findings	32
	5.2	Suggestions	33
	5.3	Needs for Further Research	34
<b>REFERENCES</b>			
<b>APPENDIX</b>			

## LIST OF TABLES

Table No.	Particulars	Page
4.1	Demographic Characteristics of Employees	24
4.2	Analyzing the Reliability Statistics	25
4.3	Cooperating Culture of Employees in Yee Shin Co, Ltd	26
4.4	Innovating Culture of Employees in Yee Shin Co, Ltd	27
4.5	Harmonizing Culture of Employees in Yee Shin Co, Ltd	28
4.6	Overall Mean values of three types of culture	28
4.7	Employee Performance in Yee Shin Co, Ltd	29
4.8	Analysis on the Effect of Organizational Culture on Employee Performance	30

## **LIST OF FIGURES**

Figure No.	Particulars	Page
2.1	The Relationship between Organizational Culture and Employee Performance (Case of Sri Lanka)	13
2.2	Effects of Organizational Culture on Employees Performance (Case of Singapore Telecommunication)	14
2.3	Influence of Organizational Culture on Performance (Case of Kenya Power and Lighting Company Limited)	15
2.4	Conceptual Framework of the Study	16
3.1	Medical Division of Yee Shin Company Limited	22

## **LIST OF ABBREVIATIONS**

KPLC	Kenya Power and Lighting Company Limited
FDA	Food and Drug Administration

# **CHAPTER I**

## **INTRODUCTION**

Organizational culture is a framework that separates the organization from the other organizations with a common definition kept by members (Robbins, et al., 2010). Most successful organizations have organization culture as their competitive advantage (Cameron and Quinn, 1999). It is crucial for the organization to understand that in a vacuum environment, organizations do not improve and require human interaction to promote the enhancement and growth that can only be accomplished by upholding the principles that each individual member of an organization embraces effectively and shares equally (Rousseau, 2000).

Organizations which had a strong culture showed considerable increase in sales, reserves and surplus profit after tax, compared to those organizations which had weak cultures (Srivastava Kailash, 2001). This has been due to new aggressive business rivalry in many companies against the increasing variety of employees (Rhine & Christen, 2012). The performance of the employee will be considered a backbone organization as it effectively contributes to its growth. Employee loyalty depends on understanding and comprehension of culture that enhances organizational behavior (Brooks, 2006). Culture provides framework for understanding distinctions between efficient companies working in about same national character and distinguishes truly high-performing organizations from everyone and increases employee engagement, while others claim that it has a major effect on organizational efficiency (Schein, 1990).

Strong cultural integration of corporate groups is an important part of maintaining efficient contact and improving productivity. It is important to establish a successful organizational culture in the corporate community to improve efficiency and productivity. More precisely, an organization and its practices are influenced by corporate culture, shaping how workers think, operate and feel (Gavric, 2016). Globally, companies have encountered high rates of instability and unexpectedness inside and outside organizations over the past 20 years. In case of increase customer complexity and the greater and more productive use of information technology, the economic climate has been marked by the arrival of new challenging competitors in the industry (Zakari, Poku & Owusu-Ansah, 2013).

Competitive pressures alongside increased customer awareness and demands have intensified and it is not uncommon for weaker firms to fail to meet customer demands and fail to maintain their competitive edge over time. In order to sustain or gain competitive edge and superior performance, many organizations have restructured, merged, benchmarked, re-engineered, implemented total quality management programs and introduced competitive staff benefits (Zakari, Poku & Owusu-Ansah, 2013).

### **1.1 Rationale of the study**

Organizational culture reflects the organizational members' shared values, beliefs, and principles and is an importance of factors such as history, product, market, technology, strategy, employee type, management styles, and political character; culture includes the vision, values, standards, structures, symbols, vocabulary, assumptions, beliefs, and habits of the organization (Needle, 2004). Organizations may all had their own single culture, and co-existing or overlapping subcultures often occur in wider industry in particular, and each subculture is related consecutively to various management teams in the organization (Schein, 1992 and Kotter, 1992).

The organization's poor corporate culture elements include: hierarchy rather than entrepreneurship and innovation, inability to adopt methodologies from outside the organization, a politicized organizational environment, and fear of change. Some cultures, while others are not flexible, are good at adapting to changes and maintaining the organization's success. If companies were able to separate performance variables, they would adopt programs that could make them more efficient than others (Kotter and Heskett, 1992). A strong and positive culture can develop an average individual performance and succeed effectively, whereas an excellent employee can be stressed by a negative and poor culture to perform poorly and end up without achievement. Therefore organizational culture has an active and direct role in performance management (Ahmed, 2012).

Organizational culture is what determines the way members of an organization interact with one another and outsiders (Malhotra, 2011). Organizational success is the sum of accomplishments achieved by various departments of an organization. These accomplishments are measured in terms of financial and non-financial outputs. Financial performance takes into account accounting measures of performance such

as profit rate, return on assets, long-term profitability, and sales growth rate (Han & Verma, 2012). Indexes are used to investigate non-financial results, such as employee satisfaction, customer satisfaction, turnover rate, and product/service quality (Cui & Hu, 2012). Yee Shin Company Limited has developed its operations to export, import, supply, manufacture, border trade, construction and agency industry representation.

Now Yee Shin Company Limited is standing as one of the leading enterprises in Myanmar. Much of the exploration centered only on the cumulative significance of organizational performance on the organizational performance effects of corporate culture. This make studies on the specific culture type that influences organizational culture important for Yee Shin Company Limited as employees can then decide on the specific corporate type to encourage in order realizing both financial and non-financial performance. The problem in this research topic is analyzed as the effect of organizational culture on employee performance in Yee Shin Company Limited. This company has to depend upon human resources for its full functionality. The performance of the human resources contributes to the organizational success. Yee Shin Company Limited's corporate culture has an influence on the operation of human resources.

There are very few studies about the effect of organizational culture on employee performance in Yee Shin Company Limited. In accordance with types of organizational culture, this study seeks to fill the research gaps between employee performance; co-operating culture, innovating culture, and harmonizing culture. By conducting this research, Yee Shin Company Limited can seek requirements and improve the employee performance. This study aims to assist and help another study for scholars. This research would provide advantages for Yee Shin Company Limited to improve the performance of employees by carrying out these types of organizational culture. Furthermore, this study will provide researchers with future guidance in the study of employee performance and organizational culture.

## **1.2 Objectives of the Study**

The main objectives of the study are as follows:

1. To identify organizational culture of Yee Shin Co, Ltd
2. To analyze the effect of organizational culture on employee performance in Yee Shin Co, Ltd

### **1.3 Scope and Methods of the Study**

This study is the effect of organizational culture on employee performance in Yee Shin Co, Ltd. This study focuses on types of organizational culture: cooperating culture, innovating culture and harmonizing culture. This study used descriptive research method by collecting primary data and secondary data. For collecting primary data, the survey questionnaires were structured to ask the employees who are managerial and operational levels. The samples of 120 respondents were selected from 255 total population of Yee Shin Co, Ltd. The simple random sampling method was used to collect data for this study. Secondary data were collected from textbooks, journals, research papers and literatures which are related to this study. Data collection period was from September to November in 2020.

### **1.4 Organization of the Study**

This study is organized into five chapters. Chapter one consists of an introduction, rationale of the study, objective of the study, scope and method of the study, and organization of the study. Chapter two includes theoretical background of the effect of organizational culture on employee performance. Chapter three consists of background information of Yee Shin Co, Ltd. Chapter four presents the analysis of the effect of organizational culture on employee performance. As final, chapter five summarizes the conclusion, recommendation and suggestion.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

This chapter describes the concepts and theories relevant to the performance of employees and organizational culture. It includes the definition of organizational culture, organizational culture model, employee performance, relationship between organizational culture and employee performance and analytical framework of the study.

#### **2.1 Organizational Culture**

Culture is the incorporated pattern of human knowledge, beliefs and behavior that depends on human's ability for learning and passing knowledge to coming generations (Webster, 1983). It is also a socially created feature of organizations that functions like a social paste that adheres to organizations together (Cameron and Quinn, 2011). Organizational culture is the basic principles, values and ideals that serve as the basis for the management system of an organization. This is the collection of procedures for handling and behaviors that support those basic principles to stand because they have meaning for the followers of an organization (Denison and Neale, 2008). Organizational culture consists of traditional or historically selected ideas, behaviors and related values (Chenot, 2007).

Organizational culture comes in the shape of the standards that participants of an organization experience and describe as their work settings (Schneider et al., 2013). Such standards make how members behave and conform to get outcomes in the organization. Organizational culture is how an organization's participants connect with one another other members (Simoneaux & Stroud, 2014). Organizational culture is a set of principles, beliefs and standards of activity that distinguish one company from its competitors (Ortega-Parra & Sastre-Castillo, 2013). Organizational culture is a system of values that forces people to make each choice and decision in the organization (King, 2012).

There are four elements of organizations: structure, systems, people and culture. They highlighted that no organization will do well in a competitive environment unless these four aspects are internally consistent and fit the strategy. Although much is known about the management of operations, procedures and entities, there is nothing as much as an inherent understanding of how to treat the fourth element of culture (Schwartz & Davis, 1981).

Organizational cultures like people's personalities are difficult to catch, complicated and puzzling (Wallach, 1983). Humanitarian organizations, governments and social officials have come to realize that their efforts are in vain as much as they neglect the cultural factors that influence the confused phase of a people's growth (Carrier, 1989). Organizational culture has an extensive effect on an organization because it describes who its suitable employees, customers, suppliers and competitor are and how to interact with these key actors (Barney, 2012).

## **2.2 Organizational Culture Model**

The model concentrates on the two functions of culture: external adaption and internal integration. The model uses these functions to describe several types of culture. The framework generates four types of organizational culture such as cooperating, innovating, harmonizing and organizing.

### **(1) Cooperating Culture**

Cooperating culture aspect lies between internal focus and flexibility continuum. The cooperating culture is concentrated on teamwork, dialogue, competency development and supplying supportive environment to the members of the organization to gain external adaptability (Curteanu & Constantin, 2010).

#### **(a) Teamwork**

A team is a group of individuals who works together to obtain the same aims and targets to supply the best quality of services (Sanyal & Hisam, 2018). Teamwork as the set of interpersonal and interconnected interaction outcomes within colleagues that turn team inputs into results such as team efficiency, team member agreement such as member specifications, organizational financing, and group member configuration (McEwan, Ruissen, Eys, Zumbo and Beauchamp, 2017).

