

A STUDY OF NUFFNANG'S ORGANIZATIONAL CULTURE AND ITS IMPACT ON EMPLOYEES' PRODUCTIVITY

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ABSTRACT

This study aims to understand the organizational culture in Nuffnang and assess its impact on employees' productivity. There are several types of culture found from other literatures and researches that provide a framework on improving employees' productivity. The relationship between Nuffnang's organizational culture and its employees' productivity was investigated based on two methods, questionnaire survey and interview. A total of 62 questionnaires was collected from the employees of Nuffnang and three employees were interviewed. The research showed a positive relationship between organizational culture and productivity which helps business performances in the long run.

1.0 Introduction

With more than 150,000 registered bloggers in 2010, Nuffnang has become one of Asia's first and leading blog advertising community with the aim of bringing both bloggers and advertisers together (MSN News, 2011). Like Google, Nuffnang also promotes organizational culture that boosts creativity and productivity among employees in the long run to increase business performances. Culture in different organization has its own uniqueness and it is not easy to capture the meaning or definition of an organizational culture by solely depending on a single perspective. In the organizational behavior review, a few definitions of organizational culture have been discussed such as (R. Kilmann, 1985) defined organizational culture with eight dimensions as "the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms" that knit an organization together. The personality of an organization can be clearly seen through its culture. According to (Deal, 1986), organizational culture is "the human invention that creates solidarity and meaning and inspires commitment and productivity. The broad definition of organizational culture comprised many important concepts of organizational culture which involve the environment of the organization, the set of shared values and beliefs among employees, the way an organization treats its employees, employees' behaviors and so forth. Despite the diversity of the definitions, organizational culture which is also sometimes known as corporate culture (Daft, 2010) focuses on four main aspects which are adaptability culture, involvement culture, consistency culture and mission (achievement) culture.

Adaptability culture measures the organization ability to respond to changes of the business environment and to making high risk decisions. Organization which adapts this culture encourages its employees to take risks and make changes in improving business performances.

Involvement culture emphasizes the participation of employees to organizational needs where they highly value team orientations that help to enhance cooperation, togetherness and commitment within employees.

The consistency culture focuses more on organization's core value such as coordination and integration. It creates a stable environment for the organization where it coordinates the top management's arrangement which increases productivity and business performances.

Mission culture is also known as achievement culture that concerns the organization's strategic goals and mission which are vital to improve employees' productivity and business performances.

Above all, the powerful force that holds an organizational culture is its employees; however each employee has his very own attitudes and characteristics. In order to achieve a new desired employee's behavior, organizational culture must be well implemented in an organization. This is to ensure that an organization manage to respond to changes that may influence the performance of employees which will lead to higher or lower productivity. Therefore, it is important and also the responsibility of an organization to instil positive cultural value of its organizational culture to create unity among its employees as it will deeply affect the productivity of that particular organization in future.

2.0 Literature Review

According to (Golnaz Sadri, Brian Lees, 2010), corporate culture has turned out to be an important competitive advantage in the last two decades in the business industry. Although corporate culture seems to be an intangible concept, it manages to affect a corporation by influencing the employees and business operations. The varieties of people personalities that come from different ethnic and cultural inheritance especially in Malaysia which is well known as a multicultural country has shaped a diverse range of corporate cultures. These people from different backgrounds brought together established a significant culture in the working environment. Organizational culture can be characterized into four different cultural traits as identified by (Denison, 1990) where improved business performances consist of adaptability, consistency, involvement and mission (achievement). These corporate cultures set an alignment that provides a framework that is able to increase employees' productivity and business performances. With this, it promotes effectiveness and creativity of employees to excel when dealing with certain cultures.

Organizations adopt suitable cultural traits to enable them to compete and sustain in the long run. An organization that is able to respond to changes from threats and opportunities in the environment usually adopts adaptability culture. (Felix Mavondo, Mark Farrell, 2003) stated that consistency culture creates coordination horizontally and vertically in the organization that enhances productivity to improve business performances. Involvement culture, on the other hand, engages in giving employees more autonomy in decision making and empowerment catering to more commitment and better performance (Paul F. Rotenberry, Philip J. Moberg, 2007). Another cultural trait is the mission culture which is also known as the achievement culture. It clearly describes the organizational mission and

vision to employees that extensively improves work productivity in achieving the organizational goals and objectives.

Employees that manage to identify the culture of the organization can eventually bring significant practices among employees like shared information between colleagues, team-oriented and increased interaction within employees which lead to continuous improvement and increased level of productivity (Golnaz Sadri, Brian Lees, 2010). Past studies by authors like (Terry Deal, Allan Kennedy, 1982) and (Peters T, Waterman R., 1982) took on the approach where they argued that an organization that adopted a common culture would result in an excellent performance. Therefore, an organizational culture that is built in different ways which are difficult to imitate severely impacts on employees' performance and productivity.

