FIRM AND INTERNAL ENVIRONMENTAL FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN MNCS.

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DECLARATION

I hereby declare that:

(1) This undergraduate FYP is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this FYP has been submitted in support of any application for any degree or qualification of this or any other university, or other institutes of learning.

(3) Sole contribution has been made by me in completing the FYP.

(4) The word count of this research report is 10985 words.

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SPSS   Statistical Package for Social Science

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PREFACE

This dissertation entitled "Firm and Internal Environmental Factors that Affect Employee Performance in MNCs" is to improve the performance of MNCs as the failure of businesses, especially MNCs is common, and employee performance is critical for a company's sustainability. However, MNCs face challenges with human resource management, including cultural differences, compliance rules, and language barriers, that can indirectly affect employee performance. MNCs' challenges resulting in communication issues, organisational performance, and high turnover rates. This research is necessary to provide solutions to these challenges, as international business is essential for expanding into new overseas markets.

This study aims to assist multinational corporations (MNCs) in better managing their companies and improving employee performance, which can benefit the global economy. MNCs management is more complex due to cultural differences, communication methods, and other factors. This study suggests that organisational culture, leadership style, and communication are essential factors that help MNCs management. MNCs play a significant role in promoting the development of the national and global economy, promoting global cooperation, and trade liberalisation. The research aims to help organisations develop their management methods and corporate culture to improve employee performance and overall company performance. The study suggests that integrating corporate culture, communication style, and leadership style has a significant impact on employee performance.

ABSTRACT

This research seeks to determine the firm and internal environmental factors that impact employee performance in multinational corporations. There is a trend that has contributed to the gradual increase of multinational corporations in Malaysia. Yet, research on multinational corporations is scarce, particularly in terms of employee performance. This research can therefore contribute to a deeper knowledge of the elements that influence employee performance in MNCs. The objectives of this research study is to examine the relationship between organisational culture, organisational communications, leaderships style and employee performance in multinational companies (MNCs).

Causal and quantitative research design will be used in this research. 200 respondents have completed on the questionnaire as the primary data collection in this research. SPSS Statistics is used as a data analysis tool. Descriptive and inferential analysis including Pearson correlation coefficient and Multiple Regression Analysis are used for data analysis. It is found that organisational culture and organisational communication have a significant relationship with employee performance in MNCs. However, this research found that leadership style has the least impact on employee performance in MNCs.This study assists MNCs' executives in understanding the elements that influence employee performance and suggests that they should emphasize on organisational culture and communication in order to increase employee performance.

CHAPTER 1: INTRODUCTION

1.0 Research Background

This research investigates employee performance in MNCs. This study aims to identify the business and internal environmental factors that influence employee performance in MNCs. In the framework of present economic globalisation, a growing number of businesses are establishing transnational operations. Multinational corporations (MNCs) refer to companies with operations in numerous nations, which are on the rise as a result of economic globalisation (Stopford, 1998). Based on the news from Invest KL Malaysia (INVESTKL, n.d.), Malaysia's economy recovers from the pandemic in the year 2022, with robust trade performance, and a growing number of global service centres being established in Greater Kuala Lumpur. In the first half of 2022, Invest KL Malaysia successfully attracted investments of RM1.68 billion, creating 1,919 highly qualified executive jobs and helping in the improvement of the economy in Malaysia (INVESTKL, n.d.). Kuala Lumpur has offered investors a robust technology and innovation ecosystem and a diverse talent pool for future industries that are favourable. These alluring propositions resulted in the formation of six renowned MNCs from the United States, the United Kingdom, China, and Australia. These businesses span the food, technology, software development, and pharmaceutical sectors (INVESTKL, n.d.). Furthermore, Malaysia's Ministry of Finance stated that the country is actively monitoring the Organization for Economic Cooperation and Development (OECD) proposal to impose a global minimum tax rate of 15% on MNCs beginning in 2023 to ensure that businesses can pay fair taxes regardless of where they operate and generate profits (S BIRRUNTHA, 2022). At the international level, Malaysia has been responding to recent changes in internationally agreed-upon tax rules in order to maintain a competitive environment for attracting foreign and domestic direct investment, which will surely increase the flow of MNCs into Malaysia. This led to the gradual increase of MNCs in Malaysia. However, the research on MNCs is relatively limited, especially

in terms of employee performance in MNCs. Therefore, this research can help in further understanding the factors that influence employee performance in MNCs. Besides that, since employee performance will also affect the development of MNCs, this research will focus on firm and internal environmental factors that affect employee performance in MNCs.

1.1   Research Problem

The failure of a business is a very typical occurrence, especially in MNCs. Every year, there are a lot of firms that could not make it. Half of the companies that were a part of the Fortune 500 list 20 years ago have since gone out of business, and the average lifespan of MNCs is getting shorter and shorter (Marr, 2022). The performance of employees will have an effect on the performance of the firm as a whole; therefore, the performance of employees is a topic that MNCs are required to discuss if they wish to sustain their business. However, there are an excessive number of issues that will hinder employees' performance in MNCs. Some of these issues include communication and staff turnover induced by culture and issues with human resource management.

Based on the articles (TMF Group experts, 2019), the human resources department of a growing firm has an increasing number of responsibilities to oversee as the business continues to expand. Due to the cultures and compliance rules of various countries being distinct from one another, expanding into new countries presents MNCs with a variety of new obstacles (Schuler et al., 2002). A significant obstacle for MNCs is the organisation of their human resources departments. MNCs have the ability to decide how human resources should be distributed throughout each office. It is not feasible to place a member of the human resources department in each of an organization's working locations since the vast majority of businesses typically do not have enough employees. On contrary, if the employees of the Human Resources department are stationed too far away from the office, they will have the impression that they are being ignored and will feel powerless. The human resource management team will have a harder time ensuring that the company complies with the legislation and processes that are specific to the local area. In

addition, problems can arise when it comes to the morals and convictions held by people working for MNCs. These ideas and values play an important part in defining the behaviour of employees, which in turn affects the organisational structure, business processes, and functions, all of which will be distinct from those of the parent firm (Adler, 2001). Not only that, but another one of the difficulties that MNCs have to deal with is the disruption of their internal communication. Due to workers in MNCs often hail from a variety of nations and areas, the languages they speak and the terminology they use can be quite dissimilar (Mekoyet Gashu, 2016). This can make it difficult for workers in these companies to communicate effectively with one another. Due to there are issues with communication between managers and employees, it is possible for employees to have a wrong or incomplete understanding of the instructions issued by managers, and it is difficult for management to effectively implement significant decisions, which will have an impact on the organisation's ability to function normally. Moreover, there are issues with communication between employees, which can result in misunderstandings between employees over some relatively unimportant concerns, which in turn causes a lack of cohesion within the organisation and hinders the development of the MNCs (Mekoyet Gashu, 2016). These human resource issues will indirectly affect employee performance in MNCs.

On the other hand, the scope of the organization's development, the nature of its business model, its history, and its environment have all seen significant shifts as it has expanded from a focus on domestic to one on multinational business. In particular, the management team of the organisation is facing a diversified and complex international economic environment, while also facing a unique social culture and regional culture of different countries and regions (Mekoyet Gashu, 2016). This results in a more intense cultural difference, which then forms a cultural conflict within the organisation (Shibin Baburaj Paul, 2016). The manifestation of cross-cultural conflict can be seen in a variety of facets of the administration of foreign businesses. Some of these facets include management philosophy, employee motivation, coordination and organisation, leadership, and so on. With the help of four dimensions consisting of power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance, the cultural model proposed by Hofstede (1991) can potentially help in understanding the challenges faced by MNCs as a result of the difference in the culture of MNCs in

different parts of the world (Hofstede & McGraw-Hill (1968-1995)., 1991). The absence of communication, the poor performance of employees, the poor performance of the organisation, a high turnover rate of personnel, and other issues are all difficulties that can be traced back to cultural differences. This research has provided a solution to the challenges that are faced by MNCs by conducting an in-depth analysis of the situation. Since international business has evolved into an essential strategic tool for expanding into new overseas markets, this research was necessary.

1.2 Research Objectives and Questions

1.2.1 Research Objective

The objectives of this research study are stated below:

1. To examine the relationship between organisational culture and employee performance in MNCs.
2. To examine the relationship between leadership style and employee performance in MNCs.
3. To examine the relationship between organisational communication and employee performance in MNCs.

1.2.2 Research Questions

This study proposed and examined three major research questions, which are listed below:

1. Does organisational culture affect employee performance in MNCs?
2. Does leadership style affect employee performance in multinational companies MNCs?

3. Does organisational communication affect employee performance in MNCs?

1.3   Research Significance

This study aims to help MNCs executives understand how to better manage their companies and improve employee performance. MNCs management is more complex than that of other organisations because it incorporates cultural differences, differences in management and communication methods, and so on. This study provides researchers who will conduct similar studies in the future with a broader perspective and understanding. Organisational culture, leadership style, and organisational communication are management factors that help the management of MNCs.

Other than that, MNCs form an integrated international production system, which greatly promotes the rational allocation and flow of capital, human resources, technology, and other production factors in the global scope, and plays a significant role in promoting the development of the national economy and the global economy. Globalization, internalisation, and networking development of MNCs' operations have increased global cooperation in production, exchange, circulation, consumption, technology, and product research and development. MNCs promote trade liberalisation not only through the external market but also through the internal market, thereby promoting international trade expansion and structural change. The introduction of MNCs also introduces the capital, advanced technology, and management concepts required for economic development, increases employment opportunities, expands exports, and improves and optimises the industrial structure in the host country receiving MNCs investment. As a result, this study assists MNCs in improving employee performance, which can greatly aid in the development of the global economy and make society profitable.

Furthermore, employees play an important role in increasing the creativity and competitiveness of businesses. As a result, organisations should develop their own management methods and corporate culture structure, integrate actual production and operation, and constantly research the corporate culture required for

organisations development. This research is primarily intended to assist organisations in effectively improving employee performance in order to help organisations in improving overall company performance in order to achieve goals. The result of the research will be significant to organisations to have a better understanding of employee performance. On top of that, the research will benefit the company which may create a positive company culture and increases the company's advantages.

From the perspective of management, this research will help to cultivate managers' understanding of employee performance, allowing them to better improve employee and company performance. As a result, managers can improve employee performance by better adjusting the company's culture, communication mode, and leadership mode. According to the findings of this study, integrating corporate culture, corporate communication style, and leadership style has a significant impact on employee performance. Managers will be able to make appropriate adjustments and optimise the company's business strategy if they understand how these factors affect employee performance.

Last but not least, the scope of this research is broad enough to pique the interest of other scholars, as this topic involves management, leadership, communication, employee performance, and so on. These are critical topics in organisational management and business studies. Finally, this study will serve as a future reference for researchers looking into the factors that influence MNCs' employee performance.

1.4   Conclusion

In summary, this chapter provided a brief overview of the firm and internal environmental factors that affect employee performance in MNCs. Previous research done by other researchers, underlying theory, conceptual framework and hypothesis development will help to clarify the research in the following chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

We will discuss on the theory related to this research and previous study literature reviews. After literature review will help on proposing conceptual framework for this research and the development of hypothesis. The information used in this chapter is primarily based on relevant previous studies, journals, and articles.

