



How Does Organizational Culture Affect Proton's Employee Performance?

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ABSTRACT

Organizational culture is utmost important especially for a group of people who work together since we believe that this is one of the main factors contributing to the organization's success. Therefore, the purpose of this paper is to determine how organizational culture affects PROTON's employee performance in this automotive industry. As we all know, applying an effective organizational culture represents a special challenge, however it can help PROTON in making better products over the long-term. Data were gathered by using an online survey with a sample of 210 employees. As an international corporation (PROTON), we found out that the organizational culture always gives a big impact on the business process and employee performance due to cross-cultural differences.

Keywords: Employee, Employee Performance, Organization Culture, PROTON

INTRODUCTION

Globally, the automotive industry is one of the most important industries in the manufacturing sector. In Malaysia, the development in this industry was initiated by the launching of the National Car Project which was PROTON on May 7, 1983. PROTON (Perusahaan Otomobil Nasional Berhad) has produced Malaysia's first car named Proton Saga and commercially launched on July 9, 1985, by the Malaysian Prime Minister, Dato' Seri Mahathir Mohamed and the main plant of the company was located in Shah Alam and has the capacity of producing 240,000 vehicles per year.

PROTON's sales rely primarily on its domestic market. Besides that, PROTON also entered international markets through exporting. There is a small volume of PROTON cars exported to various other countries in Asia such as Singapore and the United Kingdom as well. They are now being exported over 70 countries all around the world. On 24th January 2020, PROTON announced that their goal is to export 4,000 vehicles by the end of the year or export 6,000 vehicles if they were offered government incentives.



Proton was originally owned in majority by HICOM, with minority stakes being held by Mitsubishi Group members. By 2005, Mitsubishi had divested their stake in Proton to Khazanah Nasional, and in 2012, Proton was fully acquired by DRB-HICOM. Then, in June 2017, DRB-HICOM sold a 49.9% stake in loss-making Protons Holding Berhad to China's Zhejiang Geely Holding Group Limited (Geely Holding). In October 2017, Dr. Li Chunrong was appointed as chief executive officer of Proton Holdings Berhad to rescue the car company.

After some changes in this company's organizational culture, Proton has been steadily clawing its way back to the top of the automotive industry. Since pushing forward Malaysia to become an industrialized nation in this 21st century has been PROTON's main objective, we believe that organizational culture can give a huge impact on PROTON to achieve their objective. This objective is very crucial and vital to the company because it helps Malaysia's economic growth both in the long-term and short-term periods. Proton has won Operations and Customers Experience (OCE) awards because they have shown outstanding performance in terms of sales, service for customer and user experience.

PROTON has become one of the successful brands and many people looked up to this company because they are assured to keep on developing original research and development capabilities to become what they are now. Next, to maintain company's standard and value, PROTON always takes good care of their production and management line because they do believe what makes PROTON success in the global market is their employees. Therefore, giving a good working environment is really matter if they want to produce well trained and talented employees, engineers and leaders specialized in automotive areas because we do believe organizational culture can be used for measuring organization's economic performance (Magee, 2002; Kotter and Heskett, 1992).

Besides, employee performance is also considered as the backbone of an organization as it leads to its development effectively. The loyalty of employees relies upon knowledge and awareness of a culture that improves the behavior of the organization (Brooks, 2006). Whatever proton is doing, its priority is to make a great effort to ensure its operation runs magnificently in all aspects. In 2011, PROTON knew that they need to promote and protect the health and safety of its employees to focus on their priority and also, they promised not to give any effect bringing harm to the environment. We have high confidence in PROTON to be successful in the long-run and to become the world-class company in this automotive industry and can achieve its 2020's goals as well, as I mentioned earlier if they stick to their guns.