As mentioned by (Roelofsen, 2002) productivity is the state where people produce results with the least effort. The improvement in employees can be due to several reasons such as working hours, absenteeism and stress level. However, research has proven that employees' productivity can be greatly influenced by the working environment. The workplace can be viewed as an intrinsic job factor, contributing to engagement and hence, greater productivity. On top of that, having high expectation towards workplace innovation will definitely lead to better efficiency, performance and employees which directly gear up the level of productivity (Voordt, 2003). A flexible workplace is often aimed to increase effectiveness, greater satisfaction, more pleasure in working and more flexibility. The most important factor for employees is to achieve goals and find pleasure in their work. The common opinion reveals that transparent walls, communication, information sharing and teamwork create good working conditions which facilitate productivity where it offers more opportunities for social interaction compared to a more enclosed cellular office.

Productivity is affected by four variables: personal characteristics, social factors, organizational characteristics and external environments (Clement-Croome, 2002). Personal characteristics are closely related to the career phase, profession or skills while social factors focus on the relationship with colleagues and the ability to work in a team. Organizational characteristics, on the other hand, concentrate on the structure, culture and management style. By external environment is meant the characteristics of the indoor climate and layout of the office. These four variables are used to determine the complex relationship between employees and organization which impacts the productivity level.

One way for organizations to become more innovative is to capitalize on their employees' ability to innovate. Employees can help to improve business performances through their ability to generate ideas and use these as building blocks for new and better products, services and work processes. Much of the behavioral researches on individual innovation focused on creativity, for example, on how leaders can stimulate idea generation. However, when and how creative ideas are implemented, a crucial part in the innovation process, is under-researched. We include both behaviors in the area of idea generation and application or implementation of these ideas as important elements of innovative behavior. Leaders vary in the extent to which they typically display consulting, delegating and monitoring behaviors. As was shown, these practices are likely to have an impact on both employees' idea generation and application behavior.

Organizations that prioritized learning and development have found increases in employees' job satisfaction, productivity, and profitability (Baiyin Yang, Karen E. Watkins, Victoria J. Marsick, 2004). They suggested that a learning organization concept has seven distinct but interconnected dimensions, which are associated with people and structure. A learning organization is viewed as one that has the capacity for integrating people and structure to move an organization towards the direction of continuous learning and change. Nevertheless, learning culture had a relatively weak direct impact on turnover intention. Thus, the impact of organizational learning culture on turnover intention was linked indirectly through job satisfaction. Therefore, it can be concluded that a learning culture was a valid construct in predicting employees' turnover intention and that the effect of a learning culture was largely mediated by job satisfaction. Consequently, a learning culture should continue to be taken into consideration when studying organizational outcomes. Combined with the available literature on employees' motivation, satisfaction and turnover, we move closer to affirming the idea that efforts to support organizational learning cultures have positive benefits for employees.

In the stimulus-response behavior, employees' work-motivation, seen as the response, can be analysed from absenteeism rate, leave rate, quit rate, get-to-work speed and so on. Productivity can be analysed from quality and quantity of products. These depend on the individual properties of employees, who is the medium essential for management, and who stimulates employees to enhance their work and productivity. In other words, the degree of reward influences the quality and quantity of work, and in turn productivity. So it is important to explore how to apply stimulus (welfare) in order to promote work-motivation and productivity.

3.0 Background

In 2006, Timothy Tiah Ewe Tiam and Cheo Ming Shen were having a conversation about entrepreneurship which later led to a decision to start a business. Both had experience in entrepreneurship where they were all geared up to unleash ideas to Malaysia and Singapore markets. They discovered their opportunity in the internet business by displaying online advertisements in blank spaces of blogs. Nuffnang was then successfully planted in Asia having the very first blog in the advertising community. Nuffnang is an organization that serves as a platform between advertisers and bloggers. After months of planning, the business was launched in Malaysia on 27th February 2007 with a modest target of 300 bloggers within three months. Unexpectedly, within the first three days, Nuffnang Malaysia already signed up 300 bloggers. Subsequently, Nuffnang Singapore was launched in April 2007. Nuffnang started off with only four employees. As of November 2010, there were over 60 workers serving 150,000 bloggers in Malaysia, Singapore, the Philippines and Australia. Recently, Nuffnang expanded their business into the China market acting as a middleman between bloggers and advertisers successfully.

3.1 Research Objectives

The objective of this study is to understand the organizational culture of Nuffnang and explore its impact on employees' productivity.

3.2 Research Questions

- a. What is Nuffnang's organizational culture?

- b. How does Nuffnang's organizational culture have an impact on employees' productivity?

4.0 Methodology

4.1 Study Design

An interview with Nuffnang's employees was done and online survey questionnaire was distributed to all Nuffnang's employees in Malaysia, Australia, Singapore, the Philippines and China.