2.1 Underlying Theories

The purpose of this research is to look into the factors that influence employee performance in MNCs. As a result, some underlying theories can be used in this study to provide a brief explanation of employee performance. Maslow hierarchy of needs theory and social exchange theory can be used in this study.

2.1.1 Maslow Hierarchy of Need Theory

Maslow believed that motivation was composed of various needs of various natures in his masterpiece Motivation and Personality, published in 1954, and divided motivation into five levels: physiological needs, safety needs, social needs, respect needs, and self-actualization needs (Maslow et al., 1987). As a result, it is known as the need hierarchy theory. Maslow believes that humans have a series of complex needs that they are motivated to meet; these needs are assumed to be arranged in a ladder-like hierarchy based on their priorities, and people will meet these needs in a specific order, from the lowest to the highest level (VINAY CHAITANYA GANTA, 2014). Maslow emphasised not only the universality of needs, but also their hierarchy, emphasising the content, difficulty, and increasing incentive

power of needs. According to Maslow's hierarchy of needs theory, once the corresponding needs are met, it will have a positive effect on employees' mood and work, improving satisfaction, work participation, and productivity, and lowering the turnover rate. According to (Suyono & Mudjanarko, 2017), managers must understand their employees' needs in order to motivate them. Employees will be motivated and motivated to perform better if their needs are met. As a result, an engaged employee will be motivated to be more creative, productive, and loyal, resulting in improved employee performance (Ronah Tugume Arinanye, 2015).

2.1.2 Social Exchange Theory

Social exchange theory, advocated by Homans and later by Blau and Emerson, was released in response to the call for theoretical research and practical life (Cook et al., 2013). One of the most important theoretical perspectives in the field of social psychology has always been the social exchange theory. This theoretical orientation is founded on early philosophical and psychological perspectives (Cook et al., 2013). On one hand, it stems from utilitarianism, and on the other, it stems from egoism (Cook et al., 2013). Human desire is primarily satisfied through the exchange process. Both parties will profit from the transaction. The goal of the exchange is to satisfy the best interests of both parties. Employees and organisations will benefit from each other in the exchange process, so the Social Exchange theory can be applied to the workplace (Cropanzano & Mitchell, 2005). Employees may be satisfied with their work if they benefit from it, which may affect their positive work performance. As a result, it is critical to ensure that employees are satisfied with their working conditions, as this affects not only their motivation and performance but also the overall results of the organisation. Employees will produce positive work results and perform well if they meet their own needs, according to the social exchange theory. Employees, for example, will perform better if they

identify with the organisational culture. Similarly, employees will have a more positive attitude and perform better if they recognise their leaders' leadership style more.

2.2   Review of the Literature

2.2.1 Organisational Culture

The evolution of organisational management practise produces organisational culture. Peter Drucker (1994) stated in the early 1970s that management should be based on culture. Organisational culture is defined by almost every management scientist. William Ouchi (1981) once provided a comprehensive definition of organisational culture from the standpoint of its constituent elements in his book <Theory Z>: "The organisational culture of a company is comprised of the company's tradition and ethos. Furthermore, it includes a company's values." (Ouchi, 1982). In their book Corporate Culture (Deal et al., 2000), Terrence Deal and Allan Kennedy defined the organisation as "a powerful unwritten rule system used to regulate the behaviour of the organisation in most cases". Organisational culture is defined differently by different scholars from various perspectives. Organisational culture refers to the enterprise spirit, development strategy, management idea, and management concept that an organisation has developed over time in conjunction with its organisational characteristics. Organisational culture means one set of rules, values, and behaviours that all employees follow (Alharbi Mohammad Awadh, & Mohammed Saad, 2013). Its main content includes the enterprise concept, core values, image and logo, and so on. Olu Oju also claimed that another way to think about organisational culture is that it is "justified" by social or psychological aspects such as stories and symbols as well as some more specific factors like power structure and hierarchical structure (Olu Oju,2009). Effective corporate culture contributes to improved business decisions. According to

Alharbi Mohammad Awadh and Mohammed Saad, many types of cultures, such as counter-culture, subculture, strong culture, and weak culture, have been included in organisational culture (Alharbi Mohammad Awadh, & Mohammed Saad, 2013). Countercultures consist of the values and beliefs of an organization's culture that are shared among different management divisions and from which managers are obliged to benefit (Kerr & Slocum, 1987). Subcultures have been identified as portions of an organisation having distinct norms, attitudes, and beliefs based on geographic regions, job needs, and departmental objectives. (Schein, 1991) When an employee embraces a substantial portion of the organization's culture, the organization's principles and values are deemed robust defined as strong culture (Deal et al., 2000). Weak culture refers to weakly interwoven organisational cultures that encourage individuals' innovative thoughts, attitudes, and beliefs (Alharbi Mohammad Awadh, & Mohammed Saad, 2013).

2.2.2 Leadership Style

Leadership style can be defined as the way leader use their style to influence their subordinates (Thanh Nguyen et al., 2020). Leadership is innate in a leader in the form of characteristics such as character, competence, and capability. Leadership is a series of structuring activities characterised by the capability to influence the behaviour of others in specific situations so that they are willing to work together to achieve predetermined objectives. Intelligence; Rewards; Motivate; and Cooperation with subordinates can be used to evaluate leadership (Thanh Nguyen et al., 2020). There are various leadership styles for leading and managing employees at the management level, according to a large number of past studies. Kalsoom defined that leadership is the most significant aspect of a company and the most essential talent for its leaders (Kalsoom et al., 2018). Othman claimed that it has direct and indirect effects on the performance and the outcome of the

employee (Othman et al., 2014). Asrar-ul-haq & Kuchinke also said that leadership can foresee the failure or success of an organisation more precisely (Asrar-ul-haq & Kuchinke, 2016). Employee performance will change as a result of different leadership styles. There are numerous leadership styles, such as Autocratic, Democratic, Participative, Transformational, Transactional, Laissez-faire leadership style and others (Zaeema Asrar Mohiuddin, 2015). This research focuses primarily on transformational and transactional leadership styles. This is because transformational and transactional leadership styles, among others, have a strong correlation with employee performance (Wen et al., 2019). Transformational leadership emphasizes improving the growth of employees, is process-oriented, and bases commitment on trust and expectations (Hater & Bass, 1988). The role of a transformational leader is to motivate employees to exceed expectations (Hater & Bass, 1988). On the other hand, transactional leadership is a type of leadership in which leaders direct their followers through punishment and reward (Robbins & Judge, 2009). The responsibility of a transactional leader is role definition and task execution (Robbins & Judge, 2009). According to Heresy (Blanchard et al., 2013), "an effective leader must be a good diagnostician and adopt style to meet the requirements of the circumstance in which they perform." Different styles of leadership are used to provide guidance, empowerment, and decision-making power to employees (Iqbal, 2015).

2.2.3 Organisational Communication

Communication enables the exchange and reception of information inside an organisation (Tayo and Olamigoke, 2006). It facilitates the continuous exchange of experiences, thoughts, and opinions. It allows employees to communicate their ideas and emotions such as fear, rage, joy, happiness, pleasure, and anxiety. Through communication, knowledge is also transmitted (Tayo and Olamigoke, 2006). The main distinction between

organisational communication and other types of communication is that the goal of organisational communication is simple and unique which is to help the organisation achieve its goals (Sadia et al., 2016). Organisational communication is merely a tool. Moghimi claimed that communication includes the movement of information and human ideas and actions from one person to another. Verbal communication represents all of the currents via which one thinking can influence another (Moghimi, 2005). The plan of study for organisational communication investigates signs, signals, media relations, and interactions between persons, organisation communication networks, and belief encounters in organisations. (Steyrer et al, 2008). According to the research, Scholfelder (1998) defines organisational communication as an approach in which all employees should actively engage in order to establish a productive culture in the organisation (Ronah Tugume Arinanye, 2015). This will result in the exchange of knowledge, thoughts, and opinions, which will drive innovation, effective decision-making, and increased organisational productivity (Ronah Tugume Arinanye, 2015). Van Vuuren et al also found that vertical communication between managers and employees is critical in organisational communication (van Vuuren et al., 2007). Employees' compatibility with their superiors is critical for effective communication. The main area of communication in an organisation is between managers and employees; if they do not communicate well as a team, it may affect every level of the organisation (Sadia et al., 2016). Belief and trust are crucial to the development of corporate success, and trust may be developed through efficient internal communication (Thomas et al., 2009).

2.2.4 Employee Performance

Employee performance is defined as the result of work in quality and quantity accomplished by an employee in performing his obligations in accordance with the responsibilities assigned to him (Ilham, 2017). Romi

Ilham also claimed that employee performance is measured in six categories: quality, quantity, punctuality, effectiveness, independence, and work commitment (Ilham, 2017). Other than that, employee performance can also be defined as activities that are officially acknowledged as part of the job and make a significant contribution to the goals of the organisation (Borman & Motowidlo, 1997). Furthermore, employee performance can also be known as an action that employees take in carrying out the company's work (Shmailan, 2016). Moreover, Performance is a person's overall achievement or success during a specific period of work, as measured against work standards, predetermined and agreed-upon goals, or standards (Pawirosumarto et al., 2017). In other words, employee performance is influenced by ability, desire, and environment (Pawirosumarto et al., 2017). Mathias (Mathis, 2004) and Bohlander (Bohlander et al, 2001) also define employee performance as the person's aptitude for achieving work goals, apart from meeting job objectives (Atatsi et al., 2019). Viswesvaran and Ones (Viswesvaran & Ones, 2000) also claimed employee performance as measurable employee activities, behaviours, and outcomes that are linked to and contribute to organisational objectives (Atatsi et al., 2019). This definition will be used mainly in this research. Personal characteristics have an impact on employee performance. Employee performance in MNCs is more difficult to measure than in other organisations as the factors influencing employee performance are becoming more complex. MNCs involve cultural differences, human resource management obstacles, and other issues that have a significant impact on employee performance. As a result of global market competitiveness, employee performance is one of the largest issues faced by most management. The management cannot function without the participation of other employees of the firm (Ronah Tugume Arinanye, 2015). Margaret Foot and Caroline Hook also stated that employers recognise that their firms will thrive if they can engage their people, i.e., if they are motivated to offer their utmost effort (Foot and Hook, 2008).

2.3 Conceptual Framework

The conceptual framework explains how the major concepts studied are related to one another (Adom, 2018). Figure 2.1 below depicts the study's conceptual framework, which explains the relationship between firm and internal environmental factors and employee performance. Independent Variables are firm and internal environmental factors such as organisational culture, leadership style, and organisational communication. Employee performance is stated as the dependent variable.