The number of International Corporation is increasing in both foreign and domestic operations. This means that corporate culture and internal corporate networks are playing a significant role. As the corporation continues to grow, they tend to face more challenges and to overcome this, the company may change the organization's culture to be more supportive and effective to its employees. The internal competition in the automotive industry is getting tougher every day and to succeed internationally, a strong organizational culture among the employees is needed.



The organizational culture has become one of the significant factors that can give an impact on employee performance, motivation and job satisfaction. For example, the employees will work harder to achieve organizational goals if they consider themselves to contribute to the goals. If the manager has found an effective organizational culture, they should maintain it to ensure the new employee also gets engaged and further strengthens corporate culture. In a corporate group, lack of effective organizational culture and poor cultural integration affect organizational performance and decrease shareholders' return (Idris et al., 2015).

Eaton and Kilby (2015) indicated that 72% of corporate leaders acknowledged the importance of organizational culture to organizational performance, however only 25% identified an effective organizational culture for their organization. The problem that the company managers are facing is the lack of effective organizational culture and lack of leadership, which is causing poor performance and loss of productivity within the corporation. The specific business problem is that some senior company managers lack strategies to establish an effective organizational culture to improve performance (Hirsch, 2015). The company may suffer because of its culture which leads to organizational failure. Therefore, the company should have the right culture and make it a competitive advantage for an organization. Thus, the organizational culture in Proton will be an interesting area of research as some changes in their organizational culture has affected their employee performance.

The purpose of this qualitative research is to explore successful strategies that Proton used to establish an effective organizational culture to maintain and improve their performance. The target of the population was the PROTON's employees, so we can gather accurate information on how PROTON handles its employees and how it affects the employee's rating scale. We chose employees as the target population because they had the relevant experience and knowledge and also were the primary source for this study. Besides that, we can get information on how effective the organizational culture affects the employee's commitment.

Literature Review

Organizational culture holds an important role in an organization. It is the values and behaviors in an organization environment which will affect the tendency of an employee in making a decision. A strong culture enables employees to know the shared assumption and values of the organization consciously so they are able to behave as expected by the organization. On the other hand, employee performance is being concerned because it results in overall organizational performance. Obviously, high employee performance will directly contribute to the improvement of organizational performance. Some research has been carried out to define the relationship between organizational culture and employee performance.

Encouraging employees to be innovative, providing an effective motivation system and including employees as part of the organization when making a decision tend to increase the performance of the employees and their satisfaction level which will lead to highly productive of the organization (Ekpenyong Nkereuwem Stephen, 2016). Organizational culture has a positive relationship with employee



performance especially on the performance of managers; it shows a significant impact (Ranitha Sachinthana Weerarathna, 2014). Strong organizational culture raises the commitment of employees to work together with management to achieve the goals of the organization. It is substantial because commitment and participation of employees are the dominant factors in increasing employee performance, leading to high organization performance (Shahzad, Iqbal, & Gulzar, 2013).

Organizational culture shows positive results towards employee performance, which increases the commitment between employees, resulting in a high influence level of the organization's goal (Narayana, 2017). Organizational culture is important as it has a positive relationship with employee performance which gives a positive impact on organization productivity (T M Gunaraja, 2014). Organizational culture does not influence significantly employee performance whereas strong organizational culture does not have a direct impact on the increase of employee performance. It only can be instilled among the employees when organizational culture value is socialized in the employees' work (Jack Henry Syauta, Eka Afnan Troena, Margono Setiawan, Solimun, 2012).

According to the researches, organizational culture is considered a dominant factor in increasing employee performance. Although organizational culture might not influence directly on employee performance, it gives a positive significant impact on employee performance if it is successfully instilled in each employee. Undeniably, a strong organizational culture advantages the organization therefore organization should pay much effort now and then to improve its organizational culture because there is no harm only benefits. Once the organizational culture is instilled in each employee, all of them in the organization will collaborate towards the same goal, certainly resulting in success in the long-run.