4.2 Inclusion and Exclusion Criteria

4.2.1 Inclusion criteria:

- a. Adults aged 18 years and above were included regardless of health issues.
- b. The workers' proficiency in English were considered.
- c. Full-time workers in Nuffnang were included.
- d. All Nuffnang's offices in Australia, China, Malaysia, the Philippines and Singapore were included.

4.2.2 Exclusion criteria

No part-time worker was included.

4.3 Sample Size

4.3.1 Interview

Venue: Nuffnang Sdn Bhd (762669-K),
12B-5 & 12B-6, Heritage House,
33 Jalan Yap Ah Shak, 50300 Kuala Lumpur, Malaysia.

Interview Duration: 45 minutes

Time: 11.45a.m to 12.30p.m

Date: 22 September 2011

Interviewees: Teoh Xin Xian (Senior Community Executive)
Anne Cheah (Communitive Executive)
Jestina Goon (Senior Account Manager)

4.3.2 Survey

A total of 62 responses were collected.

4.4 Limitation of Study

The online survey questionnaire did not reach all employees in Nuffnang China's office because of China's censorship on internet access.

4.5 Interview Report

A company's organizational culture is important in shaping the quality and characteristics of the company as the shared values and beliefs among employees can lead to enhanced employees' productivity. Nuffnang, Asia Pacific's first blogging community, had been chosen for this Senior Project and an interview was conducted on 22nd September 2011 with three Nuffnang's employees to understand more on their company's organizational culture and its impact on their productivity. The three employees have different responses on some of the questions asked but agreed on some opinions based on their working

experience in the company. Eight questions were asked based on the organizational culture and six questions based on employees' productivity (Refer to *Appendix 7.1*).

The employees in Nuffnang describe Nuffnang's organizational culture as a very family-oriented concept where they treat each other like close relatives rather than colleagues or working partners. Although each one of them comes from a different background and culture, but once they step into the Nuffnang's office, they address themselves as Nuffies. They do not feel alone because Nuffnang's organizational culture immediately involve their employees in the big family. The employees believe that by addressing themselves as Nuffies, they feel a bond within them that bring them together as a family. One of the Nuffies, Teoh Xin Xian says that they always look out for each other which is very important in Nuffnang as it helps to strengthen their relationships and avoid gaps between them. She mentions that if there is a gap between them it would be very hard to work together and the tasks could not be accomplished when there is no communication. Also, there is a norm in Nuffnang where small outings and dinners are occasionally organized for its employees to encourage them to mingle and communicate with each other. Besides, all employees have good relationships with their managers and Chief Executive Officers (CEOs) although there are differences in the position level. One of them mentioned that working in Nuffnang bring out the truth of oneself because the organization implemented the transparency culture where Nuffies have free flow of information within the organization and public. In addition, Nuffnang's office adopted the open concept that promoted team orientation where the employees are grouped and work together in one big table according to their departments but have access to everyone in the office as there are no doors between them.

Speaking of the Nuffnang's office, they have a very cozy environment to work in and the walls are orange in color. Nuffnang understands that their employees constantly face problems and pressure in the tasks given. The color orange is a very vibrant color because it is associated with red that brings out the energy of Nuffies in the office that stimulates their creativity which helps to boost their productivity and also promotes a balanced lifestyle between life and career. Anne Cheah, one of the new Nuffies says they had fun time and working time in the organization. As the saying goes, all work and no play makes Jack a dull boy. Working hours in Nuffnang are from 8.30a.m until 5.30p.m from Mondays to Fridays, however the Nuffies mentioned that their working hours are rather flexible. For Nuffies that stay late for work a one hour grace period is given for the next day. They always make sure the tasks for the day are done before leaving the office so that work does not pile up and stress does not occur when deadlines approach. Some Nuffies especially the Tech Team (IT Department) work from home but they are encouraged to come to the office whenever they are available in order to improve the relationship with other Nuffies.

In addition, when they were asked about the team work and decision making process, three of the interviewees agreed that Nuffnang promotes team orientation among all the employees. From their working experience in the blogging industry, they deal with different kinds of clients and therefore communication is really vital for the employees. They also realized in some growing organizations, the employees are less close. Nuffnang makes sure all their employees have zero internal conflicts among themselves and have a good flow of communication where everybody is involved in working towards the same

goals. Nuffnang gives more empowerment to their employees in making decisions based on situations. They do not need to report details to the upper level compared to some other companies. They only discuss and consult the CEOs regarding issues on promoting a staff and financial policy. The Nuffies usually have the power to make decisions in all the tasks they handle. Also, because Nuffnang encourages team work, therefore the employees always have discussions in group to make the best choice of the decision that benefits the organization in all ways.