Advocate of teamwork claim that teamwork has the skill to enable the members of the team to have a higher level of emotional security, self-confidence and the skill to plan and decide with others positively (Sanyal & Hisam, 2018). It has also been said that teamwork develops manpower utilization and possibly raises performance of not just the individual but the organization because it can enhance the amount of individuals through cooperation (Agwu, 2015). Besides, teamwork helps in creating a healthy work environment with workable plans, creative activities, positive strategies and values (Sanyal & Hisam, 2018).

Teamwork makes democracy sure at the workplace, improves change, encourage innovation and imagination and allow for effective decision-making and networking. Through collaboration, participants have the talent to develop their talents, expertise and skills by working together with others (Kelemba, Chepkilot & Zakayo, 2017). Working in a team helps strengthen employee skills and attitudes through the automatic sharing of constructive thoughts, input, insights and perspectives between group member and this system allows a stable improvement in the organization's services and the job performance of employees.

**(b) Dialogue**

Communication is more than news exchange between two persons. Effective communication goes beyond merely sharing news to setting a discussion to get perspectives and perceptions from the employees and the managers too. Dialogue is a collaborative process rooted in action inquiry concepts. This happens a circumstances where both the leaders and their followers increase their shared awareness and purpose that impacts the content, direction and outcome of the organization (Walsh & Fisher, 2015). The elementary role of dialogue concentrates upon the production of knowledge and ideas, and joint solution of problems.

**(c) Competency Development**

Employee programs for training and development try to transform the skills, knowledge, or attitudes of employees needed by the job post (Boadu, Dwomo-Fokuo, Boakye, & Kwaning, 2014). Some benefits can be obtained by competency development including the improvement of job satisfaction among employees besides commitment and collective empowerment (Mefleh, Al-Mzary, Al-rifai, & Al-Momany, 2015). Competency development by training also improves employee's level of self-awareness, skill and motivation to do his or her job well (Boadu, DwomoFokuo, Boakye, & Kwaning, 2014).

**(d) Supportive Environment**

An interesting and job climate that is positive is important for job satisfaction. This is because the work environment has a range of characteristics that can affect physical and mental wellbeing of employees. Supportive organizational environment is described within the context of job and work environment. Work environment involves safety to employees, job security, good relations with co-workers,

appreciation for good performance, motivation for doing well and taking apart in the decision making procedure of the company (Raziqa & Maulabakhsha, 2015).

Thus, organization support is described as beliefs by employees concerning the extent to which an employing organization values their contribution and takes care of their well-being (Masoud & Hmeidan, 2013). The principle of a positive work environment analyses the treatment of workers by an organization by valuing and supporting their job roles and includes organizational policies, practices and treatment of staff which consists of staff promotions (Masoud & Hmeidan, 2013). Supportive environments let members experiment and try out new things and without fear of the consequences (Mohda, Shaha and Zailana, 2016).

## **(2) Innovating Culture**

Innovating culture aspects lies between external focus and flexibility and concentrates on creative autonomy and transform drivers to gain external adaptability (Curteanu & Constantin, 2010).

### **(a) Creativity Autonomy**

Creativity is described as an essential matter for lasting organizational achievement and survival in a business environment. In an organization, discovery and bringing about new ideas and products are necessary in keeping growth in challenging business environments (Sia & Appu, 2015). The creative performance of an employee largely depends on its features, such as domain-relevant awareness, thinking styles and character traits (Wenjing, Wei and Shuliang, 2013). Creative performance is an integrated phenomenon of person, community and organizational characteristics, affecting the creative performance of an employee through environmental and psychological variables (Sia & Appu, 2015). Job autonomy allows reference to the employees' freedom and independence in doing their duties in the sense of process, decision making, and time management.

### **(b) Adaptive Performance**

Organizational achievement depends on employees who perform adaptively by coping with and reacting to transforming job difficulties and behavior that often needs new skills to make changes in core work tasks or to modify established modes of task performance (Solberg, 2017). There are eight aspects of adaptive performance. They deal with unpredictable workplace conditions, deal with problems, innovative

ways seek clarification, control work tension, understand different initiatives, technology and techniques, demonstrate interpersonal adaptability, demonstrate cultural adaptability, and demonstrate physically focused adaptability. Positive adaptive performance ensures that workers are able to cope skillfully with volatile and unpredictable job conditions that can emerge from organizational restructuring, a shift of goals, or decreased resource availability. Employees must adapt rapidly and efficiently and in face of confusion and doubt, make decisions.

### **(c) Entrepreneurial Orientation**

Corporate entrepreneurship determines an individual or organization's opportunities to take control of new chances and perform the obligation to make innovative and effective change (Morris and Kuratko, 2002). An entrepreneurial organization is the one that involves in innovation of market products, undertakes risky business and introduces innovation to get ahead of its rivals (Moghaddama, Khorakianb and Maharatic, 2015). Proponents of organizational entrepreneurial orientation argue that organization with entrepreneurial orientation can underwrite to the formation of competitive profit in business firms. By improving efficiency and speeding up technological growth (Kahkha, Kahrazeh, & Armesh, 2014).

### **(d) Customer Centric**

The most basic factor in the present business world is customer satisfaction. Businesses can survive with the understanding that they can fulfill the customers' requirements and enable customer satisfaction (Waititu, 2014). Customer centricity is the art of founding and strengthening unique customer relationships as the base of key value creation procedure for developing customer satisfaction and organizational financial performance (Hamel and Rademakers, 2016). Customer centricity needs suitable adjustment of all the organization's resources, procedures and objectives to customer concentrated mindset. The association between customer focus and success in organizations is that as the organization concentrates on the customer for value creation, the created customer value leads to customer satisfaction.

### **(3) Harmonizing Culture**

Harmonizing culture lies between the external focus and stability and concentrates on shared value systems, strategic and tactics, strategic alignment and charismatic leadership to gain internal integration (Curteanu & Constantin, 2010).

**(a) Shared Value**

There are several definitions for the individual and corporate value. Value is a personal perception of what is good and bad, wrong and right. Each person has his or her own value system. Schwartz's values model describes that values are notions or beliefs, exceed particular situations, guide assessment of behavior and happenings, and are well-organized by relative importance. Organizational values are important organizing principles in the designing human resource management policies towards winning the organizational objectives (Rosete, 2006; Bissett, 2014; McShane, Olekalns, & Travaglione, 2010).

**(b) Strategy and Tactics**

Strategy is a balance of actions and choices between internal abilities and external environment of an organization (Mintzberg and Lampel, 1999). Business strategy is the general direction in which a business selects to move to win its goals (Al-Surmi, Cao and Duan, 2016). Strategy forms a comprehensive modern plan that expresses how the organization will win its goals, maximizes competitive advantage and minimizes competitive disadvantage (Muchira, 2013).

**(c) Strategic Alignment**

Alignment is described as the degree to which the needs, demands, goals, objectives, and structure of one part are coherent with the requirements, wants and aims of another part (Baker & Jones, 2018). Strategic alignment is very important for improving organizational performance. The absence of strategic cohesion is considered dangerous and may theoretically lead to a steady decrease in competitiveness (Al-Surmi, Cao, & Duan, 2016). To gain alignment, managers have to enforce company performance with not only their strategies but also their company procedures so that alignment will have its direct effect on winning the company aims and will advance origination and creativity at the organization atmosphere (Almasri, Alsarairh and Bader, 2013).

**(d) Charismatic Leadership**

The great scholars of leadership give the concept charisma various definitions. He or she is set by virtue of the exception of ordinary people. Max Weber defined charisma as a certain success of an individual character. Charisma is the process of influencing important changes in the attitudes and assumptions of organization

members, and building commitment for the organization's purposes (Yukl, 1994). Charismatic leadership is the process of improving some habits in others through strength of expression, inspiration and conversation (Ansar, Aziz, Majeed and Rassol, 2016).

The capability to build an environment of change has characterized charismatic leadership and articulates an idealized vision of a better future. The leading scholars have the abilities to communicate complex ideas and goals in clear ways so that people understand and identify with their message. Within an organization's context, charismatic leaders are able to inspire, motivate and support the employees who in turn attain supernormal results disregarding personal goals, problems and difficulties in operation (Nikoloski, 2015).

### **2.3 Employee Performance**

An employee is a vital component of an organization and the achievement or disaster of the organization depends on individual performance which affects positively or negatively the organization. Performance is the amount of a success to which an employee's fulfillment for the organizational tasks at workplace. Employees are resources in organizations. They require be training and improving properly in order to win an organization's expectations (Brewster, 2007). Employee performance is a ranking system used in various companies to decide the abilities and output of an employee (Darden and Babin, 1994).

Employee performance is the overall contribution of the activities and practices of an employee in an association. Low performance levels, moderate levels of performance and high levels of performance can be represented as the level of employee performance. Employee performance in a company is typically calculated using characteristics such as productivity, competitiveness, performance, innovation, engagement, satisfaction, customer relationships and employee contributions towards an organization's objectives (Coulter, 2006). Many companies recognize that their vital sources of competitive advantage are workers. Managing employee's performance It is necessary for the execution of organizational objectives. Assessing an employee's ability and measuring his or her productivity is vital in the overall plan of the organization. When companies struggle to assess the capacity and willingness of workers to perform the assigned tasks, the organization's level of production is not simple to construct. Since the performance of employees is precisely linked to

organizational efficiency and achievement, it is important to judge the performance of employees because each employee produces results that correspond with the quality of output and devotion of employees in the workplace. Performance is a multidimensional construction that consists of many factors such as knowledge, skills, abilities, self-confidence, motivation and commitment owned by each individual, leadership factors such as encouragement, guidance, and support are given by the organization.

The performance of every individual can be categorized into three groups. They are individual capabilities such as skills and abilities to work, support organization which includes the supply and quality of basic structures, choice of technologies and the comfort of the working environment. The aspects considered in the employee performance activities are honesty, loyalty, creativity, cooperation, leadership and intelligence (Gorda, 2005).

#### **2.4 Relationship between Organizational Culture and Employee Performance**

Organizational culture is the collection of shared beliefs, opinions and guidelines that impact the way workers thought, look and behave in the workplace (Lunenburg, 2011). Organizations with an excellent performance rating are synonymous with powerful cultures that are well established. The organizational culture and the performance of employees are associated, but the exact essence of this connection is mixed. It is possible to summarize the impact of organizational culture on employee actions and results into four cases.