RESEARCH METHOD

In this section, we look forward to the best way that we can perform in order to resolve the problem related to our research topic. In this assignment, we used two types of approaches which are qualitative and quantitative methods since we want to gain more information from different parties regarding this topic. We believe that by using these two (2) methods, we can easily achieve our main objective and get an answer to our topic which is "Did organizational culture affect PROTON's employee performance?". The data were collected through an online survey and internet research such as the company's website, journal and article.

The purpose of this research was to find out whether the PROTON's organizational culture gave a huge impact on its employees' performance or not. Due to its successfulness in this automotive industry, we know that the employees are the main factors here because they are the ones that contribute all of their energy and ideas to ensure that Proton achieves its vision and mission to be a "Leading Globally Mobility Solutions Provider" and to win people's heart by continuously producing innovative products and services respectively. Even though we do think that customers are the main party that contributes to PROTON's success due to brand loyalty, we all agree that this brand loyalty will only be used as a dependent variable. The ones that carry this brand and lead it to



success are PROTON's employees because they will work on the brand and product quality, maintain the brand image and customers' satisfaction towards this brand. To continuously be successful in this industry, PROTON needs to take good care and focus on its employees' requirements to make them keep on rising their performances and standard towards their work, no matter what field they are currently working.

First of all, we used a quantitative method in this research because it is more accurate and clearer. Since it is more structured and we can calculate the results. This is great deal of help in obtaining a comprehensible result and when an error occurs, we can easily detect and notice it. In addition, we also used a qualitative method in this research in which we just do some observation and collect structured information. In order to maintain a company's performance, PROTON should take good care of its employees and set a great organizational culture since there are linear relationships between these two (2) variables.

In this research, we used both primary and secondary data to acquire some data about our research topic. Primary data is data that we collect by distributing the survey form using an online platform to the employees. Next, the data that already exists and those we obtain from the industry performance analysis and internet such as an authoritative article, journal, and those in PROTON's website are our secondary data. We think that by using both data, the outcomes of this research can be more exact and efficient.

The sampling population to investigate is a group of people currently working in PROTON Holdings Berhad in Shah Alam, Malaysia. Since our research topic is kind of related to the PROTON's employees, and they are the only people who know PROTON's organizational culture the best no matter how long they have been working with the company, we do believe that there is nothing else adequately compatible to be our research population. Basically, our population ages between 20 years old until 50 years old and above for the reason that we think they might face different kinds of experience with the company regarding their age and how long they have been working with PROTON. Furthermore, we use an online survey consisting 24 questions as our sampling unit to achieve the objective and purpose of this research.

We choose surveys as our primary data since we gain the results and knowledge by the respondents themselves. We have 210 respondents consisting of PROTON's employees in Shah Alam, Malaysia that are willing to answer the questions given. Due to COVID-19 outbreaks, we distribute this survey by an online platform since we have to keep on doing social distancing. We felt very grateful that the management team received our email in order to make sure this survey reached their employees. This survey consists of 3 sections in total. First section consists of four (4) multiple choice questions related to the respondents' background or their demographics such as; gender, age, ethnicity and level of income. The second section contains of five (5) multiple choice questions related to the respondents' working life when they served the company such as; In what field that the employees are currently working, How long they have been working with PROTON, Whether they love and enjoy working with PROTON, Whether they are inspired by the purpose and mission of the organization, Employees felt their



work contribute to the PROTON's goals. Lastly, there are fifteen (15) questions in the third section in total, which six (6) questions are about how they think of their organization and they need to choose or rate among good, moderate or poor in; level of comfort for employees' physical workplace, employees' emotion at work, employees' feeling to work with PROTON, level of flexibility for employees to take time off, level of opportunity given to improve employees' skills, how well PROTON's employees working together. Additionally, there are eight (8) questions they have to choose between strongly agree, agree, disagree and strongly disagree related to their organizational culture such as; PROTON's values aligned with the values that their employees consider important in life, PROTON is a good place to work with, PROTON protects its employees from discrimination, PROTON cares about your feedback, Employees can freely share their honest thoughts, PROTON encourages you to give your opinion, Management team set clear goals for the organization and Employees' accessibility to the material resources. There is also one multiple choice question asking the respondent to describe their organization whether it is excellent, good or poor based on the respondents' opinion and experience such as; One word to describe PROTON's culture.