Nuffnang is still considered new in the business world as it only started in 2007. Hence, there is still room for Nuffnang to improve and to develop itself as a multinational company eventually. Until today, Nuffnang has penetrated into the blogging industry of Australia, China, the Phillipines and Singapore and is coping quite well seeing the increasing numbers of the Nuffies ever since they started. One of the Nuffies responded that Nuffnang prefers to hire like-minded fun people that are not only capable for the job but also able to fit into the culture. They believe as the organization grows, it is more difficult to manage the people and some of the things in the organization will change but the fun, loving and family-oriented concept will definitely continue to develop in the future and hopefully manage to spread to other organizations. Another reason they prefer to hire like-minded people is that they want their employees enjoy the working process not be bored and tired of their work. They hope one day their organizational culture will become a learning model or example that other organizations will follow.

Most of the Nuffies think that different organizational culture produces different results. Like Nuffnang, adopting a more fun and easy going working culture helps to enhance the employees' productivity and let their imagination think freely because to sustain a business in the blogging community always requires new ideas and innovations so that they are able to cope up and connect with the community. In their opinion, they enjoy the process of working with Nuffnang where they can handle the amount of stress in a positive way. Anne Cheah is a new Nuffies and she mentioned that in her previous company, the employees were frustrated when they were required to strictly follow the dress code. However, while working in Nuffnang, the employees are not bound to any dress code as long as their attire look presentable. From this, it can be said that the comfortable working environment is important to in increasing the level of work productivity. If one does not feel comfortable with one's attire, one can easily lose confidence which could later lead to low self-esteem and one can end up demotivated to work. Productivity is always associated with the achievement that one delivers to the organization. In Nuffnang, the achievement that they manage to achieve is to learn new things everyday where they improve together with the society, environment and technology. 365 days a year indicates that they learn a new thing each day. By learning, they benefit from their achievements that eventually lead to their increased work productivity from day to day.

4.6 Statistical Analysis

A total of 62 survey results were collected and major findings of the study were summarized in following analysis. This survey is divided into three sections. The first section consists of the demographic profile for the respondent. The second section is to understand the employees' response towards Nuffnang's organizational culture and the last

section is to find out the impact of its organizational culture on Nuffnang employees' productivity (Refer to *Appendix 7.2*).

4.6.1 Section A: Demographic

Question 1: Gender

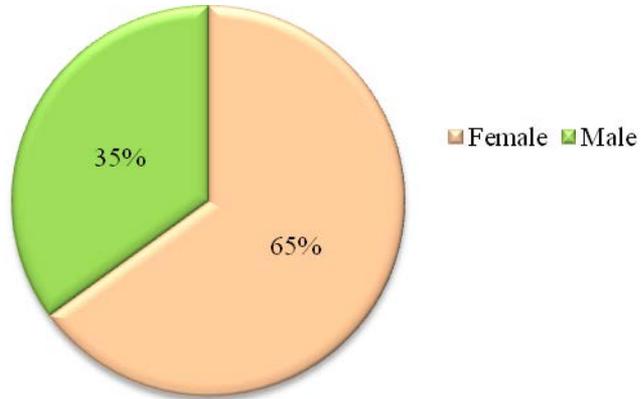


Figure 1

Based on Figure 1, the majority of Nuffnang female employees participated in the survey with a total of 65%, but only 35% male employees responded to the survey.

Question 2: Age

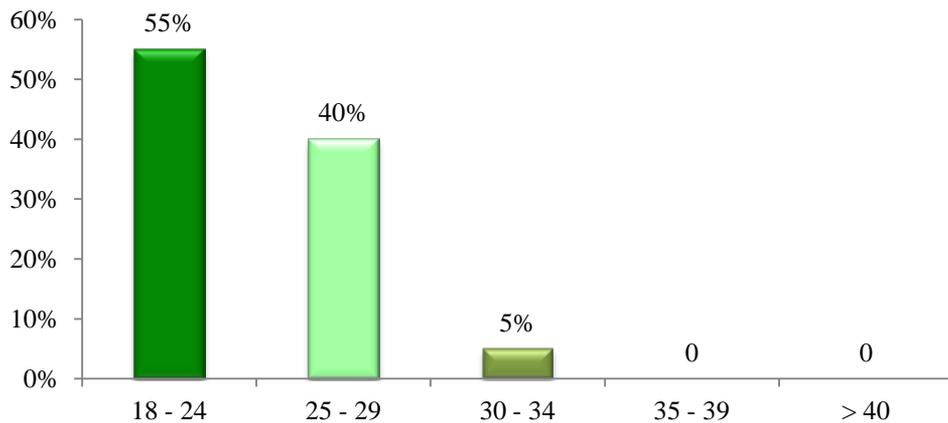


Figure 2

Based on Figure 2, 55% out of the 62 respondents were in the age group of 18 to 24. Another 40% were in the age group from 25 to 29 and only 5% were in the age group from 30 to 34. There were no respondents aged above 35.