Figure 2. 1: Conceptual Framework
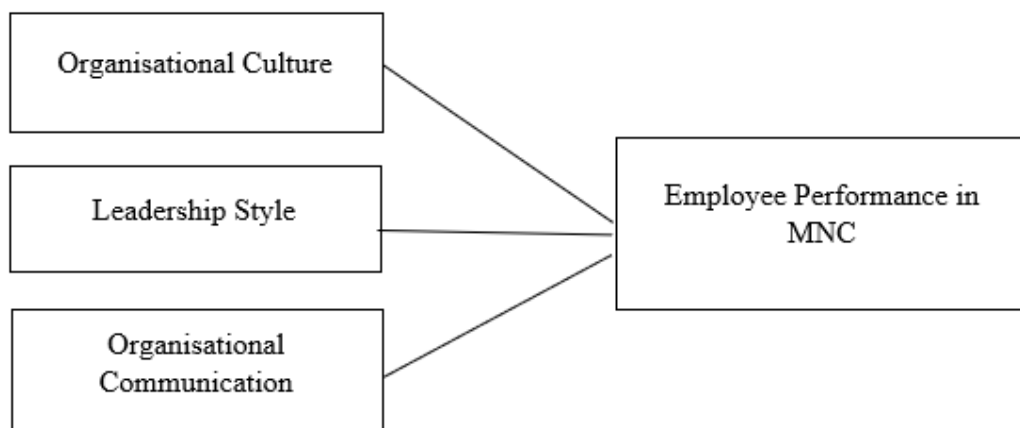
Source: Developed for the research

2.4 Hypothesis Development

2.4.1 The relationship between organisational culture and employee performance

Employee interpersonal relationships will improve if an organisation has a good organisational culture. Employees in such an organisational

environment will be affected and inspired imperceptibly, and can closely link the organisation's development and achievements, allowing them to work with a positive attitude and naturally improve their performance. A good organisational culture is essentially an internal incentive for employees, and it can play an incentive role that other incentives cannot. According to Alharbi Mohammad Awadh and Mohammed Saad, there is a negative correlation between organisational culture and employee performance, as employee performance is negatively impacted by it (Alharbi Mohammad Awadh, & Mohammed Saad, 2013). According to the findings of Romi Ilham, organisational culture has a significant impact on employee performance and has a positive relationship which implies that organisational culture is an asset that can improve employee performance (Ilham, 2017). Furthermore, T M Gunaraja's research indicates a positive relationship between organisational culture and employee job performance (Gunaraja, 2014). As a result, based on previous studies that there is a relationship between organisational culture and employee performance.

H1: There is a significant relationship between organisational culture and employee performance in MNCs.

2.4.2 The relationship between leadership style and employee performance

Based on the past studies, employee performance is inextricably linked to the leader's leadership style (Thanh Nguyen et al., 2020). Leaders who carry out their responsibilities properly will become role models for their followers. A good relationship between the leader and its members will also improve performance in achieving organisational goals. As a result, it can be concluded that these leadership styles have a significant impact on employee performance (Thanh Nguyen et al., 2020). Leadership style is important for employee performance especially in MNCs as employees and leaders might come from different countries and backgrounds. Finding from

Romi Ilham indicate that the leadership style has a strong impact on employee performance over time (Ilham, 2017). Other than that, Pawirosumarto also found that if leadership is strong in directing and leading employees, then performance in carrying out responsibilities and duties will be good as well (Pawirosumarto et al., 2017). As a result, based on the various literature there is a relationship between leadership style and employee performance.

H2: There is a significant relationship between leadership style and employee performance in MNCs.

2.4.3 The Relationship between organisational communication and employee performance

Based on the research findings and outcome from Nwata, discovered that there is a significant relationship between internal organisational communication and employee performance (NWATA et al., 2016). Besides that, Ong Choon Hee also found that there is a significant relationship between communication and employee performance (Ong Choon Hee et al., 2019). Horizontal communication and downward communication are the independent variables of the study. As a result, based on the findings from previous studies, it is obvious that there is a relationship between organisational communication and employee performance. Establishing a good communication mechanism in the entire organisation can improve employee efficiency and effectively improve their performance through effective communication in the organisation. Giri and Pavan Kumar claimed that communication between the employee and the supervisor is a fundamental factor in improving job performance in organisations. Both individuals should have a clear understanding of their respective roles, and the employee should be aware of the supervisor's expectations. Employees who want to advance in their careers should feel free to approach their managers and ask for advice or suggestions on personal and professional

development activities (Giri & Pavan Kumar, 2010). Furthermore, organisational communication dimensions such as trust in higher authority, superior impacts, the validity of the information, desire for engagement, and communication satisfaction have been shown to have a direct relationship with job performance (O'Reilly & Roberts, 1977b). Thus, a review of the literature reveals that there is a link between organisational communication and employee performance.

H3: There is a significant relationship between organisational communication and employee performance in MNCs.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

We will cover the entire research's methodology in this chapter. The methodology of this research consists of the research design, sampling design, data collection methods, research instrument, measurement scales and methods of analysis.

3.1 Research Design

3.1.1 Quantitative Research

Quantitative research is communicated through graphs and charts. It is utilised to validate or test hypotheses and theories. This research approach can be utilised to establish generalizable facts about a topic. Typical quantitative approaches include experiments, digitally recorded observations, and surveys with closed-ended questions (Watson, 2015). Often, the purpose is to establish a relationship between two or more variables and then confirm or modify the existing theory or practise in light of the findings. In conclusion, quantitative research is advocated for this study since data will be collected by a questionnaire survey.

3.1.2 Causal Research

Since it aims to determine the relationship between two variables, causal research is categorised as causal research. Comparable to descriptive

research, it strives to demonstrate if a person or organization's suggested idea is feasible; nevertheless, there are substantial differences in methodology and objectives between the two forms of study. Descriptive research has a variety of objectives, such as better describing the views, attitudes, or behaviours of specific groups, whereas causal research aims to determine which variables are cause and effect (Chaudhari, 2023). This research develops objectives to investigate and comprehend the nature of the relationship between organisational culture, organisational communication, leadership style and employee performance. This research will therefore suggest a causal research design.

3.2 Sampling Design

A research sample is a group of individuals selected from a wider population for the purposes of measurement (Hamed, 2018). Using a subset of the population, sampling is utilised to draw inferences about the entire population. We will precisely define the target population, select the sampling technique and determine the sample size.

3.3.1 Target Population

A survey's target population is the entire group of units for which survey results are to be used to derive conclusions (Whaley, 2022). This research's target population consists of employees in MNCs. This is to determine through research whether this set of respondents indicates a correlation between organisational culture, organisational communication, and leadership style and employee performance in MNCs.

3.3.2 Sampling Technique

While selecting a sampling technique, it is necessary to consider the research purpose, research setting, and research population. In this study, non-probability sampling was used as the sampling technique. Non-probabilistic sampling is based on the assumption that the characteristics of the population are uniformly distributed, leading the sampler to believe that the sample will accurately represent the entire population and that the results will be accurate (Hamed, 2018). Non-probability sampling encompasses four distinct techniques: convenience sampling, quota sampling, purposive sampling, and snowball sampling (McCombes, 2022). In this research, convenience sampling will be used as the sampling technique. A convenience sample is essentially the subset of the target population that is most accessible to the researcher. This sampling techniques provide a quick and cost-effective data collection process.

3.3.3 Sample Size

Sample size refers to the number of observations each sample contains (Omniconvert, 2022). If the sample size used for the test is small, the dependability of the test results will be low since the sample obtained each time will vary significantly. However, if the sample size is considerable, inspection costs will increase. Thus, this research is based on a sample of 200 questionnaires. According to Tom Minsel, 200 to 300 respondents give an adequate margin of error and fall before the point of decreasing returns (Minsel, n.d.). Other than that, Guiford also stated that a minimum of 200 samples is required to conduct a Pearson Correlation analysis (Memon et al., 2020). Based on time and cost considerations, the total sample size for the study is 200 respondents.

3.3 Data Collection Methods

Let us first understand what data collection is. Data collection means process of acquiring relevant data depending on the content of data analysis, which provides the material and foundation for data analysis. Primary and secondary data collection are included in the data collection. Primary data are data that can be retrieved directly, whereas secondary data are data that can be obtained after being processed and sorted.

3.3.1 Primary Data

To evaluate the constructed hypothesis, it is proposed to collect primary data using a questionnaire survey. Primary data refers to information gathered directly by researchers. A questionnaire survey is one of the primary tools for obtaining quantitative data (Victor, 2017). A questionnaire survey is a research approach that involves asking or interviewing samples, monitoring and documenting the behaviour of respondents or some combination of these based on the research's independent variables and dependent variables. Since questionnaires are the primary method for data collection in this study, they are the most important source of data and information. I will first visit some MNCs to ask for permission and invite their employee to participate in this research. After getting permission to distribute the questionnaire, I distribute the questionnaire survey to the related MNCs by email to collect the primary data.

3.4 Research Instrument

Questionnaires survey was used in this research. Questionnaire survey created by using the way of adopting and adapting specifically for respondents to complete without assistance from the researchers who are collecting the data (Adopting or Adapting Instruments, n.d.). The questionnaire will be distributed to the MNC's email after getting the permission from the company.

3.4.1 Questionnaire Design

The surveys were developed by adapting questionnaires from previous publications written by other researchers. Since English is believed to be a common language among all respondents, the format of the questionnaire was developed in English. A cover letter will be provided to inform and acknowledge respondents of the purpose of this research and the personal data protection notice. Furthermore, the questionnaire consists of two components. The demographic profile of respondents is reported in Section A, while the other variables, including independent and dependent variables, are presented in Section B. Section A will be used to identify the demographic background of respondents, while Section B will be used to assess the extent to which respondents indicate a correlation between organisational culture, organisational communication, and leadership style and employee performance in MNCs. The anticipated completion time for the survey is between 5 and 10 minutes. The source of measurement can be referred to Appendix 3.1 and questionnaire can be referred to Appendix 3.2.

3.4.2 Pilot Testing

Pilot Testing is essential for any questionnaire survey. Pilot Testing is the process of selecting people to test the questionnaire prior to its release in order to identify problems and improve them (Hamilton, 2023). Moreover, Pilot Testing mostly serves to evaluate the reliability of this questionnaire. If do not conduct Pilot Testing, poorly designed questions will be issued, and some respondents will be forced to fill them out at random. If the data itself are flawed, statistical reliability and validity will also be compromised (Hamilton, 2023). Before the questionnaire of this research was sent to 200 respondents, 30 respondents were allowed for pilot testing. This research takes around three days to conduct the preliminary test of the questionnaire and amend the respondents' comments. In order to ensure the reliability of the questionnaire, Cronbach's alpha analysis was performed on the pilot test results after the pilot test questionnaire was collected. Table 3.1 displays the outcomes of the pilot test.

Table 3. 1: Cronbach's Alpha of Pilot Testing's Result

Variables	No. of Item	Cronbach's Alpha
Organisational Culture	8	0.879
Leadership Style	8	0.893
Organisational Communication	8	0.867
Employee Performance	8	0.869

Source: Developed for the research

3.5 Measurement Scale

In quantitative research, the measuring scale is to assist us in defining the data. Different types of data are divided into four groups based on their respective scales: nominal, ordinal, interval, and ratio. In this study, nominal and ordinal scales are developed.