They understand an organization's culture helps workers to understand both the past of the organization and current operational procedures, organizational culture may promote adherence to the ideology and values of the organization, organizational culture acts as a protection mechanism to guide attitudes towards goal attainment and certain forms of organizational efficiency and productivity than others (Bulach, Lunenburg & Potter, 2012). Although culture affects all employees' thinking and behavioral patterns, individuals tend to become aware of their organization's culture when they have the chance to compare with other organizations (Amah, 2009).

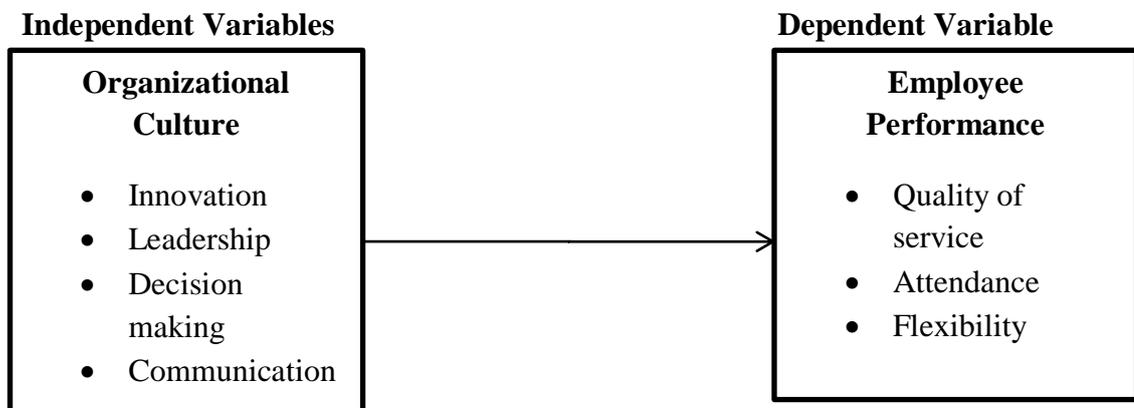
It might be a competitive advantage for an organization to have the right culture, while having the wrong culture may result in performance difficulties and may be responsible for the organization's failure. Organizational culture is the variable

responsible for the productivity of organizations and the success of workers. Organizational culture is the drive to recognize the determinations of the organizational participants and provide holistic understanding (Gordon and Cummins, 1979). Organizational culture can facilitate success on a wide scale if what iodization a culture can be grasped (Hellriegel & Slocum, 2009). A solid organizational culture reinforces adjustments and develops organization's employee performance by motivating employees toward a shared goal and objective (Daft, 2010).

## 2.5 Previous Research Studies

Various members of researchers have studied for understanding a concept of organizational culture and its effect on employees' performance. The first paper is shown in Figure (2.1). This paper is the relationship between organizational culture and employee performance (Case of Sri Lanka) which is analyzed by R.S. Weerarathna and I.A.P.H Geeganage (September, 2014).

**Figure (2.1) the Relationship between Organizational Culture and Employee Performance (Case of Sri Lanka)**

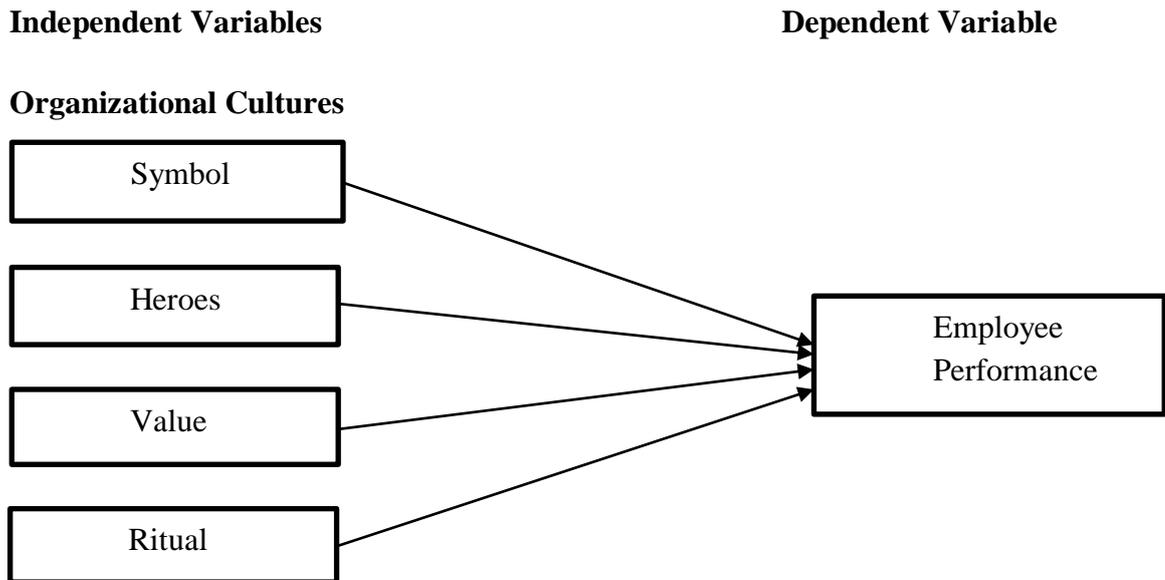


Source: R.S. Weerarathna and I.A.P.H Geeganage (September, 2014)

The study intended to evaluate the impact of four facts of organizational culture on employee performance: case of Sri Lanka. The total number of operational level workers in the selected organization was 250. The sample was 80 operational level employees. To collect data, simple random sampling technique was used. Data collection was done using the primary and secondary data in the selected company to achieve research objectives. The findings of this study suggest that organizational culture is positively associated with employee performance.

The second paper is shown in Figure (2.2). This is the effects of organizational culture on employee performance (Case of Singapore Telecommunication) which is investigated by Anozie Obinna Paschal and Dr. Ismail Nizam (April 2016). The sample of 150 employees is being chosen.

**Figure (2.2) Effects of Organizational Culture on Employees Performance (Case of Singapore Telecommunication)**

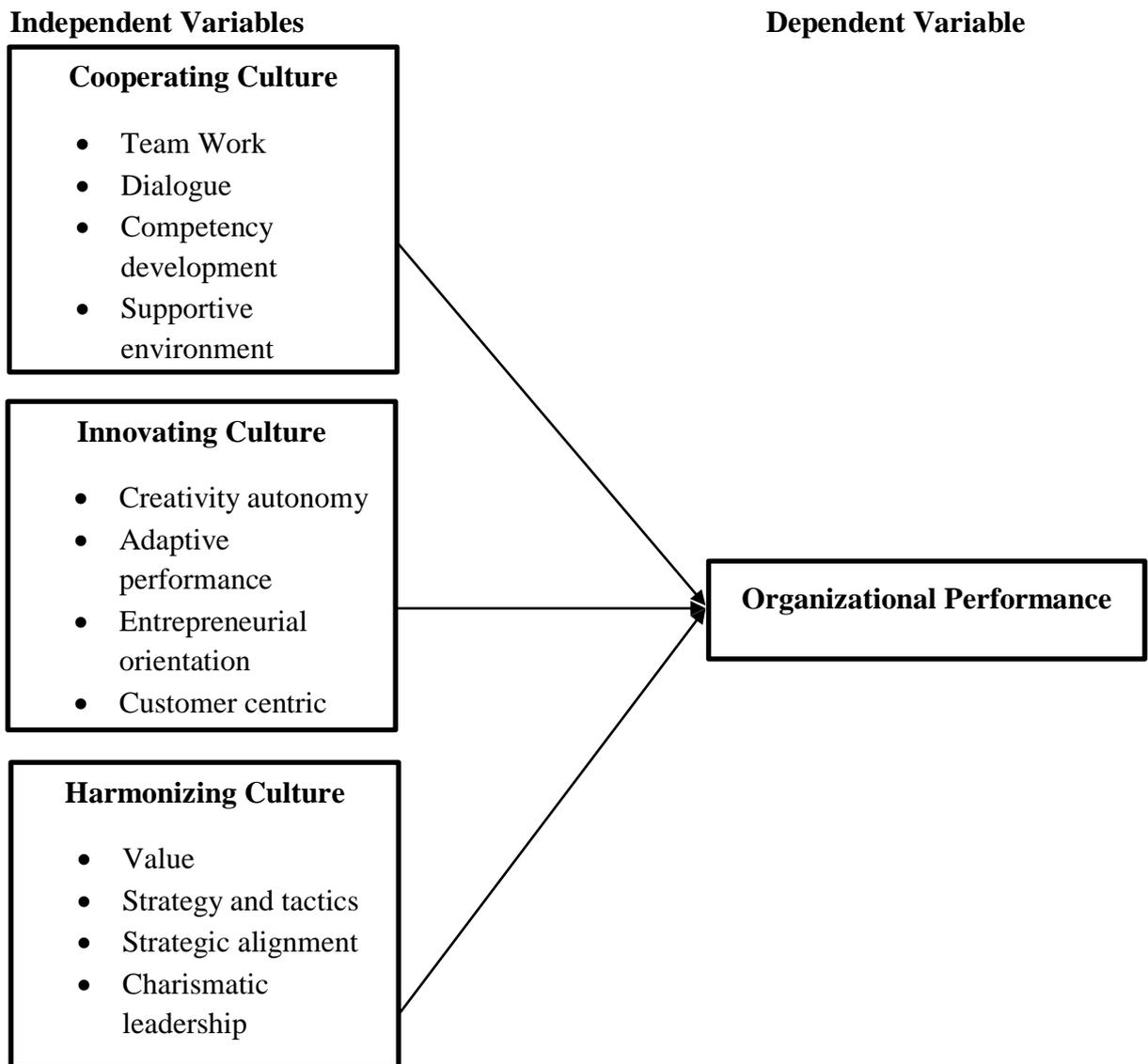


Source: Anozie Obinna Paschal and Dr. Ismail Nizam (April 2016)

The outcomes of the analysis were that the symbol had no substantial impact on the performance of workers, so it suggests that the symbol has no effect on employee performance. There is a major impact of heroes on the performance of employees. There is a strong and significant positive impact of value on the performance of employees. This research has shown that the ritual has a beneficial and meaningful effect on the performance of the employee.