Question 3: Race

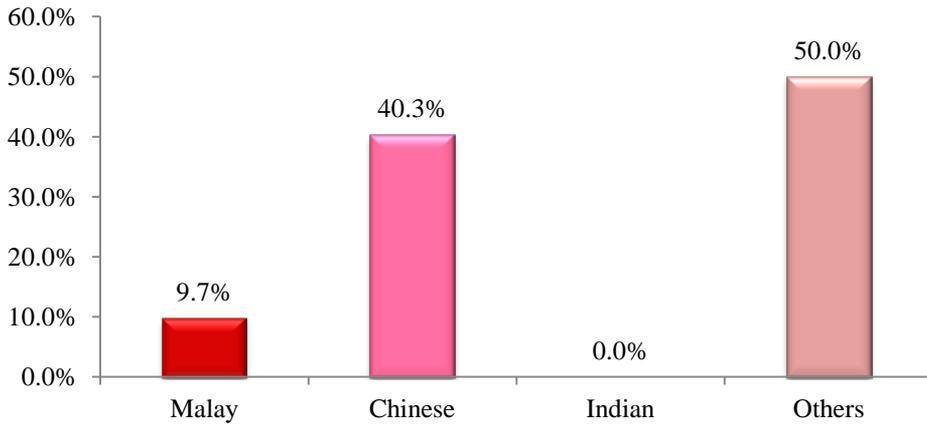


Figure 3

Based on the Figure 3, 50% of the respondents were from other races and the lowest, 9.7% were Malay.

Question 4: Country

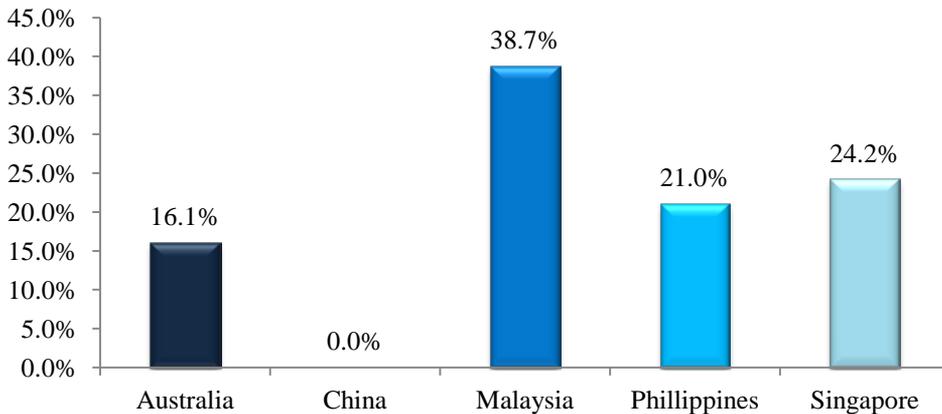


Figure 4

Figure 4 shows that most of the respondents were from Malaysia with 38.7%. The respondents from Australia had the lowest percentage of only 16%.

Question 5: How many years have you been working with Nuffnang?

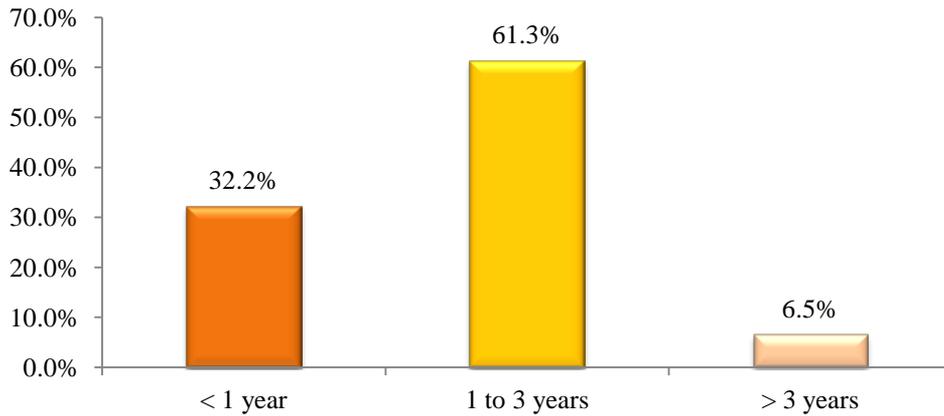


Figure 5

Figure 5 shows that 61.3% of the employees have been working with Nuffnang for one to three years and only a 6.5% of the employees have been with Nuffnang for more than three years.