3.5.1 Nominal Scale

Nominal Scale distinct variable values only represent different classes of things in a categorical variable. This type of variable is known as a categorical variable. The respondents' gender is a categorical variable, it is the most frequently asked question among the demographic characteristics of the questionnaire (Prabhaker, 2018). There are four demographic questions will be asked in the questionnaire. Such as Gender, Age, Education Level and Work Experience. These four demographic questions are the categorical variables. Hence, a nominal scale is used in this research.

3.5.2 Ordinal Scale

In comparison to the nominal scale, the ordinal scale allows for a greater level of data granularity. The ordinal scale inherits all of the characteristics of the nominal scale, with the addition of the ordinal scale's distinct order or size. On a five-point Likert scale, the spectrum of employee performance research responses will be displayed. The range runs from strongly disagree to strongly agree (Prabhaker, 2018). The items on this scale will assess respondents' perceptions of the organisational culture, organisational communication, and leadership style that influenced employee performance. Hence, an ordinal scale is used in this research.

3.6 Proposed Data Analysis Tool

SPSS Statistics is used as a data analysis tool (Andrew, 2008). As a data analysis application, SPSS statistics has various built-in features that are easy to use and

ideal for today's rapid huge data analysis. SPSS Statistics is important for analysing questionnaire data. SPSS Statistics can be utilised to test hypotheses and establish the relationship between two variables.

3.6.1 Descriptive Analysis

Descriptive analysis refers to the utilisation of multiple key data to characterise the entire data set. In terms of data analysis, descriptive data analysis is elementary. Frequency analysis, Comparative analysis, average analysis, cross-analysis, etc., are typical analysis approaches. Descriptive analysis necessitates a statistical description of the pertinent data for all variables of the survey population, primarily consisting of frequency analysis of data, concentration trend analysis of data, dispersion analysis of data, distribution of data, and a few fundamental statistical graphs (ResearchWithFawad, 2021). Due to there being two measurement scales used in the questionnaire, different descriptive analysis were developed to get more accurate data analysis. Frequency analysis and the percentage of the questionnaire data used to analysis for the demographic questions and the central tendencies of the variables. Other than that, mean were developed for each question of Section B.

3.6.2 Scale Measurement

In order to measure the reliability of the data, scale measurement analysis is used.

3.6.2.1 Reliability Test

This test relates to whether a series of questionnaire questions measure the same notion (Taber, 2018). Cronbach coefficient alpha is the most often utilised reliability indicator. In general, the consistency of items is connected to the measurement content, as indicated by Cronbach's. The internal consistency is stronger the greater the coefficient value (Taber, 2018). If the coefficient alpha value is larger than 0.7, the consistency between entries can be considered satisfactory. Cronbach coefficient alpha is used in this study to identify the dependability of the variables such as organisational culture, organisational communication, leadership style and employee performance in MNCs. Figure 3.1 below shows the reliability level of different Cronbach's alpha values.

Figure 3. 1: Coefficient of Cronbach's Alpha reliability level

No	Coefficient of Cronbach's Alpha	Reliability Level
1	More than 0.90	Excellent
2	0.80-0.89	Good
3	0.70-0.79	Acceptable
4	0.6-.69	Questionable
5	0.5-0.59	Poor
6	Less than 0.59	Unacceptable

Source: Zahreen Mohd Arof et al., 2018

3.6.3 Inferential Analysis

Inferential statistics is the study of how to infer the quantitative characteristics of a population from a sample. A small sample from a massive data set can be used to forecast, infer, and estimate the massive data set. Based on the description of the sample data, it produces probabilistic inferences about the unknown quantitative properties of the statistical population. It consists of two components: parameter estimation, or using

sample data to deduce the general features, and hypothesis testing, or using sample data to assess whether the overall hypothesis is true.

3.6.3.1 Pearson's Correlation Coefficient Analysis

The Pearson correlation coefficient measures the statistical link between two continuous variables. Because it is based on the covariance approach, it is considered to be the most accurate way of quantifying the relationship between variables of interest. It provides information regarding the strength and direction of the link or correlation (Statistics Solutions, 2021). It assigns a value between -1 and 1, where 0 indicates no correlation, 1 indicates a positivity correlation, and -1 indicates a negativity correlation (Nettleton, 2014).

3.6.3.2 Multiple Regression Analysis

The regression equation that statistically describes the linear dependency between a dependent variable and multiple independent variables is known as multiple linear regression or multiple regression for short. Multiple linear regression analysis mostly aids in determining whether or not a correlation exists between a number of particular variables (Indeed Editorial Team, 2021). Determine the proper mathematical expression between them if so. Moreover, multiple regression analysis facilitates factor analysis. Of the various variables that jointly affect a variable, for instance, determine which are primary factors, which are secondary factors, and what their connection is (Indeed Editorial Team, 2021). Multiple regression was used in this research to analyses the relationship between the independent variables such as organisational culture, leadership style, organisational communication and the dependent variable employee performance.

3.7 Conclusion

This chapter provides an in-depth analysis of the research methodology utilised for this study. The collected information from the disseminated surveys will subsequently be analysed with SPSS. The following chapter will provide an in-depth analysis of the research's findings.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

We will examine and analyse the findings of data gathering based on our research questions and hypotheses in this chapter. These data are generated from 200 questionnaires and evaluated using the software SPSS for statistical data analysis. SPSS analysis can yield the descriptive statistics, the scale measurement, and the inferential analysis.

4.1 Descriptive Analysis

SPSS's descriptive statistics function is mainly to provide a summary of statistics. Due to the difference in measurement scale, Descriptive Statistics is divided into two parts: Respondent Demographic and Central Dependencies Measurement of Construction.

4.1.1 Respondent Demographic

In Section A, the demographic characteristics of 200 respondents are defined. Section A of the questionnaire raises four questions. The questions asked to pertain to the respondent's age, gender, education level, and work experience.

4.1.1.1 Age

Table 4. 1: Descriptive Statistic of Age

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	37	18.5	18.5	100.0
	25-30 years old	60	30.0	30.0	30.0
	31-40 years old	40	20.0	20.0	50.0
	41-50 years old	41	20.5	20.5	70.5
	51-60 years old	19	9.5	9.5	80.0
	61 years old or above	3	1.5	1.5	81.5
	Total	200	100.0	100.0	

Source: Develop for the research

Figure 4. 1: Pie Chart of Respondent's Age

Source: Develop for the research

30
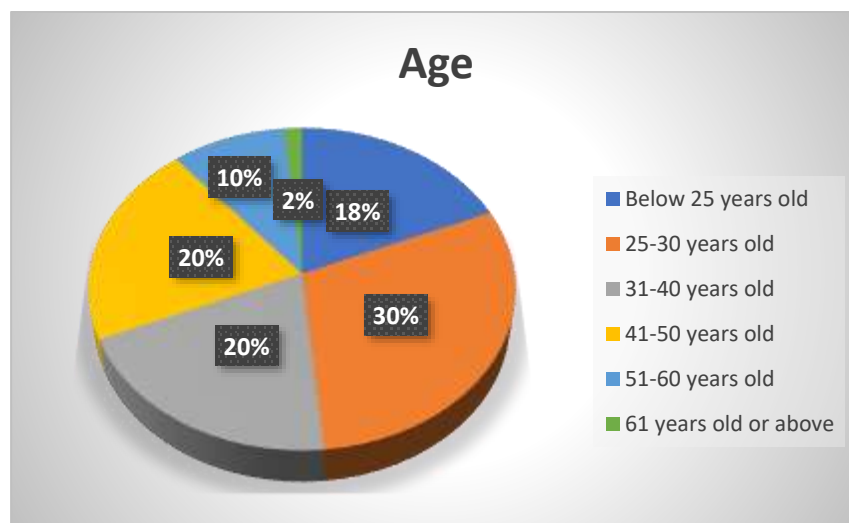
The ages of the participants are presented in Table and Figure 4.1. There are 37 respondents under the age of 25 accounting for 18.5% of the total, followed by 60 respondents between the ages of 25 and 30 accounting for 30% of the total, and finally 40 respondents between the ages of 31 and 40 accounting for 20% of the total. In addition, there are 41 respondents aged 41 to 50, representing 20.5% of the total, followed by 19 respondents aged 51 to 60, representing 9.5% of the total. And three respondents aged 60 and older, representing 1.5% of the total.

4.1.1.2 Gender

Table 4. 2: Descriptive Statistic of Gender

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	95	47.5	47.5	47.5
	Male	105	52.5	52.5	100.0
	Total	200	100.0	100.0	

Source: Develop for the research

Figure 4. 2: Pie Chart of Respondent's Gender
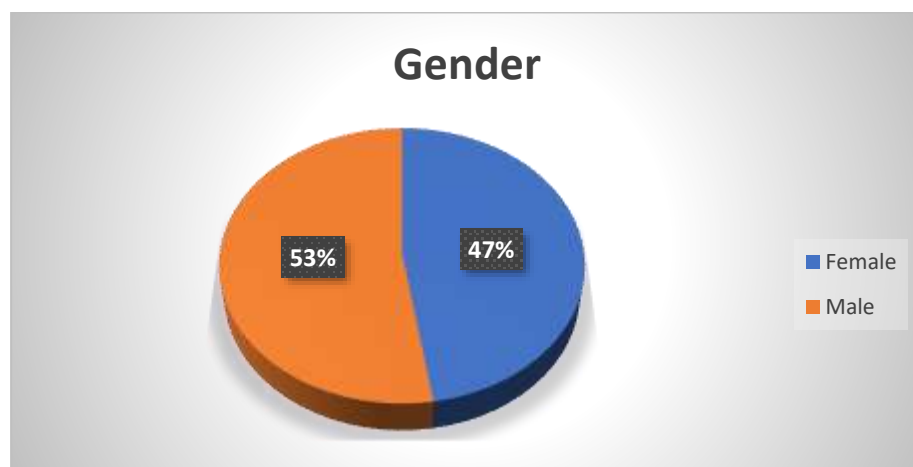
Source: Develop for the research

Table and Figure 4.2 reflect the gender of the respondents who participated in this research survey. There are 105 male respondents, representing 52.5% of the total, and 95 female respondents, representing 47.5% of the total.