The conceptual structure of this study stems from the conceptual model developed by Maureen Kajuju Ngara (2018) by previous researchers who developed it based on the impact of organizational culture on performance. This is the influence of organizational culture on performance at KPLC (Kenya Power and Lighting Company Limited). The study population was the entire 11,295 workforce of KPLC. A sample frame of 4,695 employees of KPLC was selected. That model is presented in Figure (2.3).

**Figure (2.3) Influence of Organizational Culture on Performance (Case of Kenya Power and Lighting Company Limited)**



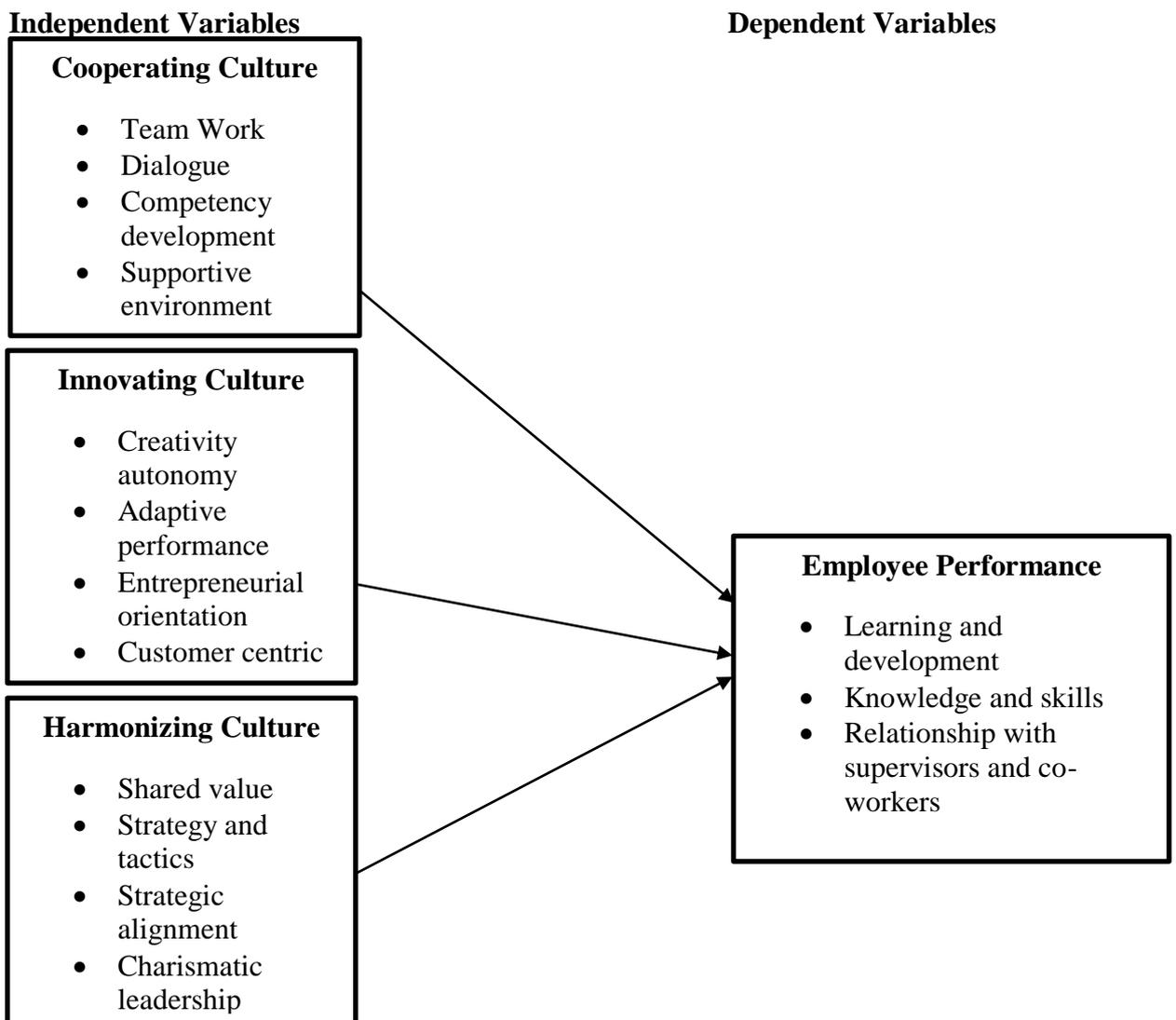
Source: Maureen Kajuju Ngara (2018)

The study concluded that there was a positive relationship between cooperating, innovating and harmonizing culture and organizational performance. However, harmonizing cultural characteristics had the greatest impact on KPLC performance, followed by innovative cultural characteristics and then cooperative cultural characteristics that had the least influence on KPLC organizational performance.

## 2.6 Conceptual Framework of the Study

The conceptual framework of the study is proposed in Figure (2.4) to explain organizational culture and employee performance in Yee Shin Co, Ltd. In this framework, independent variable is organizational culture of cooperating culture, innovating culture and harmonizing culture and dependent variable is employee performance. Employee performance is measured by learning and development, knowledge and skills and relationship with supervisors and co-workers.

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation

In this study, cooperating culture is a relational system in which individuals in a group share mutual aspirations. Cooperating culture includes team work, dialogue, competency development and supportive environment. Innovating culture is the

culture trait that emphasizes adaption and adoption of idea, practice, or object that the individual or organization perceive as new to drive change for achieving external adaptability. Innovating culture includes creativity autonomy, adaptive performance, entrepreneurial orientation and customer centric. Harmonizing culture is the result of achieving unity in diversity based on shared values and a common identity. Harmonizing culture includes shared value, strategy and tactics, strategic alignment and charismatic leadership.

### **Working Definitions of this Study**

Teamwork is a group's collective effort to accomplish a shared purpose and to efficiently and effectively complete a mission. Dialogue is communication between managers and employees to exchange their informations and options. To develop employees' competencies, they should be given on-the-job and off-the-job training and safety and healthy working environment to improve their motivation and performance. Employees should be supported by physically (tangible factors) and mentally (intangible factors). The working environment which have challenges, freedom and independence can improve creativity more than the controlling environment. Organizations essential to change their nature of work with advancing technology, cultural diversity and team-based jobs to achieve competitive advantages.

Organizations should be made innovation of their products, undertaking risky business and introducing innovation to get ahead of their rivals. Organizations should be target on customer value, needs and wants. Every person in the organization should be mainly focused on organization's value, vision, mission, goals and objectives. Strategy involves setting goals, determining actions to achieve the goals and utilizing resources to execute the actions. The method and the outcome of connecting the structure and resources of a company with its strategy and market environment is strategic alignment. Charismatic leadership is characterized by a leader who affects others using his or her critical thinking, genuineness, and charisma.

## **CHAPTER III**

### **BACKGROUND INFORMATION OF YEE SHIN COMPANY LIMITED**

This chapter states the background information of Yee Shin Company Limited. There are three sections in this chapter. This included overview of Yee Shin Company Limited, organization structure and trading and service activities of Yee Shin Company Limited.

#### **3.1 Overview of Yee Shin Company Limited**

Yee Shin Company Limited is one of Yee Shin Holding Company Limited's group of companies. In September 1990, Yee Shin Holding Company Limited (YSHCL) was set up and driven by U Maung Maung. Its objective is appointing into the country's rapidly developing market. The business broadened under his wise leadership into three distinct business units: Yee Shin Company Limited, Five Oceans Company Limited and Five Oceans Service Company Limited. There are three office locations in Myanmar; Yangon, Mandalay and Naypyitaw. Their overseas affiliated companies are Great Royal Crown Pte Ltd in Singapore and Treasure Crown International Limited in Hong Kong.

Yee Shin Company Limited is located in Bahosi Housing Complex, 25/26 Bogyoke Aung San Road, Lanmadaw Township, Yangon, Myanmar. Company's main business category is medical and hospital equipment and supplies. As the milestone, Yee Shin started export, import, and general trading in 1990, agricultural machineries in 1991, wood based industry in 1993, agricultural chemicals in cooperated with Arysta Life Science in 1995, medical devices and equipment in 1996, retail pharmaceutical shops in 2014 and cosmetics and skincare and YSI Pharmaceutical factory in 2015.

#### **Vision Statement**

Their vision is that "Prosperity is built on Fidelity" is their commitment and shall observe strictly.

#### **Mission Statement**

Yee Shin focuses on customer needs, technological needs, quality of service and regulatory requirements to provide a one-stop solution point for health care

professionals in Myanmar. They believe in their people and continuously invest in them to serve you better. They are committed to the healthcare industry and believe in honesty, transparency and professionalism in their dealings. Together with the healthcare community, they want to contribute in making a better tomorrow.

### **3.2 Organization Structure of Yee Shin Company Limited**

There are eleven main departments in Yee Shin Co, Ltd. They are Human Resource Department, Administration Department, Audit Department, Finance Department, Procurement Department, Sales and Marketing Department, Technical Support Department, Business Development Department, Banking and Finance Department, Logistics Department and Warehouse Department. These eleven departments are controlled by Director and BOD (Board of Directors). Each department has main functions respectively. Under HR Department, Acting Director, HR Manager, HR Officer and HR Assistant are situated. Under Administration Department, there are two parts: Admin (Receptionist, Cleaners, and Security) and IT (IT Manager, IT Coordinator). Under Audit Department, Chief Audit, Senior Auditor and Auditor are situated. Under Finance Department, Chief Accountant, Senior Accountant, Junior Accountant, Office Associate and Cashier are situated.

Under Procurement Department, Procurement, Procurement Officer and Office Associate are situated. Under Sales and Marketing Department, Director, Deputy Manager, Executive Supervisor and Specialist are situated. Under Technical Support Department, Director, Senior General Manager, Manager, Senior Engineer, Coordinator and Assistant are situated. Under Business Development Department, Business Development Executive, Business Development Coordinator, Regulatory Officer and Business Development Assistant are situated. Under Banking and Finance Department, Manager, Assistant Manager and Associate are situated. Under Logistics Department, Manager, Assistant and Logistics Staff are situated. Under Warehouse Department, Warehouse Manager, Supervisor, Assistant Supervisor, Account, Associate and Deliver are situated. Organization structure of Yee Shin Co, Ltd is shown in APPENDIX III.