Additionally, we used PROTON's official website to gain more knowledge about the company particularly about their vision, mission, objectives and also its achievement since a good website will include an aspect ranging from the general information related to the target audience, to the specific information related to the PROTON's organization. We used this as our secondary data since this is a very helpful and easy method for us to gain accurate information about the company. For example, we can get any new announcements and the latest news from PROTON about their market share, launching activities, and even proton's history (brand story). This method is very helpful for us to obtain a company's contact form such as its email, hotline contact number in order to reach them and distribute our online survey.

Furthermore, we also try to make some researches into an authoritative article and journal about PROTON's organizational culture towards their employees through outside resources as some of the information on their website is quite limited. Since PROTON won Malaysia Best Employer Award in April 2016, we are interested to know how the organization treats its employees and how the culture is working there. Moreover, we try to find out the feedback from all the PROTON's customers or potential customers towards this brand. This is quite helpful for us to know what is the reason behind its success in the automotive industry.

RESULTS AND DISCUSSION

Table 1: Summary of Respondents' Demographics Profile (N=210)

RESPONSE	FREQUENCY	PERCENTAGE (%)
Gender		
Male	77	36.7
Female	133	63.3
Age		
20 - 30	23	11
30 - 40	97	46.2



40 - 50	79	37.6
50 and above	11	5.2
Ethnicity		
Malay	75	35.6
Chinese	86	41
Indian	45	21.4
others:		
Zhuang	1	0.5
Banjar	1	0.5
British Arab	1	0.5
Pomeranians	1	0.5
Income level		
Below RM1500	7	3.4
RM1500 - RM3000	79	37.6
RM3001 - RM5000	104	49.5
RM5000 and above	20	9.5

Table 1 shows the respondents' demographics profiles. Based on the table above, we can say that most of the respondents were Chinese female employees at the age of 30 to 40 years old with income between RM3001-RM5000. For respondents' gender, it shows that there are 133 out of 210 respondents who participate in this survey are female whereas another 77 respondents are male. This means that female and male employees participate in 63.3% and 36.7% respectively in this survey. Based on respondents' age, it shows that there was a big amount of percentage which was at 46.2% from age 30 to 40 who work at PROTON. In addition, 79 respondents with 37.6 % were at 40 to 50 years old while 23 respondents with 11% were at 20 to 30 years old. However, the least number of respondents (11) were at the ages of 50 years old and above with 5.2% who work at PROTON. Based on the ethnicity of the respondents in this survey, the majority of respondents were Chinese and Malay with 41% and 35.6% respectively followed by Indian with 21.4%. There were 4 other ethnic such as Zhuang, Banjar, British Arab and Pomeranians who participated in this survey with 0.5% each. Last but not least, it shows that a big number of respondents are having an income from RM3001 to RM5000 with 104 respondents (49.5%) whereas the second-highest number of respondents with 79 respondents are having the second-lowest range of income (RM1500-RM3000) with 37.6%. Both income below RM1500 and RM5000 and above share quite similar rates with 3.4% and 9.5% respectively.