4.6.2 Section B: Organizational Culture

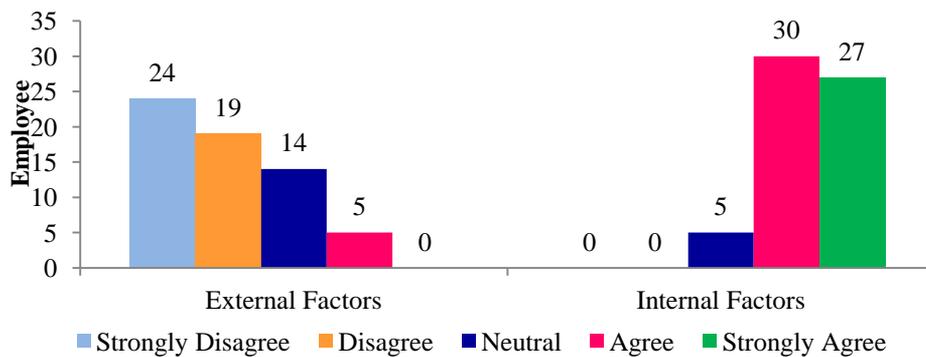


Figure 6

Figure 6 above summarizes the results of the Question 6 and Question 7 based on the respondents' experience. 24 respondents strongly disagreed that Nuffnang was shaped by the external factors while only 5 respondents agreed on that statement. Meanwhile, there were 30 respondents who agreed and 27 respondents who strongly agreed that Nuffnang was shaped by internal factors.

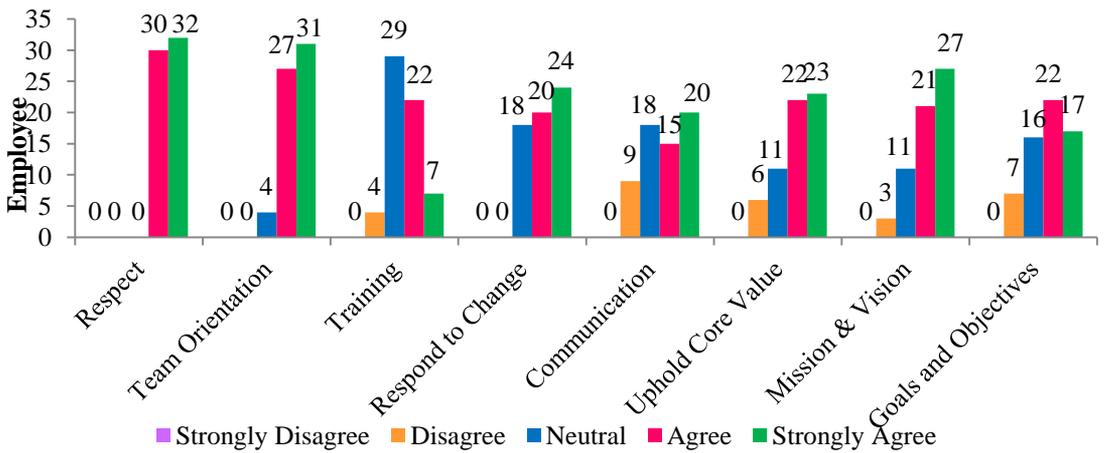


Figure 7

Figure 7 summarizes the results from the Question 8 to Question 15 on the organizational culture based on the respondents' experience. 32 respondents strongly agreed and 30 respondents agreed that Nuffnang showed respect in diverse of opinions, ideas and people. Also, 31 respondents strongly agreed while 4 respondents were neutral that Nuffnang encouraged team orientation. 29 respondents were neutral and 4 respondents disagreed that Nuffnang provided training for its employees. A total of 24 respondents strongly agreed that Nuffnang was able to respond to changes in its business environment. 20 respondents strongly agreed while 9 respondents disagreed that Nuffnang was able to communicate effectively with its employees. There were 23 respondents that strongly agreed that Nuffnang upheld its core value to improve the business performances while 6 respondents disagreed with that. 27 respondents strongly agreed that Nuffnang has mission and vision while 3 respondents disagreed with that. Lastly, most of the respondents agreed that Nuffnang was good at fulfilling its goals and objectives.