4.1.1.3 Education Level

Table 4. 3: Descriptive Statistic of Education Level

	Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM or equivalent	27	13.5	13.5	100.0
	Foundation, Diploma or equivalent	42	21.0	21.0	72.5
	Bachelor's degree or equivalent	103	51.5	51.5	51.5
	Master's degree, PhD or equivalent	28	14.0	14.0	86.5
	Total	200	100.0	100.0	

Source: Develop for the research

Figure 4. 3: Pie Chart of Respondent's Education Level
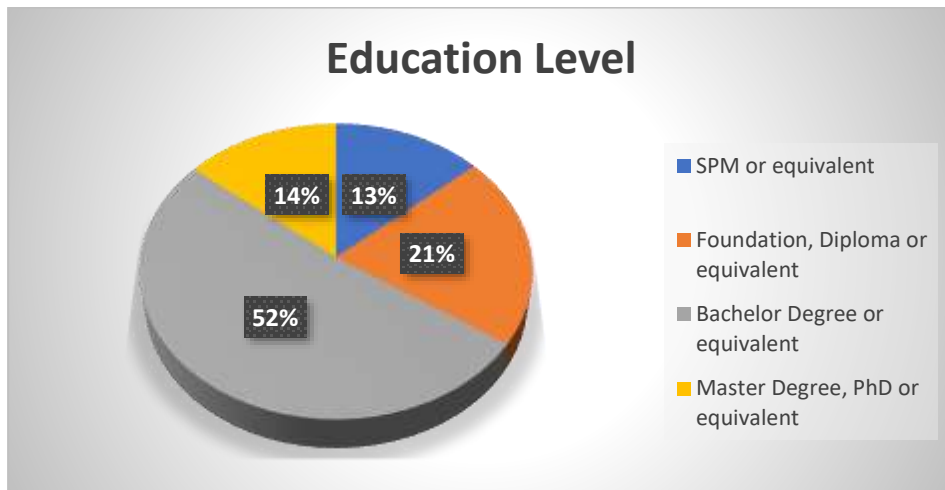
Source: Develop for the research

Table and Figure 4.3 illustrated the educational level of the 200 respondents. According to pie chart, the majority of respondents hold a Bachelor's degree, 103 out of 200 respondents which consist 51.5% of the total respondents. The respondent with the education level of Foundation, Diploma, or equivalent will comprise 21% which means 42 respondents of the total, followed by the Master's degree, Ph.D., or Equivalent holders consists of 14% which means 28 respondents of the total. Finally, 13.5% of responders which means 27 of the total, hold an SPM or similar education level.

4.1.1.4 Work Experience

Table 4. 4: Descriptive Statistic of Work Experience

	Work Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	32	16.0	16.0	100.0
	5-10 years	74	37.0	37.0	84.0
	11-15 years	58	29.0	29.0	29.0
	16 years and above	36	18.0	18.0	47.0
	Total	200	100.0	100.0	

Source: Develop for the research

Figure 4. 4: Pie Chart of Respondent's Work Experience
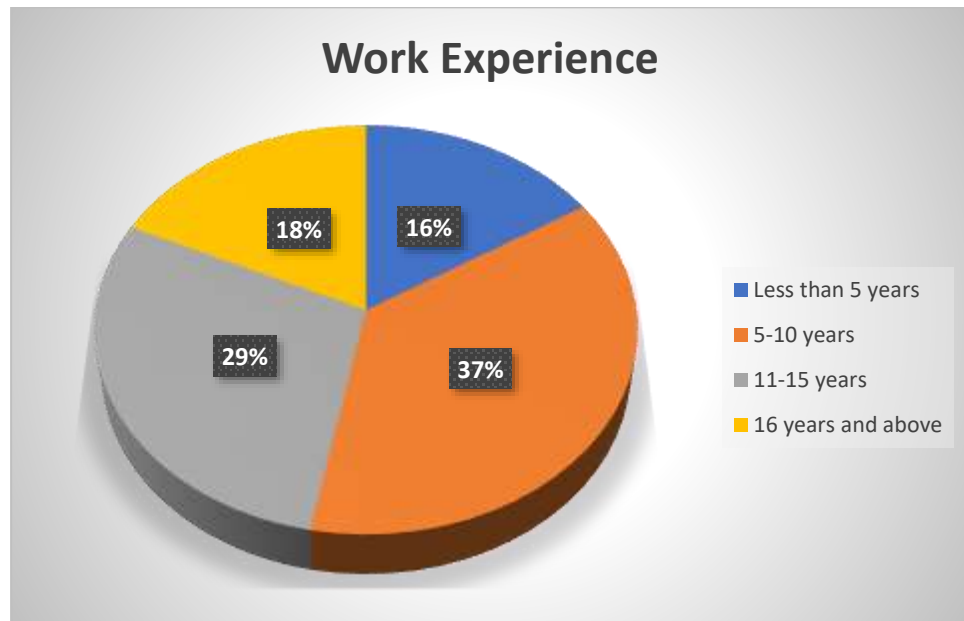
Source: Develop for the research

Table and Figure 4.4 illustrate the work experience of 200 respondents. The greatest proportion of responders with 5 to 10 years of work experience is 74, or 37% of the total. In addition, 58 respondents, representing 29% of the total, had 11 to 15 years of work experience. There are 36 responses, which

indicates 18% of the total respondents have work experience of 16 years or more. Finally, 32 respondents, or 16% of the total, had less than five years of work experience.

4.1.2 Central Tendencies Measurement of Construct

Section B used to measure the extent to which the 200 respondents indicate the relationship between organisational culture, organisational communication, and leadership style on employee performance in MNCs. Section B of the questionnaire raises thirty-two questions, each variable will have eight questions.

4.1.2.1 Organisational Culture

Table 4. 5: Descriptive Statistic of Organisational Culture

Organisational Culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
1. My colleagues and I are always polite to each others.	4.5	4.0	19.5	33.5	38.5	3.97
2. I believe that I should follow the company instructions.	4.0	6.5	18.5	35.5	35.5	3.92

3. I find my values and the company's values are very similar.	4.0	9.5	27.5	38.0	21.0	3.63
4. I feel free to suggest to the top management in this company.	8.0	6.5	24.0	25.0	36.5	3.76
5. I perform competently without pressure from my bosses.	4.5	8.0	21.0	32.5	34.0	3.83
6. I expected to have more individual responsibility for my job performance.	5.0	4.0	20.0	43.5	27.5	3.84
7. I am flexible and adaptable to the changing in the company.	5.5	7.5	22.0	28.0	37.0	3.84
8. I believe that I can influence or affect my work place through my ideas and involvement.	5.0	7.0	26.0	32.0	30.0	3.75

Source: Develop for the research

Figure 4. 5:Bar Chart of Organisational Culture Questions' Mean

Organisational Culture Questions' Mean

Question	Mean
QUESTION 1	3.97
QUESTION 2	3.92
QUESTION 3	3.63
QUESTION 4	3.76
QUESTION 5	3.83
QUESTION 6	3.84
QUESTION 7	3.84
QUESTION 8	3.75

Source: Develop for the research

Table and figure 4.5 displays the eight questions that comprise the first independent variable, organisational culture. The majority of respondents indicated, with the highest mean score of 3.97, that they and their co-workers are always courteous to each other, indicating a somewhat positive work environment. In contrast, the statement emphasising the similarity between respondent and company values has the lowest mean, 3.63.

4.1.2.2 Leadership Style

Table 4. 6: Descriptive Statistic of Leadership Style

Leadership Style	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean

1. My leader foster innovation thinking among followers in order to enhance the individual and group performance.	3.5	4.0	27.5	40.0	25.0	3.79
2. My leader has a clear common view of its final aims by encouraging the follower to reflect on past issues in new ways.	4.0	7.0	23.5	28.5	37.0	3.88
3. My leader is accessible, listen actively and respond to the people to promote organisational citizenship behavior and vision to induce the commitment to organisational goal.	5.0	5.5	24.5	31.0	34.0	3.84
4. My leader gives the subordinates what they want to exchange for their hard work to achieve company goal.	6.0	7.0	21.0	37.0	29.0	3.76
5. My leader boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above	4.5	5.0	25.0	31.0	34.5	3.86

expectation to improve company performance.						
6. My leader gives positive feedback and show his or her appreciates of subordinates to keep performance aligned with what is expected.	3.5	4.5	23.0	34.5	34.5	3.92
7. My leader actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake.	4.0	5.0	25.0	36.0	30.0	3.83
8. My leader links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance.	3.5	5.0	25.0	31.0	35.5	3.90

Source: Develop for the research

Figure 4. 6: Bar Chart of Leadership Style Questions' Mean

Leadership Style Questions' Mean

Question	Mean
QUESTION 1	3.79
QUESTION 2	3.88
QUESTION 3	3.84
QUESTION 4	3.76
QUESTION 5	3.86
QUESTION 6	3.92
QUESTION 7	3.83
QUESTION 8	3.9
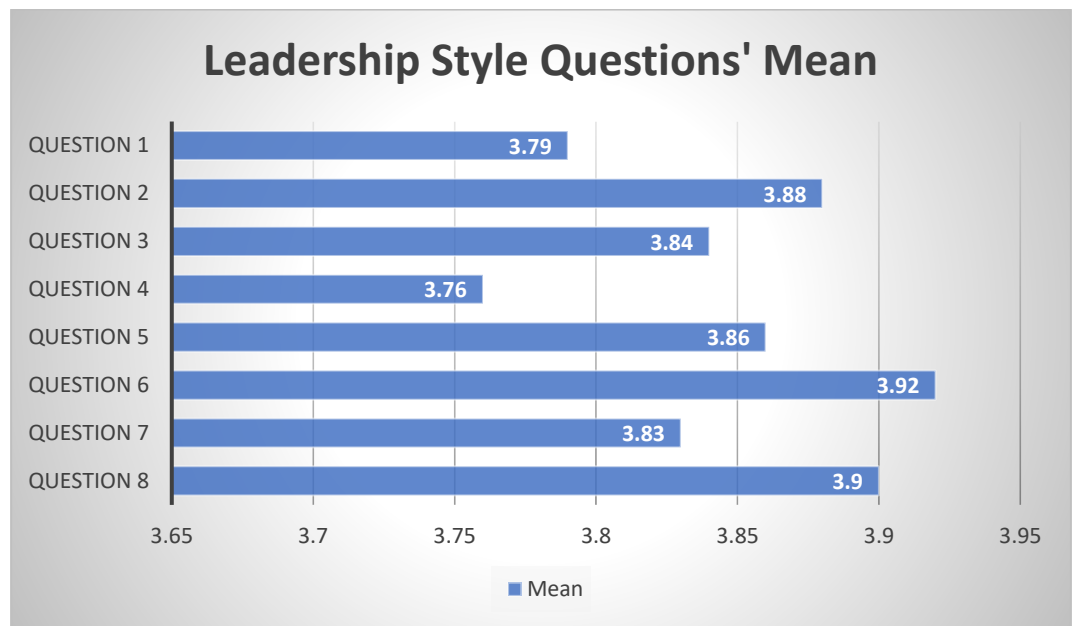
Source: Develop for the research

Table and figure 4.6 illustrated eight questions have been constructed for the independent variable leadership style. The highest mean is 3.92, indicating that the majority of respondents believe their leaders provide good comments and express appreciation for subordinates to keep performance in line with expectations. In contrast, the question about the leader providing subordinates what they desire in exchange for their hard work to fulfil the company's goal has the lowest mean of 3.76.