Table 2: Summary of respondents' working experienced with PROTON

RESPONSE	FREQUENCY	PERCENTAGE (%)
Respondents' working field		
Management	144	68.6
Operation	66	31.4
Respondents' working period with PROTON		
Less than a year	4	1.9
1 – 2 years	14	6.7
2 – 3 years	88	41.9



3 – 4 years	78	37.1
4 years and above	26	12.4
Respondents' enjoyment when working with PROTON		
Yes	208	99
Maybe	2	1
No	-	-
Respondents' inspiration by the organization's mission		
Yes	197	93.8
Maybe	13	6.2
No	-	-
Respondents' felt about their contribution towards organization's goals		
Yes	196	93.3
Maybe	14	6.7
No	-	-

Table 2 shows about respondents' working experience with PROTON. Based on the table above we can say that most of the respondents were working in management for 2 to 3 years and they enjoy working with proton, inspired by Proton's mission and they felt that they contributed to the organization's goals. For respondents' working field, the highest number of respondents (144 respondents) were currently working in the management field and 66 respondents were currently working in the operation field with 68.6% and 31.4% respectively. It depicts the highest number of respondents (41.9%) having 2 until 3 years of working experience with PROTON and 78 respondents with 37.1% have been working with PROTON for 3 to 4 years while 26 respondents with 12.4% have been working with PROTON for more than 4 years. There were 14 (6.7%) and 4 (1.9%) respondents who have been working with PROTON for 1 to 2 years and less than a year, respectively. Besides, it clearly shows that 99% with 208 respondents love and enjoy working with PROTON while the rest with only 2 respondents (1%) are not sure about how they felt. However, none of the respondents choose the "No" option, giving us a positive vibe about PROTON's organization. Next, many of the respondents with 93.8% inspired by the purpose and mission of their organization and only 6.2% of respondents are not sure whether they are inspired or not. And again, none of the respondents voted for any and this is a good and positive sign we can sense about PROTON'S organization. Finally, the highest number of respondents with 196 respondents (93.3%) felt that they like all their work and contributed to the goals of their organization while the least number of respondents with 14 respondents (6.7%) are not sure. Table 2 shows about respondents' working experience with PROTON. Based on the table above we can say that most of the respondents were working in management for 2 to 3 years and they enjoyed working with proton, inspired by Proton's mission and felt that they contributed to organization's goals.



Table 3: Summary of employees' working satisfaction and organization's culture

Variables	GOOD (n)	(%)	MODERATE(n)	(%)	POOR
Work Satisfaction (WS)					
WS1	203	97	7	3	0
WS 2	177	84	33	16	0
WS 3	171	81	39	19	0
WS 4	178	85	32	15	0
WS 5	188	90	22	10	0
WS 6	190	90	20	10	0
Organizational Culture (OC)					
	STRONGLY AGREE (n)	(%)	AGREE (n)	(%)	DISAGREE
OC 1	187	89	23	11	0
OC 2	102	49	108	51	0
OC 3	122	58	88	42	0
OC 4	117	56	93	44	0
OC 5	127	60	83	40	0
OC 6	137	65	73	35	0
OC 7	139	66	71	34	0
OC 8	156	74	54	26	0
Respondent view on OC					
	EXCELLENT(n)	(%)	GOOD (n)	(%)	POOR
	120	57	90	43	0

Note: n= Frequency, *WS1=* Level of comfort in your physical workplace, *WS2=* How is your emotion when you are at work, *WS3=* How did you feel to work with your organization, *WS4=* Level of flexibility to take time off when you needed, *WS5=* Level of the opportunity given to improve your skills, *WS6=* How well you and your co-workers working together. *OC1=* Organizations' values aligned with value that you consider important in life, *OC2=* Your organization is a good place to work with, *OC3=* Your organization protects its employee from discrimination, *OC4=* Your organization cares about your feedback, *OC5=* Can freely share your honest thoughts with your manager, *OC6=* Your organization encourages you to give your opinion, *OC7=* Your management team set clear goals for the organization, *OC8=* You can access to the material resources.