4.6.3 Section C: Employee Productivity

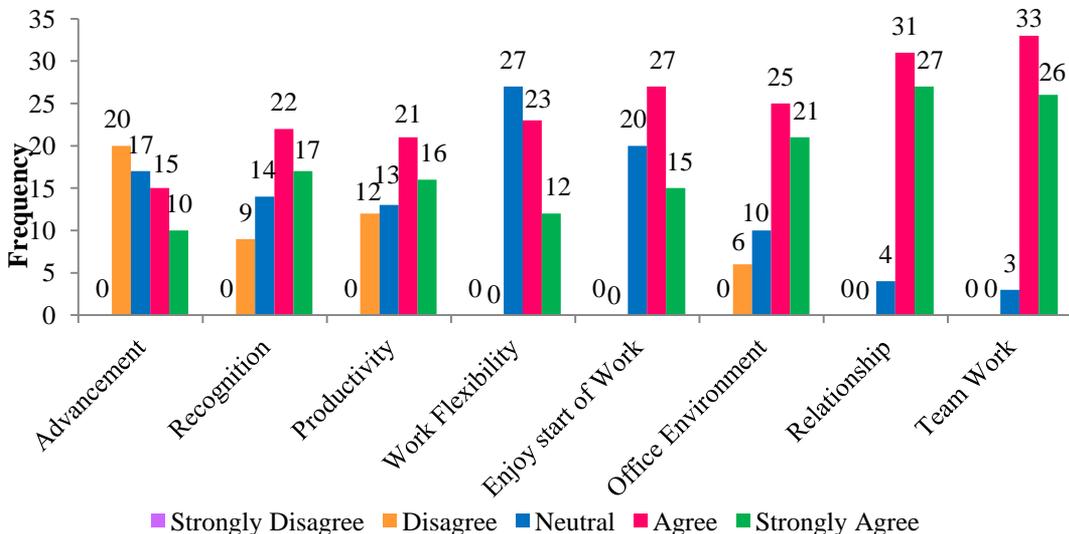


Figure 8

Figure 8 above illustrates the results from the Question 16 to Question 23 on the impact of the organizational culture towards the employees' productivity. 10 respondents strongly agreed and 20 respondents disagreed that Nuffnang's organizational culture allowed the opportunity for advancement. There were 22 respondents that agreed and 9 disagreed on Nuffnang's giving recognition to its employees. 21 respondents agreed that the management style affected their productivity in Nuffnang while 12 respondents disagreed with that. 27 respondents were neutral while 12 respondents strongly agreed that their working hours in Nuffnang were flexible. 15 respondents strongly agreed followed by 27 respondents agreed that they enjoyed starting a new day at work. A total of 25 respondents agreed on Nuffnang's office environment that affected their work productivity while only 6 respondents disagreed on that. There were 31 respondents which agreed that Nuffnang's top management maintained a good relationship with its employees and only 4 respondents were neutral about it. Finally, majority of the respondents either agreed or strongly agreed that they worked better in team rather than independently.

5.0 Results and Discussion

The main purpose of the study is set to explore Nuffnang's organizational culture and its impact on the employees' productivity. According to (Daniel R Denison, 2003), it suggests that corporate culture is important to improve business performances and productivity. Corporate culture consists of four main characteristics which are consistency, involvement, adaptability and mission (achievement) traits. Survey questionnaires and interviews were conducted to examine the relationship between Nuffnang's organizational culture and the impact on employees' productivity. Nuffnang's employees stated that Nuffnang's top management allowed employees to have a high level of flexibility at work such as blasting music in the office, conducting meetings in cruise ship during company trip and playing Wii games during working hours. Thus, it supports the statistical analysis results that Nuffnang's organizational culture is shaped by the internal factors such as top management and working environment.

Based on the statistical analysis results in Figure 6, it shows that Nuffnang's organizational culture is more on the involvement culture than the consistency, adaptability and mission (achievement) cultures. The respondents considered that the involvement culture was important where they concurred based on the Question 8 and Question 9. Involvement culture comprises three important criteria which is empowerment, team orientation and capability development. During the interview, Nuffnang's employees claimed that Nuffnang functions like a family in which they avoid having internal conflicts between themselves so that all employees are able to work together as a team rather than independently where they believe in team orientation which boosts productivity. Also, they stated that they were mutually responsible in which the employees always have discussions and meetings to make sure everyone is involved in projects and work cooperatively. Nuffnang's culture that encourages team work engages a good relationship not only among the employees but also with the top management as well. Therefore, trust that binds them together will allow the managers to give more authority to the employees. Besides that, Nuffnang gives their employees the authority to make decisions and act on their own in order to create a sense of responsibility in the employees and develop a higher confidence level in the employees. According to (Carless, 2004) and (Haas, 2010), empowerment

involves giving employees the autonomy to make decisions about how they go about their daily activities. Consistency, adaptability and mission cultures create only moderate impact in Nuffnang's organization culture compared to involvement culture. As mentioned by (Clement-Croome, 2002), productivity consists of four variables in order to determine the complex relationship between employees and organization. Therefore, Nuffnang's organizational culture influences employees' productivity level through the social factors that focus on the ability to work in team and maintain a good relationship with colleagues. Hence, this clearly shows that Nuffnang's organizational culture leans towards the involvement culture.

6.0 Conclusion and Recommendations

In order to increase employees' productivity, Nuffnang may consider investing more training programs for its employees in order to develop their new skills and knowledge that is significant for its business performances. As illustrated from the results, the respondents' perception on Nuffnang's giving recognition to its employees is lacking. Hence, Nuffnang should provide more recognition incentives to its employees to enhance their employees' productivity. Besides, recognition should be awarded to top performing employees to encourage other to increase their output and efficiency. Besides, every individual has a different culture concept before joining any organization. Employees should be given time and space to cope up and adapt to foreign environment where it will later determine the performance of their job.