4.1.2.3 Organisational Communication

Table 4. 7: Descriptive Statistic of Organisational Communication

Organisational Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean

1. I get timely communication about the decisions of the different department in my company.	5.5	7.0	26.5	32.5	28.5	3.72
2. There is open communication in my company.	7.5	8.0	25.0	26.5	33.0	3.69
3. My company has good cross unit communication.	5.5	9.0	26.0	30.5	29.0	3.69
4. I can communicate job frustrations to my leader.	7.0	5.5	22.5	40.0	25.0	3.71
5. Management keeps employees up-to-date on recent developments that relate to the company's welfare.	5.0	9.5	24.0	33.5	28.0	3.70
6. My Company's communication makes me identify with it or feel a vital part of it.	5.5	7.0	26.0	35.5	26.0	3.70
7. Written directives and reports are always clear and concise.	6.0	7.5	25.0	27.0	34.5	3.77
8. Conflicts are handled appropriately through proper communication channels.	5.5	10.0	25.5	27.5	31.5	3.69

Source: Develop for the research

Figure 4. 7: Bar Chart of Organisational Communication Questions' Mean

Organisational Communication Questions' Mean

	Mean
QUESTION 1	3.72
QUESTION 2	3.69
QUESTION 3	3.69
QUESTION 4	3.71
QUESTION 5	3.7
QUESTION 6	3.7
QUESTION 7	3.77
QUESTION 8	3.69
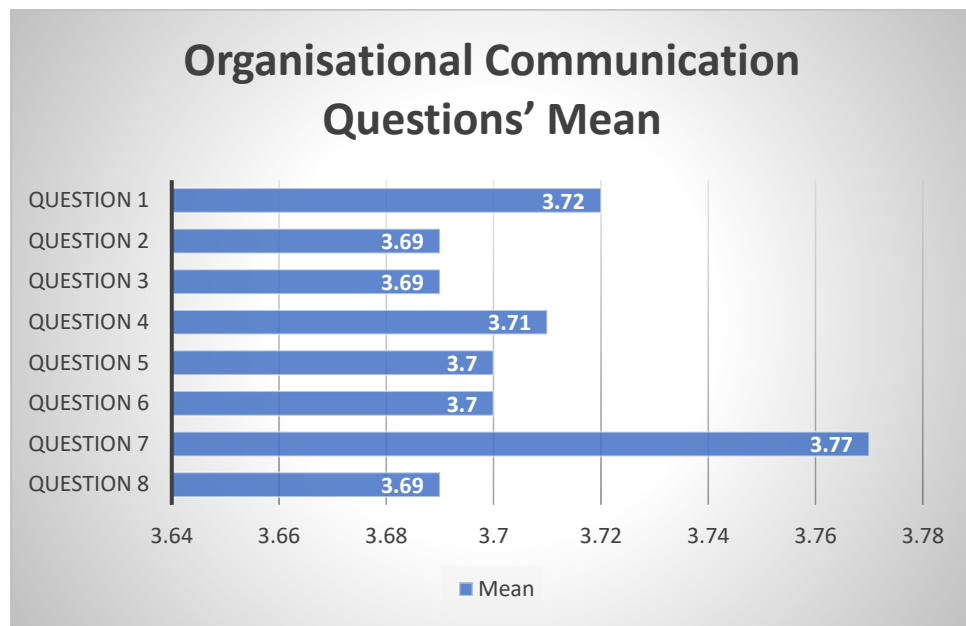
Source: Develop for the research

Eight questions created for the independent variable organisational communication based on Table and Figure 4.7. The highest mean is 3.77, indicating that the majority of respondents think that the written orders and reports of their organisation are always clear and straightforward. On the other hand, there are three questions with the lowest mean score of 3.69, such as the statement that there is open communication in the respondents' company, there is good cross-unit communication in the respondents' company, and conflicts are handled appropriately through the proper communication channels.

4.1.2.4 Employee Performance

Table 4. 8: Descriptive Statistic of Employee Performance

Employee Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
1. I use to maintain high standard of work.	4.0	6.0	21.5	42.0	26.5	3.81
2. I am capable of handling my assignments without much supervision.	4.0	4.0	24.5	32.0	35.5	3.91
3. I am very passionate about my work.	4.0	5.0	26.5	29.5	35.0	3.86
4. I know I can handle multiple assignments for achieving organisational goals.	4.5	5.5	24.0	36.0	30.0	3.81
5. I use to complete my assignments on time.	3.5	3.0	24.5	30.0	39.0	3.98
6. The quality of my work is much better in the past three months.	2.5	5.0	27.0	37.5	28.0	3.84
7. I was able to fulfil my responsibilities.	3.5	3.5	22.0	39.0	32.0	3.92
8. I worked towards the end result of my work.	3.5	4.5	20.0	35.5	36.5	3.97

Source: Develop for the research

Figure 4. 8: Bar Chart of Employee Performance Questions' Mean
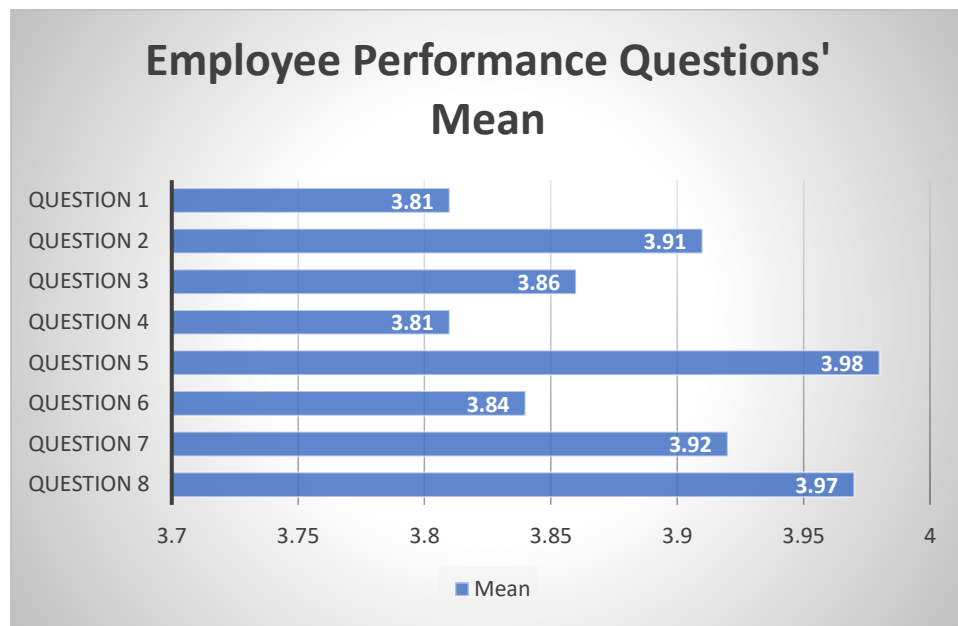
Source: Develop for the research

Table and Figure 4.8 showed the key employee performance findings. The question I use to complete my assignments on time has a mean value of 3.98 which is the highest mean value. On the other hand, there are two questions consisting of the lowest mean score of 3.81, such as the statement that the respondents think that they use to maintain a high standard of work and they know that they can handle multiple assignments for achieving organisational goals.

4.2 Scale Measurement

Reliability Test under scale measurement. The motive of a reliability test is to research, analyse, and evaluate the reliability of the questionnaire.

4.2.1 Reliability Test

Table 4. 9: Reliability Test of Research Variables

Variables	No. of Item	Cronbach's Alpha
Organisational Culture	8	0.839
Leadership Style	8	0.888
Organisational Communication	8	0.890
Employee Performance	8	0.869

Source: Develop for the research

Table 4.9 showed the results of the reliability analysis test for the dependent and independent variables. Each variable has a total of eight reliability test items. With an alpha value of 0.89, the independent variable Organisational Communication has the highest reliability of all variables, according to the SPSS reliability test. The leadership style independent variable has the second-highest Cronbach's Alpha at 0.888. With an alpha value of 0.839, Organisational Culture has the lowest alpha value among all variables. The alpha value of the dependent variable Employee Performance is 0.869. All variables' alpha values fall within the range of 0.81 to 0.95. Variables that fall between 0.81 and 0.95 on the Cronbach's Coefficient alpha scale suggest an exceptionally high level of reliability.

4.3 Inferential Analysis

Inferential Analysis includes Pearson Correlation Coefficient Analysis, Multiple Regression Analysis and test of significance.

4.3.1 Pearson Correlation Coefficient Analysis

Table 4. 10: Pearson Correlation Coefficient Analysis

**. Correlation is significant at the 0.01 level (2-tailed).

Organisational Culture	Pearson Correlation	1	.721**	.757**	.769**	.810**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	200	200	200	200	200
Leadership Style - Transformational	Pearson Correlation	.721**	1	.732**	.766**	.699**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	200	200	200	200	200
Leadership Style - Transactional	Pearson Correlation	.757**	.732**	1	.773**	.701**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	200	200	200	200	200
Organisational Communication	Pearson Correlation	.769**	.766**	.773**	1	.729**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	200	200	200	200	200
Employee Performance	Pearson Correlation	.810**	.669**	.701**	.729**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	200	200	200	200	200

Source: Develop for the research

Table 4.10 displays the results of the Pearson Correlation between the independent variables organisation culture, leadership style, and organisational communication and the dependent variable employee performance.

The relationship between employee performance and organisational culture is significant. The p-value, which is less than 0.001, is less than the value of 0.05. The correlation coefficient of 0.81 demonstrates that organisational culture strongly influences employee performance.

Leadership style and employee performance are closely associated. The p-value, which is less than 0.001, is less than the value of 0.05. The correlation coefficient of 0.669 and 0.701 indicates that both transformational and transactional leadership style have a substantial effect on employee performance.

The relationship between employee performance and organisational communication is significant. This can be proved by the p-value, which is less than 0.001, which is lesser than the value of 0.05. With a correlation

coefficient of 0.729, organisational communication has a substantial impact on employee performance.

4.3.2 Multiple Regression Analysis

Table 4. 11: Multiple Regression Analysis- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830[a]	.689	.682	.42064

a. Predictors: (Constant), Organisational Communication, Organisational Culture, Leadership Style

Source: Develop for the research

Table 4.11 illustrated R-value at 0.83 and Adjusted R squared value showed 0.682. This indicates that independent variables such as organisational culture, leadership style, and organisational communication in MNCs account for 68.2% of the variance in employee performance.

Table 4. 12: Multiple Regression Analysis- ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.272	4	19.068	107.766	<.001[b]
	Residual	34.503	195	.177		
	Total	110.775	199			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organisational Communication, Organisational Culture, Leadership Style

Source: Develop for the research

Table 4.12 stated the F value of 107.766 is significant at P<0.001. Thus, the overall regression model including the independent variables of organisational culture, organisational communication, and leadership style can influence employee performance in MNCs.

Table 4. 13: Multiple Regression Analysis- Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.709	.158		4.499	<.001
	Organisational Culture	.541	.068	.552	7.902	<.001
	Leadership Style - Transformational	.049	.057	.059	.867	.387
	Leadership Style - Transactional	.088	.063	.099	1.399	.163
	Organisational Communication	.158	.065	.182	2.426	.016

Source: Develop for the research

According to table 4.13, organisational culture is the most influential independent variable with a Beta value of 0.552, followed by organisational communication with a value of 0.182. The transactional leadership style has the Beta value of 0.099. The transformational leadership style has the lowest Beta value of the independent variables, at 0.059.