Table 3 shows the respondent responses on work satisfaction, organization culture and their views on PROTON's organizational culture. Based on the table above, we can conclude all the respondents have positive impressions and satisfied on Proton organizational culture. Besides that, none of them choose poor to show their view on job satisfaction and organizational culture. On job satisfaction, many of them felt comfortable with their physical workplace. Next, 84% of them felt good when they worked at PROTON while the remaining thought their emotions were just fair. Besides, 81 % felt good to work there while the rest felt decent to work with the organization. Then, 85% of them felt the flexibility of time was good, and 15% of them felt it was decent. Moreover, 90% feel the level of the opportunity given to improve their skill was good and many of them felt they could work well



together with their co-workers. For the organization's culture, 89% strongly agreed that their organization's values aligned with the values that they considered important in their life. Then, 49% absolutely agreed that their organization was a good place to work. Next, 58% strongly acknowledged that their organization protected its employees from discrimination and 56% strongly agreed that the organization cared about their feedback. Moreover, 60% fully agreed that they could freely share their honest thoughts with their manager. Next, 65% fully concurred that their organizations encouraged them to give their opinion. Also, 66% completely agreed that their management team set clear goals for the organization and 74% strongly agreed that they could access the material resources where they needed to do their work properly while the rest just agreed. Then, 57% described their organizational culture as excellent and 43% only felt good about their organizational culture and none of them felt poor about it.

Based on the findings, it can be clearly seen that PROTON is strongly emphasized on enhancing employees' satisfaction. The number of employees who achieve high satisfaction when working with PROTON is far beyond the number of employees who feel normal like other companies. One of the best things is, none of them is not satisfied with PROTON in any of the aspects stated in the survey. It proves that PROTON is not only capable of enhancing employees' satisfaction compared to the other companies, but also a successful case which should be emulated by other companies as a good example in this field. Most of the respondents are very satisfied with the working environment provided by PROTON which is the most satisfying aspect among the respondents. Only 3% of them feel that their physical workplace is quite normal as the other companies. According to the data, we can know that Proton provides the employee a comfortable environment which might be equipped with air-conditioned areas, water filling machines, coffee machines, small pack biscuits, a laptop for each employee, a small cabinet for each employee, comfortable chairs, rest areas and some cleaners who in charge of keeping the working place's cleanness. It is vital because a comfortable physical working environment helps to create a positive atmosphere, which motivates employees to produce better results.

Moreover, over 80% of the respondents have good emotion when working. It means that the tasks given by their boss suit their ability and their interest thus have a good emotion to work on it with their knowledge, skills and the ease of accessing material resources. This may result in high efficiency and effectiveness of work. It shows that PROTON is doing well in allocating tasks according to the ability of each employee. Next, PROTON's employees are able to take time off for MC and emergencies when needed. Most of the respondents reveal that they have a high opportunity to improve personal skills which includes communication skills, leadership skills and other skills related to their works in the management field or operation field. It shows that their current works are valuable and worth improving their skills. As sometimes some tasks need to be done together as a team, the ability to work together with others with a nice atmosphere becomes more important. However, 90% of the respondents think that they not only can cooperate with others but also they are able to work well with them. The result shows the high skill of communication among PROTON's employees might be the skill PROTON searching on existing and future employees. Having high communication skills,



employees can work smoothly and quickly without wasting time to communicate opinions.

Two similar statements which are 'Did you love and enjoy working with PROTON?' and 'How did you feel to work with your organization?' for the purpose to know how many of them like their work, show two different results. A high percentage, 99% (208) of the respondents agreed on the statement which is enjoyable when working with PROTON while 81% (171) of them kept choosing the same answer on another similar statement. Since there were two respondents choosing not sure from the beginning, then we can infer they will choose moderate for the next statement. Among the 208 respondents, 37 of them have changed to choose moderate as their answer. It obviously shows that the first 117 respondents really enjoy their work in PROTON very much, however those 37 respondents actually felt decent only. We infer that this situation occurs because they felt slightly enjoyed on every work they have done, or enjoyed on some particular works only, or they enjoyed their works however there was something they did not like. Hence, PROTON can improve in this area by knowing what they think for this category of employees and try to fulfill their needs to increase their level of enjoyment with work. Since most of them enjoy their works in PROTON, therefore we infer that the productivity of PROTON is high due to the high efficiency of work from the employees.