### **3.3 Trading and Service Activities of Yee Shin Company Limited**

Yee Shin Company Limited is started by exporting agricultural products covering pulses and beans, maize (corn), sesame seeds, Niger seeds and hard wood

based products etc., to India, Pakistan, Middle East Japan, Singapore, Malaysia, USA, EU countries, etc. They import, distribute and supply wide range of medical equipments and instruments, hospital supplies and health care products, laboratory devices and reagents, chemical industrial raw materials, agro chemical and pesticides, machinery and tools, electronics goods, bicycle and spare parts, etc.\_from USA, China, Japan, Malaysia, Singapore, Germany, Taiwan, etc.

Moreover, they have opened retail pharmaceutical shops as well as various factories. With over 28 years of experience and expertise, Yee Shin Company Limited is now standing as one of the leading international trading companies in Myanmar and they strive to continue in providing a reliable and effective trading platform to all their stakeholders. They are operating 24 hours of healthcare service in private sector on the purpose of saving the citizenship life with advanced medical treatment in reasonable price in Myanmar.

Now, they have opened two private hospitals as City Hospital (300 bedrooms) and NYEIN Hospital (150 bedrooms) in Mandalay. Then as the service sector, Yee Shin has opened Hotel Bahosi which is located at the Heart of the Yangon's Premium Tourist Destination. Fully-furnished rooms with teak furniture, high standard of facilities and services are provided to accomplish an optimum level of satisfaction and value for all guests including both tourist and business travelers. There are 42 rooms and 24 hour room service and laundry and dry cleaning service are fully available. Moreover, there are minimart and coffee bar on the ground floor, restaurant and dining room on the top floor and 24 hour convenience store.

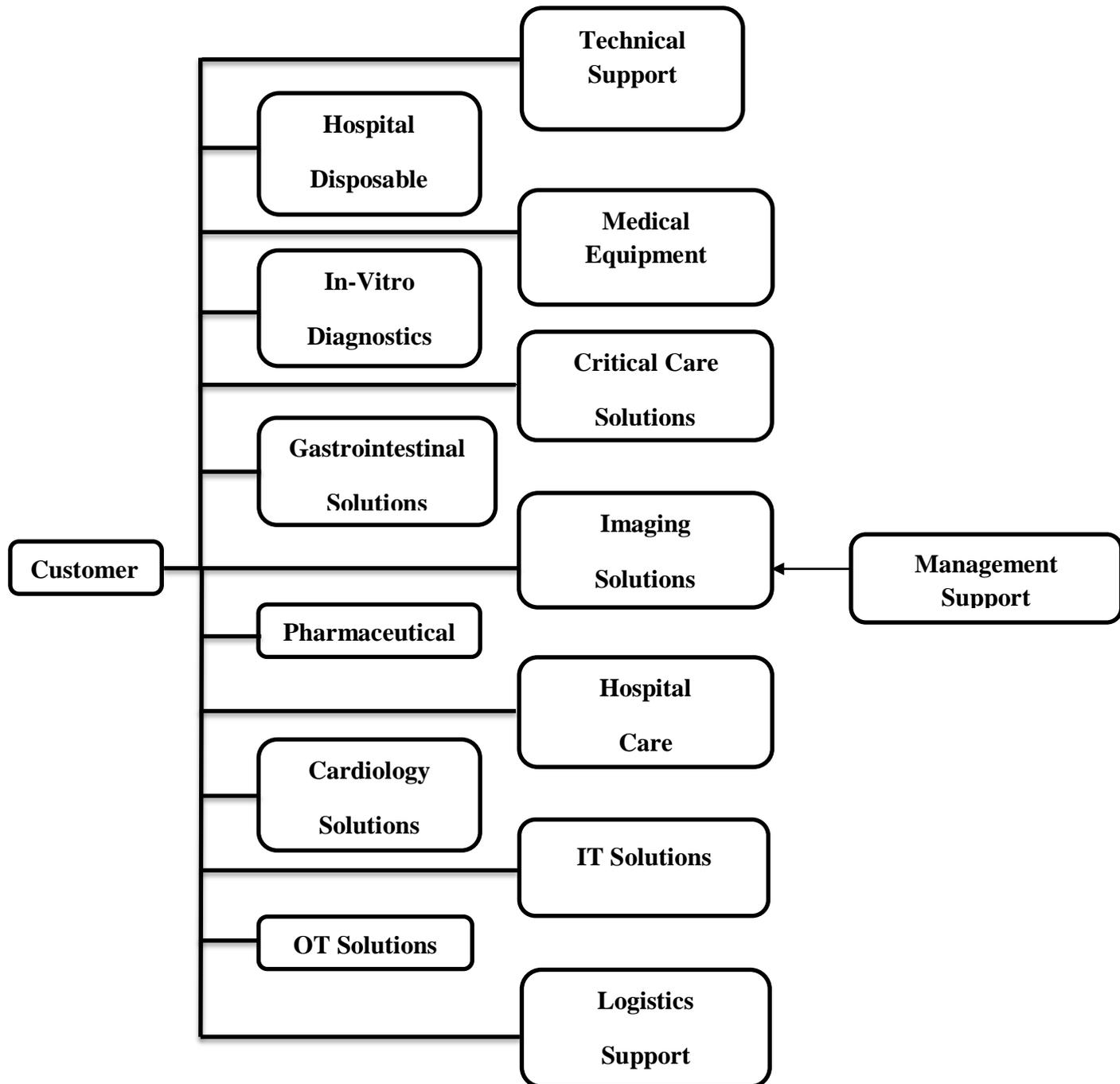
As their distribution network, there are 346 dealers of wholesalers and 543 pharmacies of retailers totally. Moreover, they distribute to the private sector by directly negotiate and as the government sector, they distribute by taking tenders from MOD (Ministry of Defense), MOHS (Ministry of Health and Sport) and De-Centralized hospital. Yee Shin Company Limited is providing after sale service across the country regardless of boundary with all the best. They provide technical application training, re-train program at Yee Shin and local training and activities like oxygen plant service and installation Phyu 100 bedded hospital, oornier compact sigma installation 1000 bedded hospital in Naypyitaw, service and installation at Chin state, Sagain division, Shan state and Mandalay division.

As a one-stop solution provider for the healthcare industry in Myanmar, Yee Shin's Medical Division is committed in delivering quality services in an honest,

transparent and professional manner. Keeping up with the technological trends, they are trying to pass over a better and healthier tomorrow for future generations. Medical showrooms are located in three major cities – Yangon, Mandalay and Naypyitaw. Warehouses are organized in comply with the norms and standard of FDA, Myanmar. They have full facilities including backup generator and clean premises. Moreover, they give logistical support for medical equipment and supplies.

Medical devices are stored under conditions to prevent weakening by light, moisture, temperature and other conditions. Storage conditions are monitored and noted periodically. Medical devices which required temperature controlled are identified and stored with recommended temperature level. Their warehouses are operating systematically with ongoing plan of monitoring, control and maintenance. As shown in figure (3.1), their medical service division sells and distributes a variety of medical equipment including hospital disposables, In-vitro diagnostics, gastrointestinal equipment, cardiology equipment and many more to hospitals across the country.

**Figure (3.1) Medical Division of Yee Shin Company Limited**



Source: Yee Shin Company Limited (2000)

## **CHAPTER IV**

### **ANALYSIS OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN YEE SHIN COMPANY LIMITED**

This chapter is to analyze the demographic characteristics of respondents, responding the results of the survey that includes exploration of organizational culture on employee performance in Yee Shin Co, Ltd. In this study, descriptive statistics is used. Regression analysis is also used to analyze the effect of organizational culture on employee performance.

#### **4.1 Research Design**

This is a crucial correlation research to collect data by applying quantitative approach and using the survey method. The crucial point of this research is on employees of Yee Shin Co, Ltd. This study centers on the three types of organizational culture containing of cooperating culture, harmonizing culture and innovating culture as independent variables and their influence on employee performance as dependent variable. The research instrument applied in this study is a structured questionnaire. The questionnaires were formed by the Five-point Likert scale (from one to five referring that strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5).

For this study, a systematic sampling method was applied to select the samples. Primary data were collected from employees of Yee Shin Co, Ltd through structured questionnaires. A total of 120 questionnaires were sent to this company. Secondary data was collected from the relevant books, articles, journals, and internet website. Data analysis was operated using Statistical Packages of the Social Science (SPSS). Multiple regression analysis was applied to determine the relationship between the independent variables and the dependent variable. To measure the mean value for level of respondents, descriptive statistical method was applied. According to Judith Nguli (2017), the interpretation of Likert scale questions are from 1 to 1.80 represents (strongly disagree), from 1.81 until 2.60 represents (do not agree), from 2.61 until 3.40 represents (true to some extent), from 3.41 until 4.20 represents (agree) and from 4.21 until 5.00 represents (strongly agree).

## 4.2 Demographic Characteristics of Respondents

Table 4.1 describes that the majority of respondents are females 73.3% and male 26.7% and between the age of 26 and 35 years 52.5%. The minimum age of respondents is 18 years and the maximum age is 60 years. Most of the respondents of 63.3% are single, 34.2% of respondents are married and 2.5% are other. There is 63 senior staff 52.5%, 39 junior staff 32.5% and the remaining 18 management staff 15.0%. Regarding education, there are 6 undergraduate 5.0%, 6 diploma holders 5.0%, 103 graduate 85.8% and 5 post graduate 4.2%. With regard to service year, 40.0% of respondents have less than 5 years' experience, 36.7% are between 5 to 10 service years, 9.2% are between 11 to 15 service years, 6.7% are between 16 to 20 service year, 4.2% are between 21 to 25 service year and the remaining 3.3% have above 25 years' experience.

**Table 4.1 Demographic Characteristics of Employees**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	32	26.7
Female	88	73.3
Total	120	100.0
<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
18 to 25 years	27	22.5
26 to 35 years	63	52.5
36 to 45 years	17	14.2
46 to 55 years	6	5.0
Above 55 years	7	5.8
Total	120	100.0
<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	76	63.3
Married	41	34.2
Other	3	2.5
Total	120	100.0
<b>Position</b>	<b>Frequency</b>	<b>Percentage</b>
Senior staff	63	52.5
Junior staff	39	32.5
Management staff	18	15.0

Total	120	100.0
<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Under graduate	6	5.0
Diploma	6	5.0
Graduate	103	85.8
Post Graduate	5	4.2
Total	120	100.0
<b>Service Year</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 5 years	48	40.0
5 to 10 years	44	36.7
11 to 15 years	11	9.2
16 to 20 years	8	6.7
21 to 25 years	5	4.2
Above 25 years	4	3.3
Total	120	100.0

Source: Survey data, September 2020

### 4.3 Assessment of Reliability

To assess the reliability, the variables included cooperating culture, innovating culture, harmonizing culture and employee performance. Internal consistency is a part of reliability of a study, which is a necessity for measures to be valid (Saunders et al., 2012). A commonly accepted thumb is that Cronbach's alpha value of 0.6-0.7 indicates acceptable reliability, 0.8-0.95 indicates good reliability and 0.95 and higher are not necessarily desirable, as this indicates that items may be entirely redundant. Table 4.2 is also presented in APPENDIX II.