Despite the limitation, this study also discovered a positive relationship between organizational culture and employees' productivity. It is critical when employees' productivity can be greatly influenced by organizational culture. The connection between corporate culture and its effectiveness that greatly increases employees' work productivity can be developed as a competitive advantage that plays a critical role for organizational success and produces quality employees. In order to be consistent in business performances, the developed culture must be effective and compatible to be established in organizations. All in all, it can be concluded that the results and discussions obtained from this study managed to identify the key criteria of the involvement culture which are team orientation, empowerment and capability development in Nuffnang's organizational culture and its results led to a great impact on employees' productivity. Nuffnang's ability to sustain their involvement culture clearly showed that the robust success developed in such a short period unites the organization and employees in the same direction. Therefore, Nuffnang can take this advantage in improving their organizational culture to reinforce both their employees and profitability.

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APPENDICES

7.1. Interview Questions

A. Organizational Culture

1. How would you describe Nuffnang's organization culture? (based on the norms, values and beliefs)
2. Please describe the environment of Nuffnang's workplace.
3. What do you think of Nuffnang's organizational culture compared to other organization that you may know?
4. Does employee have a say in how things go around here? Please explain.
5. How do you reach to an agreement in any decision? By Group participative or top management decision?
6. Do you think that Nuffnang's organizational culture promotes team orientation?
7. How does Nuffnang's organizational culture adapt to different customer demand?
8. What improvement would you like to see in Nuffnang's organizational culture?

B. Employee Productivity

9. What do you love best in Nuffnang's culture and how does the culture affect your work productivity?
10. What is your greatest achievement in Nuffnang and how did the culture play an important role to it?
11. What aspects of Nuffnang's organizational culture that helps you in your entire task?
12. Do you like to work in Nuffnang? Why?
13. What other factors in Nuffnang's organization are important to your work productivity?
14. In what ways does Nuffnang's organizational culture impact on your work productivity?

7.2. Questionnaire Survey

A Study of Nuffnang's Organizational Culture and Its Impact on Employees' Productivity

Dear respondents: I am an Undergraduate student from SEGi University College, Kota Damansara, Petaling Jaya who is currently taking Bachelor of Science majoring in Marketing and Management. At present, I am conducting a research on the above topic as part of the Bachelor Degree requirement. The objective of this study is to examine the impact of Nuffnang's organizational culture on employee productivity. This survey will approximately take around 5 to 10 minutes to complete. Your cooperation in completing this survey is highly valued. I understand that you have a choice to participate in this study and as such you may end the questionnaire at any time without giving reason or justification. All information that you provided is strictly confidential and no personal data will be published out. Your responses are important for my research. Should you have any enquires about this research, do feel free to e-mail me at meiwei_w@hotmail.com. Thank you for your participation in this study.

Section A: Demographic

1. Gender *

- Male
- Female

2. Age *

- 18 – 24
- 25 – 29
- 30 – 34
- 35 – 39
- Above 40

3. Race *

- Malay
- Chinese
- Indian
- Others

4. Country *

- Australia
- China
- Malaysia
- Phillipines
- Singapore

5. How many years have you worked in Nuffnang? *

- Less than 1 year
- 1 – 3 years
- More than 3 years

Section B: Organizational Culture

6. Nuffnang's organizational culture is shaped by external factor. (e.g: laws and regulation, common business practices) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

7. Nuffnang's organizational culture is shaped by internal factor. (e.g: management style, working environment, colleagues) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

8. Nuffnang shows respect for a diverse range of opinions, ideas, and people. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

9. Nuffnang encourages their employee to work in teams. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

10. Nuffnang provides training for their employees. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

11. Nuffnang is able to respond to the changes of business environment. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

12. Nuffnang communicates effectively and in a timely manner to their employees. (written and verbal) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

13. Nuffnang is able to uphold its core value to improve business performance. (e.g: fun and relaxing working environment) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

14. Nuffnang has a current mission and vision for all employee to view. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

15. Nuffnang is good at fulfilling their goals based on their mission and vision. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

Section C: Employees' Productivity

16. Employee has the opportunity for advancement while working for Nuffnang. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

17. Recognition is given to good employees from time to time. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

18. Nuffnang's management style affects employee's productivity. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

19. Nuffnang has flexible working hours. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

20. Nuffnang's employee enjoy starting a new day at work. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

21. Nuffnang overall office environment helps to boost employee productivity. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

22. Nuffnang top level management maintain good relationship with employees. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

23. Nuffnang's employee work better in team than independently. *

Strongly Disagree 1 2 3 4 5 Strongly Agree