The equation for multiple regression is as follows:

Employee Performance = 0.709 + 0.541 (Organisational Culture) + 0.158 (Organisational Communication) + 0.088 (Leadership Style - Transactional) + 0.088 (Leadership Style - Transformational)

4.3.3 Test of Significant

Two different inferential analysis methods (Pearson Correlations Coefficient and Multiple Regression) were used in this research to test hypothesis, resulting in differences in the results. Therefore, this research will finally test the hypothesis based on Pearson Correlation Correlations.

Hypothesis 1

H1: There is a significant relationship between organisational culture and employee performance in MNCs.

Accept H1 if P-value < 0.05.

Based on table 4.10, the significant value for organisational culture is <0.001. The value is less than the P-value of 0.05. Therefore, H1 is accepted. There is a significant relationship between organisational culture and employee performance in MNCs.

Hypothesis 2

H1: There is a significant relationship between leadership style and employee performance in MNCs.

Accept H1 if P-value < 0.05.

Based on table 4.10, the significant value for leadership style (transformational and transactional) is <0.001. The value is less than the P-value of 0.05. Therefore, H1 is accepted. There is significant relationship between leadership style (transformational and transactional) and employee performance in MNCs.

Hypothesis 3

H1: There is a significant relationship between organisational communication and employee performance in MNCs.

Accept H1 if P-value < 0.05.

Based on table 4.13, the significant value for organisational communication is <0.001. The value is less than the P-value of 0.05. Therefore, H1 is accepted. There is a significant relationship between organisational communication and employee performance in MNCs.

4.4 Conclusion

In this chapter, descriptive analysis, scale measurement, and inferential analysis are discussed. This research supported two of the hypotheses which are organisational culture and organisational communication which have a significant relationship, but the hypothesis of leadership style has not been supported. The final chapter will include a summary of the major findings, implications and limitations of the study and recommendations for future research.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

We will focus on the summary of chapter 4's most significant findings in this chapter. In addition, the consequences of the study will be discussed to conclude the research in this chapter. Moreover, this chapter includes a discussion of the limitations of this study and suggestions for further research.

5.1 Discussion of Major Findings

5.1.1 Summary of Descriptive Analysis

5.1.1.1 Respondent Demographic

Four demographic questions have been asked in questionnaire Section A. There are a total of 200 participants in this study. 52.5% of the 200 responders were male and 47.5% were female. 30% of the respondents were between the ages of 25 and 30, 20.5% were between the ages of 41 and 50, and the remaining 20% were between the ages of 31 and 40. Moreover, there are 18.5% of respondents under the age of 25. The fewest respondents were between the ages of 51 and 60 and over 61, with 9.5% and 1.5% respectively. In terms of work experience, 37% of respondents had 5 to 10 years of work experience, 29% of respondents had 11 to 15 years of work experience, 18% of respondents had more than 16 years of work experience, and 16 % of respondents had less than 5 years of work experience. Regarding educational level, 51.5% of respondents hold a bachelor's degree. 21 % of respondents with a foundation and diploma, followed by 14 % of

respondents with a Master's degree or Ph.D. and 13.5% of respondents with SPM.

5.1.2 Summary of Scale Measurement

5.1.2.1 Reliability Test

Table 4.9 presented the results of the reliability analysis test evaluated by Cronbach Alpha for the dependent and independent variables. Each variable has a total of eight reliability test items. Organisational Culture has an alpha value of 0.839, Leadership Style has an alpha value of 0.888, Organisational Communication has an alpha value of 0.89 and lastly Employee Performance has an alpha value of 0.869. All variables' alpha values that developed in this research are within the range of 0.81 to 0.95 which means these variables have a high level of reliability.

5.1.3 Summary of Inferential Analysis

5.1.3.1 Pearson Correlation Coefficient Analysis

Table 4.10 presented the results of the Pearson Correlation Coefficient between the variables in the research. The P-value of all variables is less than 0.001 compared to the 0.05 alpha value. Moreover, all variables' correlation coefficient is more than 0.7 which indicates these variables have a strong impact on employee performance.

5.1.3.2 Multiple Regression Analysis

Table 4.11 presented that all variables have a 68.2% variance in employee performance. Besides that, Table 4.12 showed that the F value is significant which means all variables have an impact on employee performance. Other than that, Table 4.13 conclude the equation for multiple regression in this research: Employee Performance = 0.709 + 0.541 (Organisational Culture) +0.158 (Organisational Communication) + 0.138 (Leadership Style)

5.1.3.3 Test of Significant

Table 5. 1: Result of the Research Hypothesis

This Result is based on the Pearson Correlation Coefficient Analysis.

Hypotheses	Pearson Correlation	Significant Level	Result
H1: There is a significant relationship between organisational culture and employee performance in MNCs.	.810**	<0.001	Supported
H2: There is a significant relationship between leadership style (Transformational) and employee performance in MNCs.	.669**	<0.001	Supported
H2: There is a significant relationship between leadership style (Transactional) and employee performance in MNCs.	.701**	<0.001	Supported

H3: There is a significant relationship between organisational communication and employee performance in MNCs.	.729**	<0.001	Supported

Source: Develop for the research

From Table 5.1 indicates that all of the hypotheses were supported in this research based on Pearson Correlation Coefficient Analysis. This is due to all P-value of the variables are <0.001. The hypotheses of that organisational culture, transformational leadership style, transactional leadership style, organisational communication have a significant relationship with employee performance in MNCs were supported as their P-value is lower than the significant value of 0.05. All independent variables in this research have a positive relationship with employee performance and the correlation is significant at the 0.01 level (2-tailed). Besides that, the R value of all independent variables are in the range of 0.5 to 1.0 which indicates these variables have a strong impact on employee performance.

MNCs can emphasize on the organisational culture as it has the highest R value which is 0.810 followed by organisational communication 0.669. Transactional Leadership Style has 0.729 R value and Transformational Leadership style has 0.701 R value.

5.2 Implications of the Study

This research aims to demonstrate that organisational culture, organisational communication, and leadership style are the determinants of employee performance in MNCs. According to the survey, organisational culture, leadership style organisational communication are influential elements on employee performance in MNCs.

This study assists MNCs executives in understanding the elements that influence employee performance and suggests that they should emphasize on organisational culture, communication and leadership style in order to increase employee performance. This can mitigate the effects of company culture, communication, and human resource issues on employee performance.

This research showed that the association between employee performance and organisational culture is strong. The organisational culture of a corporation can alter and enhance the performance of its employees. The management of MNCs is cautioned to prioritise people while building organisational culture and cultivating a positive organisational culture to enhance the company's competitive edge in the market.

Also, a positive correlation exists between employee performance and organisational communication. To boost employee performance, managers should modify the organization's communication medium in real-time. By utilising the feedback system, managers can maximise the organization's effectiveness and efficiency by enhancing the style of effective organisational communication. A good organisational communication model can enhance the performance of MNCs' employees.

Besides that, Pearson Correlations Coefficient Analysis showed that there is significant relationship between the leadership style (transformational and transactional) and employee performance. Therefore, MNCs can emphasize in these leadership style to boost its employee performance. MNCs can improve organisational atmosphere and performance by changing its leadership style.

Lastly, this research also fills the research gap as there are limited research based on employee performance in MNCs. This provide reference for other researcher that study on employee performance in MNCs.

5.3 Limitations of the Study

5.3.1 Sample Size and Target Population

The limitation of this research is its sample size. First, the sample size is insufficient for this investigation. Due to time constraints, it is impossible to obtain sufficient samples throughout the sampling process, which may result in inaccurate results. Most MNCs will filter out the emails sent by the researcher, which leads to limited responses participating in this survey. Other than that, the findings of this research may not be applicable to MNCs in all sectors, as techniques for measuring employee performance vary by industry.

5.3.2 Consideration of Other Variables

There are other variables that may be considered which to affect the employee performance of MNCs. Based on Table 4.11 of the model summary, the square value of R is 0.689, indicating that organisational culture, organisational communication, and leadership style account for only 68.2% of the employee performance impact. Some other variables may be one of the internal factors that affect employee performance in MNCs, such as training and development, the safety of a workplace, the working environment and others.

5.4 Recommendations for Future Research

5.4.1 Specify Target Population and Enlarge Sample Size

Due to time constraints, it is difficult to acquire a sufficient sample size. Longitudinal research can be used to examine this topic. Researchers have ample time to contact global corporations and convince them to allow employees to participate in this research. This can remedy the issue of a small sample size. In addition, due to different industries having different methods for measuring employee performance, future research can target specific fields or business types. This can prevent data deviations resulting from varying business types or fields.

5.4.2 Consider and Construct More Variables

As the transformational and transactional leadership style has been ruled out as a factor affecting employee performance in MNCs based on multiple regression analysis, the researcher can identify more precisely which leadership style will affect employee performance in MNCs. In addition, it is stated in the research's limitations that the independent variables in this research account for 68.2% of the employee performance impact. Hence, future research can examine more internal aspects, making this research more comprehensive and enabling MNCs to comprehend how to enhance employee performance more efficiently.

5.5 Conclusion

As a result, the objective of this study to examine the relationship between organisational culture, organisational communication, and leadership style and employee performance, has been accomplished. In addition, the research question posed in this study has been addressed, namely whether organisational culture, organisational communication, and leadership style influence the employee performance of MNCs. In a nutshell, we can determine the restriction of this study

and offer a foundation for the future research by analysing the research outcomes and proposing more realistic recommendations.