**Table 4.2 Analyzing the Reliability Statistics**

Items	No. of Items	Cronbach's Alpha
Cooperating Culture	8	0.767
Innovating Culture	8	0.735
Harmonizing Culture	8	0.879
Employee Performance	10	0.744

Source: Survey data, September 2020

According to Table 4.2, it could be observed that of harmonizing culture is the highest at 0.879 indicating that this is good reliability because of higher than 0.8. The alpha value of cooperating culture, innovating culture and employee performance are 0.767, 0.735 and 0.744 indicating that this is reliability. Therefore, these factors are internally consistency and reliability to analyze, the effect of organizational culture on employee performance in Yee Shin Co, Ltd.

#### **4.4 Organizational Culture and Employee Performance of Yee Shin Company Limited**

The descriptive statistics such as mean and standard deviation used in the study are also calculated and described in tables. This study required to know the effect of organizational culture on employee performance in Yee Shin Co, Ltd. Thus, this study analyzed the four factors: cooperating culture, harmonizing culture, innovating culture and employee performance. Each factor also has its own statements that employees need to represent on the statement by applying five point Likert scale (from one to five referring that strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5). Therefore, each factor has been represented in terms of the mean value and the standard deviation of each statement in its respective table.

**Table 4.3 Cooperating Culture of Employees in Yee Shin Co, Ltd**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Having unifying goals and objectives at work	4.13	0.76
2.	Work as a team in solving problems	4.08	0.80
3.	Consensus building widely used in making decisions	3.88	0.81
4.	Reach an agreement on critical matters, it is easy for members	3.37	0.94
5.	Take time to mentor employees by leaders	3.87	0.84
6.	Enhance the skills, company give supported opportunities	3.54	0.98
7.	Getting support from the colleagues when having personal problems	3.70	0.92
8.	Supporting aids by company with personal problems like sickness, death, school fees	3.78	0.90
<b>Overall Mean</b>		<b>3.79</b>	

Source: Survey data, September 2020

According to the Table 4.3, the highest mean score of 4.13. This means that employees in the company agreed their goals and objectives at work. On the other hand, the lowest mean score of the statement is that members of the organization are easy to reach an agreement on critical matters with the mean score of 3.37. This means that employees have moderate level of satisfaction about this statement. The overall result of cooperating culture with the mean score is 3.79 and this means that respondents are agree with their company's cooperating culture.

**Table 4.4 Innovating Culture of Employees in Yee Shin Co, Ltd**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Allowing by the company to try new ways of solving job related problems	3.62	0.81
2.	Having control over tasks at workplace	3.47	0.86
3.	Meet future customer demands, anticipating future changes and create adaptive ways	4.31	0.81
4.	Transform market trends in adaptive actions which generate value for clients	3.88	0.76
5.	Risk taking in investments which solve customer needs is highly encouraged at company	3.74	0.78
6.	Meeting customer needs and wants are the priority at company	4.12	0.79
7.	Having interactive social media platforms for sharing information with the customers	4.00	0.74
8.	Taking into account customer information when developing new products and services	3.74	0.75
<b>Overall Mean</b>		<b>3.86</b>	

Source: Survey data, September 2020

According to Table 4.4, this study found that the highest mean score is 4.31 in which employees agreed that they are good at anticipating future changes and create adaptive ways to meet future customer demands. The lowest mean score is 3.47 in which employees have moderate level about they have control over tasks that they do

at their workplace. The overall mean score of 3.86 means that employees are likely to agree upon company's innovating culture.

**Table 4.5 Harmonizing Culture of Employees in Yee Shin Co, Ltd**

No.	Statements	Mean	Standard Deviation
1.	Having shared values by employees at company	4.08	0.94
2.	Having a sense of identity as company's employees	4.05	0.80
3.	Having a clear and challenging vision for the future	3.75	0.81
4.	Giving a clear direction by company objectives for each employee daily activities	3.83	0.93
5.	Seeking alignment of strategy, systems and people by leaders	3.85	0.90
6.	Contribute to the bigger organizational goals, employees see how their work activities	4.02	0.66
7.	Very passionate with the company's performance by supervisors	3.93	0.97
8.	Style of leadership at company makes employees proud of working here	3.78	0.86
<b>Overall Mean</b>		<b>3.91</b>	

Source: Survey data, September 2020

Through the result of Table 4.5, the highest mean score of 4.08 means that employees are likely to have shared values at Yee Shin Co, Ltd. The lowest mean score of 3.75 means that employees are agreed about their company has a clear and challenging vision for the future. The overall mean value of harmonizing culture 3.91 means that employees are likely to agree upon this culture.

Summarizing the mean values of three types of culture presented in Table 4.6.

**Table 4.6 Overall Mean Values of Three Types of Culture**

No.	Variables	Mean
1.	Cooperating Culture	3.79
2.	Innovating Culture	3.86
3.	Harmonizing Culture	3.91

Source: Survey data, September 2020

According to Table 4.6, harmonizing culture is the highest mean value with 3.91 that presents that most of the respondents agree to the harmonizing culture of Yee Shin Co, Ltd and this means that employees performance are better with harmonizing culture. Innovating culture is the second highest mean value of 3.86 and third highest mean value is 3.79 with cooperating culture, this means that employees can make their performance better in both of cultures.

**Table 4.7 Employee Performance in Yee Shin Co, Ltd**

<b>No.</b>	<b>Statements</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Use the employees' skills and abilities in the job	3.81	0.89
2.	Have a complete knowledge and understanding while performing tasks	4.11	0.68
3.	Have the required skills, sociological readiness and behavioral abilities to perform task	4.07	0.66
4.	Look for ways to improve performance at work	4.03	0.69
5.	Feeling like the workplace training opportunities encourage to work better	3.78	0.92
6.	Understand the link between performance and pay	3.76	0.89
7.	Trust the feedback that receive from supervisor	4.42	0.64
8.	Satisfy with friends and colleagues to work at the company	4.03	0.86
9.	Manage the time and allocate resources effectively	3.91	0.71
10	Deliver the work assignments timely	4.13	0.69
<b>Overall Mean</b>		<b>4.01</b>	

Source: Survey data, September 2020

According to Table 4.7, this study found that the highest mean score is 4.42 in which employees trust the feedback they receive from their supervisor. The lowest mean score is 3.76 in which employees are likely to understand the link between their performance and their pay. The overall mean score of employee performance is 4.01. Therefore, it can be concluded that employees are more likely to perform with their job.

#### 4.5 Analysis on the Effect of Organizational Culture on Employee Performance

In this section, the effect of organizational culture on employee performance in Yee Shin Co, Ltd is analyzed. The correlation coefficient between cooperating culture and employee performance is 0.485 at 5% level of significance. The correlation coefficient between innovating culture and employee performance is 0.300 at 5% level of significance. The correlation coefficient between harmonizing culture and employee performance is 0.568 at 5% level of significance. Therefore, cooperating culture, innovating culture and harmonizing culture have significant correlation with employee performance at the 0.05 level. Multiple regression analysis is predictive analysis that is used to explain the relationship between two or more independent variables and single dependent variable. Table 4.9 is also presented in APPENDIX II.

**Table 4.8 Analysis on the Effect of Organizational Culture on Employee Performance**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	1.029	.398		2.587	.011
Cooperating Culture	.262**	.116	.215	2.248	.026
Innovating Culture	.023	.079	.024	.284	.777
Harmonizing Culture	.484***	.115	.425	4.223	.000
$R^2$	0.353				
Adjusted $R^2$	0.336				
F value	21.060**				
P value	0.000				

- a. Dependent Variable: Employee Performance
- b. \*\*\* significant level at 1%
- c. \*\* significant level at 5%
- d. \* significant level at 10%

Source: Survey data, September 2020

Table 4.8 shows the regression analysis of organizational culture and employee performance. By results, an R Square of 0.353 reveals that 35.3% of the data fit between organizational culture and employee performance. The Adjusted R Square value is 0.336 which indicates that 33.6% of variation in the effect of organizational culture on employee performance. The value of F test, the overall significance of this model is highly significant at 5% level. This specified model can be said valid. Two variables among three is strongly significant as stated by regression analysis table.

Cooperating culture have significant positive effect on employee performance. It shows that every one-unit increase in cooperating culture helps employee performance to increase by 0.262. Innovating culture is not significant at any significant level. It means that innovating culture does not impact on employee performance. Employee performance will not increase or decrease due to the innovating culture which is provided by Yee Shin Co, Ltd. Harmonizing culture is significant at 1% level. It shows that every one-unit increase in harmonizing culture helps employee performance to increase by 0.484. To sum up, cooperating culture and harmonizing culture have positive significant effect on employee performance.

## **CHAPTER V**

### **CONCLUSION**

This chapter provides the findings derived from the studying of the effect of organizational culture on employee performance in Yee Shin Co, Ltd and makes suggestions. This study also includes the needs for further research.

#### **5.1 Findings**

This study analyses the effect of organizational culture on employee performance in Yee Shin Co, Ltd. As part of preliminary analysis, demographic factors of the respondents in this study are explored according to the variables such as gender, age, marital status, education, position and service year. The findings indicate that most of the respondents are female and age range is between 26-35 years. Most of the employees are single and their position is senior staff and completed graduate level. Most employees have less than 5 years working experience.

The statistical results proved that cooperating culture, innovating culture and harmonizing culture have positive relationship with employee performance. In contrast, cooperating culture and harmonizing culture have a positive influence on employee performance, while innovation culture has no noticeable impact on employee performance. According to this result, employees always try new ways of solving job related problems and they should have control over tasks that they do at their workplace. Moreover, employees have more focus on customer for value creation and the created customer value leads to greater customer satisfaction and performance level.