Furthermore, PROTON is focusing on providing a strong organizational culture. All of the respondents reveal that PROTON is doing well in this part. Almost all the employees think that PROTON's organization values suit their personal value, illustrating high levels of comfort to the employees without forcing them to fit with PROTON's organization values. It enables employees more likely to make the right decisions towards the goals of PROTON. Besides, 90% of the PROTON employees felt that they were inspired by the purpose and mission of the organization. It heavily depicts PROTON employees in agreement with the purpose and mission of the organization which enables both management and employees to go toward the same direction. On the other hand, the management team of Proton has set a clear goal that enables all the employees to understand the goal of PROTON thus each of them in PROTON is able to work toward the goals.

In PROTON, employees are not only able to voice out their honest opinion and feedback to their respective department managers but also encouraged to do so. Through this method, PROTON management will be able to make some suitable adjustments on time. If discrimination happens, PROTON employees believe that management will stand out to protect those employees. From their responses, we infer that PROTON emphasizes fairness for each individual, whether higher or lower positions are given the same chance to voice out for themselves. Since most of the PROTON employees have a good understanding of the mission and goals of the organization, therefore only a few of them are not sure whether their current works contribute to the company while large numbers of them are working towards the organization's mission and goals. Other than that, the PROTON management team provides the ease of access to the related information to help their employees work smoothly. As a result, a larger number of them vote for excellent



organizational culture in PROTON, while others agree with the good organizational culture of PROTON.

In a nutshell, a strong organizational culture of PROTON unites all the employees whether from the management field or operation field. It shows the strong linkage between them throughout their answers. With the same goals, the work performance of PROTON employees surely boosts rapidly by times. The comfortable physical environment with a fair system as addition motivates PROTON employees to work diligently to achieve their targets. As a result, the strong organizational culture of PROTON raises the employees' satisfaction successfully then resulting in high performance of employees. Overall, the majority of the respondents from PROTON highly recommend PROTON because it provides high satisfaction to employees while having an excellent organizational culture. We can clearly see the effort paid off by PROTON to improve its organizational culture from 2017 until now. That is the reason PROTON can steadily remain at the top of the automotive industry with outstanding performance in terms of sales, service for customer and user experience. However, a finding from the survey shows that a larger number of the respondents agree on the statement PROTON is a good place to work, where a smaller number of employees feel that it is a really good place to stay. Based on the data, we could only infer this situation is due to the great competition among companies all around the world.

CONCLUSION

In conclusion, organizational culture can affect employee performance positively and improve the engagement and connectivity of employees. This can be conceived in PROTON since its inception where the former prime minister of Malaysia, Tun Dr. Mahathir Mohamad conceived a vision to create a national car for Malaysia. The strong organizational culture of PROTON clearly defined the internal and external identity of the company which lays a firm foundation for the nation's pride in the automotive industry. In order to achieve this pride, the employees in PROTON strive and put in lots of effort and finally the first national car, the Proton Saga, was produced in 1985. As it is an elusive dream for most nations, PROTON had made it a reality for Malaysia. A strong organizational culture cultivates good attributes such as team-oriented, high dedication and a strong sense of responsibility among employees. PROTON has a distinct and specific core value and direction which the employees clearly perceive and understand their role to work towards the company's aim. It has the power to turn employees into advocates and enhance employee work performance and well-being. Positive organizational culture will develop employees in a holistic way, consistent with a business culture that is conducive to their work performance. Thus, organizational culture impacts employee performance in a positive way. PROTON will be successful in continuing to design and build cars and shape the landscape of Malaysia's automotive industry besides growing big internationally if they maintain and improve the organizational culture of PROTON.

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