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APPENDICES

Appendix 3.1: Source of Measurement

Constructs	Source(s)	Questionnaire	Modified Questionnaire
Organisational Culture	Arinanye, R.T. (2015). ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE AT THE COLLEGE OF COMPUTING AND INFORMATION SCIENCES (CoCIS), MAKERERE UNIVERSITY, KAMPALA - UGANDA.	1. We are always polite to one another	1. My colleagues and I are always polite to one another
		2. Employees in this College believe they should do what they are told	2. I believe that I should follow the company instructions
		3. I find my values and the College's values are very similar.	3. I find my values and the company's values are very similar
		4. Workers feel free to voice innovative suggestions to top management in this College	4. I feel free to suggest to the top management in this company
		5. Workers perform competently without pressure from their bosses	5. I perform competently without pressure from my bosses
		6. I am expected to	6. I expected to have more individual responsibility

		have more individual responsibility for my job performance	for my job performance
		7. Employees are flexible and adaptable when changes are necessary	7. I am flexible and adaptable to the changing in the company
		8. Employees believe they can influence or affect their work place through their ideas and involvement	8. I believe that I can influence or affect my work place through my ideas and involvement
Leadership Style	Toong, H. S., Whee, Y. W., VASUDEVAN, A., & POA, Y. L. (2022). THE INFLUENCE OF LEADERSHIP STYLE ON COMPANY PERFORMANCE IN FOOD AND BEVERAGE SERVICE INDUSTRY OF MALAYSIA. *ResearchGate*, *17*(108), 12–31. https://doi.org/10.5281/zenodo.6955618	1. My supervisor foster innovation thinking among followers in order to enhance the individual and group performance	1. My leader foster innovation thinking among followers in order to enhance the individual and group performance
		2. My supervisor has a clear common view of its final aims by encouraging the follower to reflect on past	2. My leader has a clear common view of its final aims by encouraging the follower to reflect on past

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		issues in new ways	issues in new ways
		3. My supervisor is accessible, listen actively and respond the people to promote organisational citizenship behaviour and vision to induce the commitment to organisational goal	3. My leader is accessible, listen actively and respond to the people to promote organisational citizenship behaviour and vision to induce the commitment to organisational goal
		4. My supervisor gives the subordinates what they want to exchange for their hard work to achieve company goal	4. My leader gives the subordinates what they want to exchange for their hard work to achieve company goal
		5. My supervisor boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve	5. My leader boosts followers' morale by rewarding individuals with praise or recognition when they performed at or above expectation to improve company performance

		company performance	
		6. My supervisor gives positive feedback and show his or her appreciates of subordinates to keep performance aligned with what is expected	6. My leader gives positive feedback and show his or her appreciates of subordinates to keep performance aligned with what is expected
		7. My supervisor actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake	7. My leader actively monitors the work of their subordinates, watch for deviations from rules and standard and take corrective action to prevent mistake
		8. My supervisor links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for	8. My leader links the goal to rewards, clarify expectation, provide necessary resources and set mutually agreed upon goal for successful performance

		successful performance	
Organisational Communication	Arinanye, R.T. (2015). ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE AT THE COLLEGE OF COMPUTING AND INFORMATION SCIENCES (CoCIS), MAKERERE UNIVERSITY, KAMPALA - UGANDA.	1. I get timely communication about the decisions of the different organs in this College	1. I get timely communication about the decisions of the different department in my company
		2. There is open communication in this College	2. There is open communication in my company
		3. This College has good cross unit communication	3. My company has good cross unit communication
		4. I can communicate job frustrations to my supervisor	4. I can communicate job frustrations to my leader
		5. Management keeps employees up-to-date on recent developments that relate to the College's welfare	5. Management keeps employees up-to-date on recent developments that relate to the company's welfare

		6. The College's communication makes me identify with it or feel a vital part of it	6. My Company's communication makes me identify with it or feel a vital part of it
		7. Written directives and reports are always clear and concise	7. Written directives and reports are always clear and concise
		8. Conflicts are handled appropriately through proper communication channels	8. Conflicts are handled appropriately through proper communication channels
Employee Performance	1. Pradhan, R. K., & Jena, L. K. (2016). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. https://doi.org/10.1177/2278533716671630	1. I use to maintain high standard of work	1. I use to maintain high standard of work
		2. I am capable of handling my assignments without much supervision	2. I am capable of handling my assignments without much supervision
	2. Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A. J., & de Vet, H. C. (2012). Development of an individual work	3. I am very passionate about my work	3. I am very passionate about my work

	performance questionnaire. *International Journal of Productivity and Performance Management*, *62*(1), 6–28. https://doi.org/10.1108/17410401311285273	4. I know I can handle multiple assignments for achieving organisational goals	4. I know I can handle multiple assignments for achieving organisational goals
		5. I use to complete my assignments on time	5. I use to complete my assignments on time
		6. How do you rate your quality of work in the past three months	6. The quality of my work is much better in the past three months
		7. I was able to fulfil my responsibilities	7. I was able to fulfil my responsibilities
		8. I worked towards the end result of my work	8. I worked towards the end result of my work

Appendix 3.2: Questionnaire

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1.   Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes:

   a) Name
   b) Identity card
   c) Place of Birth
   d) Address
   e) Education History
   f) Employment History
   g) Medical History
   h) Blood type
   i) Race
   j) Religion
   k) Photo
   l) Personal Information and Associated Research Data

2.   The purposes for which your personal data may be used are inclusive but not limited to:

   a) For assessment of any application to UTAR
   b) For processing any benefits and services
   c) For communication purposes
   d) For advertorial and news
   e) For general administration and record purposes
   f) For enhancing the value of education
   g) For educational and related purposes consequential to UTAR
   h) For replying any responds to complaints and enquiries
   i) For the purpose of our corporate governance
   j) For the purposes of conducting research/ collaboration

3.   Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4.   Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

5.   UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

6.   By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

7.   If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

Firm and internal environmental factors that affect employee performance in MNCs.

Dear Respondents,

I am Lim Sze Huey, a final year undergraduate student of BACHELOR OF INTERNATIONAL BUSINESS (Hons) from University Tunku Abdul Rahman (UTAR) Sungai Long Campus. I would like to invite you to participate in my final year project survey. The purpose of this survey is to study the firm and internal environmental factors that affect employee performance in MNC.

This survey form includes two (2) sections, which are Section A and Section B. Section A will be used to identify respondents' demographic background and Section B will be used to measure the extent which respondents indicate
the relationship between organisational culture, organisational communication, leadership style on employee performance in MNC. The estimated time to complete for this survey form is 5 to 10 minutes. Your responses will be kept confidential and only for academic research purpose only. Your participation is truly appreciated. Please do not hesitate to contact me if you have any inquiries. Thank You.

*Required

Section A: Demographic Section

In this section, kindly fill up your personal details and answer all questions accordingly.

1. Age *

    Mark only one oval.

    ◯ Below 25 years old

    ◯ 25-30 years old

    ◯ 31-40 years old

    ◯ 41-50 years old

    ◯ 51-60 years old

    ◯ 61 years old or above

2. Gender *

Mark only one oval.

⬭ Male

⬭ Female

3. Education Level *

Mark only one oval.

⬭ SPM or equivalent

⬭ Foundation, Diploma or equivalent

⬭ Bachelor Degree or equivalent

⬭ Master Degree, PhD or equivalent

4. Work Experience *

Mark only one oval.

⬭ Less than 5 years

⬭ 5-10 years

⬭ 11-15 years

⬭ 16 years and above

Section B Independent Variables and Dependent Variable

This section will be used to measure the extent which respondents indicate the
relationship between organisational culture, organisational communication, leadership
style and employee performance in MNCs.

Independent Variable: Organisational Culture
The following questions are aimed at helping you
assess your perceptions of the organisation culture of your company. Please indicate the level of
opinion with each of the following statements by choosing the most appropriate in describing
your personal view.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

5.   1. My colleagues and I are always polite to each others. *

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

6.   2. I believe that I should follow the company instructions. *

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

78

7.   3. I find my values and the company's values are very similar. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

8.   4. I feel free to suggest to the top management in this company. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

9.   5. I perform competently without pressure from my bosses. *

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

10.   6. I expected to have more individual responsibility for my job performance. *

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

11.   7. I am flexible and adaptable to the changing in the company. *

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

12. 8. I believe that I can influence or affect my work place through my ideas and   *
involvement.

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

Independent Variable: Leadership Style
The following questions are aimed at helping you assess your perceptions
of the leadership style of your immediate leader. Please
indicate the level of opinion with each of the following statements by choosing
the most appropriate in describing your personal view.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree,
5=Strongly Agree)

82

13.   1. My leader foster innovation thinking among followers in order to enhance the *
       individual and group performance.

Mark only one oval.

Strongly Disagree

1 ○

2 ○

3 ○

4 ○

5 ○

Strongly Agree

14.   2. My leader has a clear common view of its final aims by encouraging the   *
       follower to reflect on past issues in new ways.

Mark only one oval.

       Strongly Disagree

    1   ◯

    2   ◯

    3   ◯

    4   ◯

    5   ◯

       Strongly Agree

84

15.   3. My leader is accessible, listen actively and respond to the people to   *
      promote organisational citizenship behavior and vision to induce the
      commitment to organisational goal.

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

16.   4. My leader gives the subordinates what they want to exchange for their hard *
       work to achieve company goal.

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

17.   5. My leader boosts followers' morale by rewarding individuals with praise or   *
      recognition when they performed at or above expectation to improve company
      performance.

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

18.   6. My leader gives positive feedback and show his or her appreciates of   *
       subordinates to keep performance aligned with what is expected.

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

19. 7. My leader actively monitors the work of their subordinates, watch for   *
     deviations from rules and standard and take corrective action to prevent
     mistake.

     Mark only one oval.

           Strongly Disagree

     1   ⬭

     2   ⬭

     3   ⬭

     4   ⬭

     5   ⬭

           Strongly Agree

20. 8. My leader links the goal to rewards, clarify expectation, provide necessary *
     resources and set mutually agreed upon goal for successful performance.

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

Independent Variable: Organisational Communication
The following questions are aimed at helping you assess your perceptions
of the organisation communication of your company. Please
indicate the level of opinion with each of the following statements by choosing
the most appropriate in describing your personal view.

(1=Strongly Disagree, 2=Disagree, 3=Neutral or Disagree, 4=Agree,
5=Strongly Agree)

21.   1. I get timely communication about the decisions of the different department   *
       in my company.

Mark only one oval.

        Strongly Disagree

    1   ◯

    2   ◯

    3   ◯

    4   ◯

    5   ◯

        Strongly Agree

91

22.   2. There is open communication in my company. *

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

23.   3. My company has good cross unit communication. *

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

4/9/23, 2:49 AM

Firm and internal environmental factors that affect employee performance in MNCs.

24.   4. I can communicate job frustrations to my leader. *

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

25. 5. Management keeps employees up-to-date on recent developments that   *
     relate to the company's welfare.

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

26.   6. My Company's communication makes me identify with it or feel a vital part   *
       of it.

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

27.   7. Written directives and reports are always clear and concise. *

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

28.   8. Conflicts are handled appropriately through proper communication   *
       channels.

Mark only one oval.

Strongly Disagree

1   ⬭

2   ⬭

3   ⬭

4   ⬭

5   ⬭

Strongly Agree

Dependent Variable: Employee Performance
This part of the survey form contains a set of questions focused on
helping you assess your performance at your job in the company. You are
requested to assess yourself using each question, indicating your
self-assessment of your own performance.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree,
5=Strongly Agree)

29.   1. I use to maintain high standard of work. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

30.   2. I am capable of handling my assignments without much supervision. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

31.   3. I am very passionate about my work. *

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

32.   4. I know I can handle multiple assignments for achieving organisational *
goals.

Mark only one oval.

Strongly Disagree

1   ◯

2   ◯

3   ◯

4   ◯

5   ◯

Strongly Agree

100

33. 5. I use to complete my assignments on time. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

34. 6. The quality of my work is much better in the past three months. *

Mark only one oval.

Strongly Disagree

1 ⬭

2 ⬭

3 ⬭

4 ⬭

5 ⬭

Strongly Agree

101

35.   7. I was able to fulfil my responsibilities. *

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

36.   8. I worked towards the end result of my work. *

Mark only one oval.

Strongly Disagree

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Strongly Agree

Thank you for taking your time to complete this survey.

Your response has been recorded.

Google Forms