The results of this study could be useful for business managers and the society. The study results represent important knowledge and relevant information for business managers regarding the impact of organizational culture on employee performance. Business managers need to recognize the value of a successful organizational culture because it has the ability to influence the performance of workers in an organizational culture. The society may benefit from the study results through improved employment opportunity, job security, and reliable customer service, which are essential to advance the life standard of the employees and the members of the community.

Concerning with Yee Shin Co, Ltd.'s culture, employees believed that their company had a culture that employees are like-minded and held similar beliefs and values, their company has values of consistency, adaptability and effective communication system and employees had a sense of identity which increased their commitment to work. From this study, it can be concluded that organization culture has a great influence on performance. At Yee Shin Co, Ltd, there is an interaction of cultures ranging from cooperating culture, innovating culture and harmonizing culture. Of the three cultures, employees are more prefer an integrating of cooperating culture and harmonizing culture. According to this fact, employees seek work environments that maximizes on their ability to be innovative, creative and independent of macro-management and cohesion with fellow colleagues among others.

## **5.2 Suggestions**

This study provides to understand the relationship between organizational culture and employee performance in Yee Shin Co, Ltd. Based on the results from previous chapter, employee can increase their performance level due to cooperating culture and harmonizing culture. This is because the company comes into aid of employees with personal problems like sickness, death, school fees and then employees often get support from their colleagues when they have personal problems. Moreover, employees see how their work activities underwrite to the bigger organizational goals. The performance management analysis should be undertaken as the business so that workers aim to improve their level of performance.

The study found that there is a positive effect of organizational culture on employee performance. Since, the management of the company should more develop to know their organizational culture by employees. The result of the study contributed to the recommendation for the improvement of the innovating culture in Yee Shin Co, Ltd. Every business in Myanmar need to use innovating culture meaning that upper level management should nurture a positive and healthy relationship with different levels of employees. Without innovating culture, it is not easy to survive especially in competitive environment not only for pharmaceutical organizations like Yee Shin Co, Ltd but also for other various industries in Myanmar.

To be a good/effective innovating culture, all of the employees in organization should be working harmoniously. Moreover, top level managers need to build trust in

employees since building trust at work is very important in this culture. According to this study, Yee Shin Co, Ltd needs to build an innovating culture in order to make more product testing and many researches to be able to produce products promising new medications for public health and welfare. To activate this culture, Yee Shin Co, Ltd should start planning how to penetrate the market by producing innovative and good quality pharmaceutical products, which are mainly focused on customers' value and meet with needs and wants of consumers.

Innovation itself is entrepreneurial which needs a lot of resources like financial and human resources. Even though innovating culture can provide competitive advantage for Yee Shin Co, Ltd, operating this culture is not easy since it can increase different costs in different stages like discover and development, testing, trial, approval and patent. Unlike other businesses which are solely aimed for commercial profits such as auto-mobile manufacturing industries or oil and gas extraction businesses, the culture of pharmaceutical companies is also liked with public interests and welfares as the impact of medicines and medical supplies can affect humans' lives positively or negatively. With its frightening consequences, people cannot leave their lives in the hands of unreliable and untrustworthy business. This makes beliefs, acceptance, and recommendations by certain organization like FDA important for Yee Shin Co, Ltd. According to the results of this study, cooperating culture and harmonizing culture are significant in Yee Shin Co, Ltd. If Yee Shin Co, Ltd can implement innovating culture successfully, it would have a good competitive advantage over other businesses.

### **5.3 Needs for Further Research**

This research only focuses on three cultural traits; cooperating culture, innovating culture and harmonizing culture. Expanding the study to include other traits such as organizing trait would give more direction to the company. Further, this study was a case study of only Yee Shin Co, Ltd. For better findings, a larger sample size across different geographical locations should be considered in future studies. Precise researches are still needed for other similar businesses with the same size and same business nature with Yee Shin Co, Ltd.

## REFERENCES

1. Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management*
2. Agwu, M. O. (2015). Teamwork and employee performance in the bonny Nigeria liquefied natural gas plant. *Strategic Management Quarterly*
3. Ahmad, Shakil, M. Impact of Organizational Culture on Performance Management Practices in Pakistan. *Business Intelligence JOURNAL*-January
4. Almasri, A. k., Alsaraireh, J. M., & Bader, D. M. (2013). The effect of strategic business objectives alignment with information management on enhancing small organization performance. *International Journal of Computer Applications*
5. Al-Surmi, A., Cao, G., & Duan, Y. (2016). The impact of triadic strategic alignment on organizational performance. *International Conference on Engineering Technologies and Big Data Analytics*
6. Ansar, S., Aziz, H., Majeed, A., & Rassol, U. (2016). Impact of charismatic leadership style on organizational effectiveness. *International Journal of Scientific & Engineering Research*
7. Baker, J., & Jones, D. (2018). A theoretical framework for sustained strategic alignment and an agenda for research. *Proceedings of JAIS Theory Development Workshop. Sprouts: Working Papers on Information Systems* 8
8. Bateman, S., & Zeithman, P. (1993). *Management, Function and Strategy (2nd ed.)*. Illinois: Irwin.
9. Bissett, M. F. (2014). The role of values and value congruence for job satisfaction, person organization fit, work engagement and resilience. *Canterbury: Masters thesis, University of Canterbury.*
10. Boadu, F., Dwomo-Fokuo, E., Boakye, J. K., & Kwaning, C. O. (2014). Training and development: A tool for employee performance in the district of assemblies in Ghana. *International Journal of Education and Research*
11. Brewster, C. (2007). *Comparative HRM: European views and perspectives. The International Journal of Human Resource Management*
12. Bulach, C., Lunenburg, F. C., & Potter, L. (2012). *Creating a culture for high-performing schools: A comprehensive approach to school reform (2<sup>nd</sup> ed)*. Lanham, MD: Rowman & Littlefield.

13. Burcharth, A., Knudsen, M. P., & Søndergaard, H. A. (2017). The role of employee autonomy for open innovation performance. *Business Process Management*
14. Cameron, K., & Quinn, R. (1999). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Reading, MA: Addison-Wesley.
15. Casio W. F. (2006). *Managing Human Resources: Productivity, Quality of Life, Profits*. McGraw-Hill Irwin.
16. Çekmecelioglua, H. G., & Günsel, A. (2011). Promoting creativity among employees of mature Industries: The effects of autonomy and role stress on creative behaviors and job performance. *Procedia Social and Behavioral Sciences*
17. Charbonnier-Voirin, A., & Roussel, P. (2012). Adaptive performance: A new scale to measure individual performance in organizations. *Canadian Journal of Administrative Sciences*
18. Cressey, P., Totterdill, P., & Exton, R. (2013). Workplace social dialogue as a form of 'productive reflection'. *International Journal of Action Research*
19. Cruteanu, D., & Constantin, I. (2010). Organizational culture diagnosis – a new model. *Manager Journal*
20. Cui, X. & Hu, J. (2012). A literature review on organization culture and corporate performance. *International Journal of Business Administration*
21. Darden, William R & Babin, Barry J., Exploring the Concept of Affective Quality: Expanding the Concept of Retail Personality. *Journal of Business Research*
22. Deadrick, J., Huselid, M., 1996. Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configurational Performance Predictions. *The Academy of Management Journal*
23. Denison D.R., *Corporate culture and organizational effectiveness*, New York, John Wiley and Sons (1990).
24. Gavric, G., Sormaz, G., & Ilic, D. (2016). The impact or organizational culture on the ultimate performance of a company. *International Review*
25. Hajar, I. (2015). The effect of business strategy on innovation and firm performance in the small industrial sector. *The International Journal of Engineering and Science*

26. Hamel, C. v., & Rademakers, M. (2016). Building customer-centric organizations: Shaing factors and barriers. *Journal of Creating Value*
27. Hänninen, D.-J. (2017). A Customer-Centric View of the Importance and Value of CRM Elements. Masters thesis, Aalto University School of Business.
28. Han, H. & Verma, R. (2012). The effect of corporate Culture and Strategic Orientation on Financial Performance: An analysis of the South Korean Upscale and Luxury Hotels. Cornell Hospitality Report
29. Hayward, B. A. (2005). Relationship between Employee Performance, Leadership and Emotional Intelligence in A South African Parastatal Organization. Rhodes University Master Thesis.
30. Hellriegel, D., & Slocum, J. M. (2007). *Organizational Behavior*. South-Western, U.S.A.
31. Idris, S., Wahab, R., & Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia-Social and Behavioral Sciences*
32. Jaskyte K., “An Exploratory Examination of Correlates of Organizational Culture”, *Administration in Social Work*
33. Kahkha, A. O., Kahrazeh, A., & Armesh, H. (2014). Corporate entrepreneurship and firm performance important role of small and medium enterprise. *International Journal of Academic Research in Business and Social Sciences*,
34. Kelemba, J., Chepkilot, R., & Zakayo, C. (2017). Influence of teamwork practices on employee performance in public service in Kenya. *African Research Journal of Education and Social Sciences*
35. Kim, J., Lee, S., & Yu, K. (2004). Corporate culture and organizational performance. *Journal of Managerial Psychology*
36. Kotter, JP & Heskett, JL 1992. *Corporate Culture and Performance*. New York: Free Pass.
37. Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. In Benjamin, S. (Ed), *Organizational Climate and Culture* (pp. 282-318). Jossey-Bass, San Francisco, CA.
38. Lee, J.-Y., Sridhar, S., Henderson, C. M., & Palmatier, R. W. (2014). Effect of customercentric structure on long-term financial performance. *Marketing Science*.

39. Luca, M. R., & Simo, A. (2016). Entrepreneurial traits and work satisfaction. *Bulletin of the Transilvania University of Braşov*, VII
40. Malhotra, J. (2011). Cultural Variables. Retrieved from [http://www.indiastudychannel.com/resources/69369-Cultural\\_variables.aspx](http://www.indiastudychannel.com/resources/69369-Cultural_variables.aspx).
41. Masoud, E. Y., & Hmeidani, T. A. (2013). The effect of perceived work environment on frontline employee's service recovery performance: The case of four and five star hotels in Jordan. *European Scientific Journal*
42. Mathis, R. L and Jackson, J. H. (2009). *Human Resource Management*. Mason, OH, USA: South-Western Cengage Learning.
43. Maureen Kajuju Ngara (2018), Influence of Organizational Culture on Performance: Case of Kenya Power and Lighting Company Limited
44. McEwan, D., Ruissen, G. R., Eys, M. A., Zumbo, B. D., & Beauchamp, M. R. (2017). The effectiveness of teamwork training on teamwork behaviors and team performance: A systematic review and meta-analysis of controlled interventions. *PLoS ONE*
45. McShane, S., Olekalns, M., & Travaglione, T. (2010). *Organisational Behaviour on the Pacific Rim* (Vol. 3rd). McGraw-Hill Australia Pty Ltd.
46. Mefleh, M., Al-Mzary, M., Al-rifai, A. D., & Al-Momany, M. O. (2015). Training and its impact on the performance of employees at Jordanian universities from the perspective of employees: The case of Yarmouk University. *Journal of Education and Practice*
47. Mintzberg, J., & Lampel, K. (1999). Patterns in strategy formation. *Management Science*
48. Moghaddama, J. Y., Khorakianb, A., & Maharatic, Y. (2015). Organizational entrepreneurship and its impact on the performance of governmental organizations in the city of Mashhad. *Procedia - Social and Behavioral Sciences*,
49. Mohda, I. H., Shaha, M. M., & Zailana, N. S. (2016). How work environment affects the employee engagement in a telecommunication company. 3rd International Conference on Business and Economics, 21 - 23 September, 2016.
50. Morris, M., & Kuratko, D. (2002). *Corporate Entrepreneurship*. Fort Worth, TX: Harcourt College Publishers.
51. Muchira, W. (2013). Relationship between strategy implementation and performance in commercial banks in Kenya. Masters Thesis, School of Business, University of Nairobi.

52. Needle David. *Business in Context: An Introduction to Business and Its Environment*, 2004
53. Nikoloski, K. (2015). Charismatic leadership and power: Using the power of charisma for better leadership in the enterprise. *Journal of Process Management – New Technologies, International*
54. Ortega-Parra, A., & Sastre-Castillo, M., (2013). Impact of perceived corporate culture on organizational commitment. *Management Decision*
55. Racelis, A.D (2010). The influence of organizational culture on performance of Philippine Banks. *Social Science Dilman*
56. Rajhans, K. (2012). *Effective organizational communication: A key to employee motivation and performance. Interscience Management Review*
57. Raziqa, A., & Maulabakhsha, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*
58. Rhine, D., & Christen, R. (2012). *Human Resource Management*. UK, Butter Worth-Heinemann.
59. Robbin, K. (2012). Organizational culture: An examination of its effect on the initialization process. *Southern Business Review*
60. Rosete, D. (2006). The impact of organisational values and performance management congruency on satisfaction and commitment. *Asian Pacific Journal of Human Resources*.
61. Rousseau DM. Assessing organizational culture: The case for multiple methods. In B. Schneider (Ed.), *Organizational climate and culture*. San Francisco: Jossey-Bass, 2000.
62. R.S. Weerathna, I.A.P.H Geeganage (September, 2014), The Relationship between Organizational Culture and Employee Performance: Case of Sri Lanka
63. Sanyal, S., & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. *Journal of Business and Management*
64. Schein, E.H. (2011). *Organizational Culture and Leadership*. San-Francisco: Jossey-Bass.
65. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*
66. Sia, S. K., & Appu, A. V. (2015). Work autonomy and workplace creativity: Moderating role of task complexity. *Global Business Review*

67. Simoneaux, S., & Stroud, C. (2014). A strong corporate culture is key to success. *Journal of Pension Benefits*,
68. Solberg, E. (2017). Adapting to Changing Job Demands: A Broadcast Approach to Understanding Self-Regulated Adaptive Performance and Cultivating It in Situated Work Settings. PhD Dissertation, Norwegian Business School.
69. Srisamran, P., & Ractham, V. V. (2014). Customer-centric knowledge creation for customer relationship management. *The Journal of Applied Business Research*
70. Srivastava Kailash B.L., "Organizational culture and its relationship with performance and success: A study", *Management and Change*,
71. Stokes, C. K., Schneider, T. R., & Lyons, J. B. (2010). Adaptive performance: a criterion problem. Team performance management: *An International Journal*,
72. Waititu, G. (2014). An assesment of customer centric strategy on the performance of commercial banks in Kenya. Nairobi: Masters Thesis, Chandaria School of Business, United States International University-Africa.
73. Walsh, K., & Fisher, D. (2015, 04 02). Action inquiry and performance appraisals: Tools for organizational learning and development. Retrieved from <http://scholarship.sha.cornell.edu/articles/582>
74. Walter, J., Kellermanns, F. W., Floyd, S. W., Veiga, J. F., & Matherne, C. (2013). Strategic alignment: A missing link in the relationship between strategic consensus and organizational performance. *Strategic Organization*
75. Webster's Ninth New Collegiate Dictionary. (1983). Springfield: Merriam Webster Inc.
76. Wenjing, C., Wei, S., & Shuliang, Z. (2013). An empirical study on the effects of creative personality and job autonomy on individual innovation performance of knowledge workers. *International Business and Management*
77. Yukl, G. A. (1994). *Leadership in Organizations*, (3rd ed.). Upper Saddle River, N.J.: Prentice Hall.
78. Zakari, M., Poku, K., & Owusu-Ansah, W. (2013). Organizational culture and organizational performance: Empirical evidence from the banking industry in Ghana. *International Journal of Business, Humanities and Technology*
79. Ziek, P. (2015). Communication, dialogue and project management. *International Journal of Managing Projects in Business*

## APPENDIX I

### Questionnaire for study

This questionnaire is for my M.Com thesis about the effect of organizational culture on employee performance in Yee Shin Co, Ltd in Yangon, not related with other business purpose. It will be treated confidentially and will be used for academic purpose only. Please kindly answer the following questions. Answer all the questions but just tick one box that applies to you. Thank you very much for taking a time to complete the questionnaire.

### PART I: Personal Profile

1. Gender

- Male       Female

2. Age

- 18 to 25 years       26 to 35 years       36 to 45 years  
 46 to 55 years       Above 55 years

3. Marital Status

- Single       Married       Other

4. Position

- Senior staff       Junior staff       Management staff

5. Educational Qualification

- Under Graduate       Diploma       Graduate       Post Graduate

6. Working Experience

- Less than 5 years       5 to 10 years       11 to 15 years  
 16 to 20 years       21 to 25 years       26 to 30 years  
 above 30 years

## **PART II: Cooperating Culture**

In the boxes provided tick your level of agreement to the statements on a scale of 1 to 5 where;

1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Having unifying goals and objectives at work					
2.	Work as a team in solving problems					
3.	Consensus building widely used in making decisions					
4.	Reach an agreement on critical matters, it is easy for members					
5.	Take time to mentor employees by leaders					
6.	Enhance the skills, company give supported opportunities					
7.	Getting support from the colleagues when having personal problems					
8.	Supporting aids by company with personal problems like sickness, death, school fees					

### **PART III: Innovating Culture**

In the boxes provided tick your level of agreement to the statements on a scale of 1 to 5 where;

1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Allowing by the company to try new ways of solving job related problems					
2.	Having control over tasks at workplace					
3.	Meet future customer demands, anticipating future changes and create adaptive ways					
4.	Transform market trends in adaptive actions which generate value for clients					
5.	Risk taking in investments which solve customer needs is highly encouraged at company					
6.	Meeting customer needs and wants are the priority at company					
7.	Having interactive social media platforms for sharing information with the customers					
8.	Taking into account customer information when developing new products and services					

## **PART IV: Harmonizing Culture**

In the boxes provided tick your level of agreement to the statements on a scale of 1 to 5 where;

1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Having shared values by employees at company					
2.	Having a sense of identity as company's employees					
3.	Having a clear and challenging vision for the future					
4.	Giving a clear direction by company objectives for each employee daily activities					
5.	Seeking alignment of strategy, systems and people by leaders					
6.	Contribute to the bigger organizational goals, employees see how their work activities					
7.	Very passionate with the company's performance by supervisors					
8.	Style of leadership at company makes employees proud of working here					

## **PART V: Employee Performance**

In the boxes provided tick your level of agreement to the statements on a scale of 1 to 5 where;

1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Use the employees' skills and abilities in the job					
2.	Have a complete knowledge and understanding while performing tasks					
3.	Have the required skills, sociological readiness and behavioral abilities to perform task					
4.	Look for ways to improve performance at work					
5.	Feeling like the workplace training opportunities encourage to work better					
6.	Understand the link between performance and pay					
7.	Trust the feedback that receive from supervisor					
8.	Satisfy with friends and colleagues to work at the company					
9.	Manage the time and allocate resources effectively					
10.	Deliver the work assignments timely					

## APPENDIX II

### Reliability Test

Scale: Cooperating Culture

#### Reliability Statistics

Cronbach's Alpha	No. of Items
.767	8

Scale: Innovating Culture

#### Reliability Statistics

Cronbach's Alpha	No. of Items
.735	8

Scale: Harmonizing Culture

#### Reliability Statistics

Cronbach's Alpha	No. of Items
.879	8

Scale: Employee Performance

#### Reliability Statistics

Cronbach's Alpha	No. of Items
.744	10

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594	.353	.336	.59313

- a. Predictors: (Constant), Cooperating Culture, Innovating Culture, Harmonizing Culture
- b. Dependent Variable: Employee Performance

### ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.227	3	7.409	21.060	.000
	Residual	40.810	116	.352		
	Total	63.037	119			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Cooperating Culture, Innovating Culture, Harmonizing Culture

### Relationship between Organizational Culture and Employee Performance

	Cooperating Culture	Innovating Culture	Harmonizing Culture	Employee Performance
Cooperating Culture	1	-	-	-
Innovating Culture	.363**	1	-	-
Harmonizing Culture	.617**	.466**	1	-
Employee Performance	.485**	.300**	.568**	1
***Correlation is significant at the 0.01 level (2-tailed)				
**Correlating is significant at the 0.05 level (2-tailed)				

### Analysis on the Effect of Organizational Culture on Employee Performance

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.029	.398		2.587	.011
Cooperating Culture	.262**	.116	.215	2.248	.026
Innovating Culture	.023	.079	.024	.284	.777
Harmonizing Culture	.484***	.115	.425	4.223	.000
$R^2$	0.353				
Adjusted $R^2$	0.336				
F value	21.060**				
P value	0.000				

- a. Dependent Variable: Employee Performance
- b. \*\*\* significant level at 1%
- c. \*\* significant level at 5%
- d. \* significant level at 10%

**APPENDIX III  
Organization Structure of Yee Shin Company Limited**

