

# Predictors of Individual Work Performance Among Private Business Companies for An Enhanced Organizational Human Resource Plan

## ABSTRACT

This study aimed to examine the influence of organizational culture and multi-dimensional self-control as predictors of individual work performance among employees in private business companies. A descriptive-correlational research design was employed, involving 110 respondents from Santo Tomas, Davao del Norte, selected through stratified sampling. Data were collected using three standardized questionnaires, and statistical tools such as Mean, Pearson  $r$ , Standard Deviation, and Regression Analysis were applied. The results indicated that both organizational culture and multi-dimensional self-control had significant positive relationships with individual work performance. Specifically, organizational culture was rated with an overall mean of 4.32 (strongly agree), while multi-dimensional self-control scored 3.80 (agree), and individual work performance received an overall mean of 3.75 (agree). These findings suggest that fostering a strong organizational culture and enhancing employee self-control are key strategies for improving work performance, especially in culturally diverse environments. While Presidential Decree No. 442, Article 3, emphasizes the protection of workers' rights and labor laws, its relevance in this study lies in the broader context of promoting effective organizational practices. The study concludes that interventions to strengthen company culture and develop training programs focused on enhancing self-control may significantly boost employee performance. Future recommendations call for more specific and targeted approaches to implement these interventions within organizational frameworks.

**Keywords:** *predictors of individual work performance, business administration, Davao del Norte, Fiscal Year 2023-2024.*

## INTRODUCTION

### Rationale of the Study

Individual work performance is the fundamental professional practices and the tasks associated with a certain profession. While every aspect of the job has an established minimal degree of performance along with standardized management processes, some individuals struggle to exhibit any of these actions at the levels needed, resulting in poor individual performance in workplaces (Yunarti et al., 2020). In a workplace, despite the fact that knowledge promotes performance in an effective but small way, individual work performance remains

a professional growth problem, with little importance placed on the necessity in developing ideas for growth (Hajiali et al., 2022).

On the other hand, relevant to individual work performance is organizational culture. In most international settings, organizational culture is a term used in various fields like sociology, business, management, psychology, anthropology, and criminology, but is often misunderstood and sometimes poorly understood. Organizational culture is the unclear to some organizations that have identified challenges such as learning, resistance, efficiency, effectiveness, and change (Rudes & Magnuson, 2019). According to the research conducted in Indonesia, a company where the workplace has detrimental impact on workers' productivity, nevertheless, an individual work performance is positively impacted by organizational cultures best practices. Additionally, according to (Ferine et al., 2021), up to 91% of executives believe that their firm's culture is essential, and 78% believe that culture is one of the top three elements that affects the value of their company. Moreover, it is also noted that individual work performance is associated with self-control. It is empirical that leaders must strengthen the need for employees' better self-control because lack of the previously mentioned will contribute to the problem at work within the organization (Walsh et al., 2023).

The importance of assessing individual work performance among employees has been emphasized in the workplace that resulted to an employees' dedication or commitment in completing a task delegated to him utilizing his talents, knowledge, and genuineness in line with the obligations (Garnida, 2017; Sumenda et al., 2018). Accordingly, individuals with excellent work performance will find it simpler to receive the chance to be raised to superior levels (Niati et al., 2021). Moreover, organizational culture (Sánchez-Báez et al., 2020; Stojanović et al., 2020; Harel et al., 2021), and self-control (Siddiqui et al., 2021; Aigbodion & Uye, 2022; Grandey et al., 2019) implicates as predictors of individual work performance. However, there are no studies directly assess the relationship between organizational culture, multi-dimensional self-control, and individual work performance among private businesses' employees. To the best of the researchers' observation, these studies were only conducted mainly in international settings and not locally.

Consequently, this research aspires to fill this immense gap in terms of focus and settings in the existing body of knowledge in the field of business under the human resource department. Therefore, the research emphasizes its importance and urgency to conduct an enhanced organizational human resource plan Sto. Tomas, Davao Del Norte.

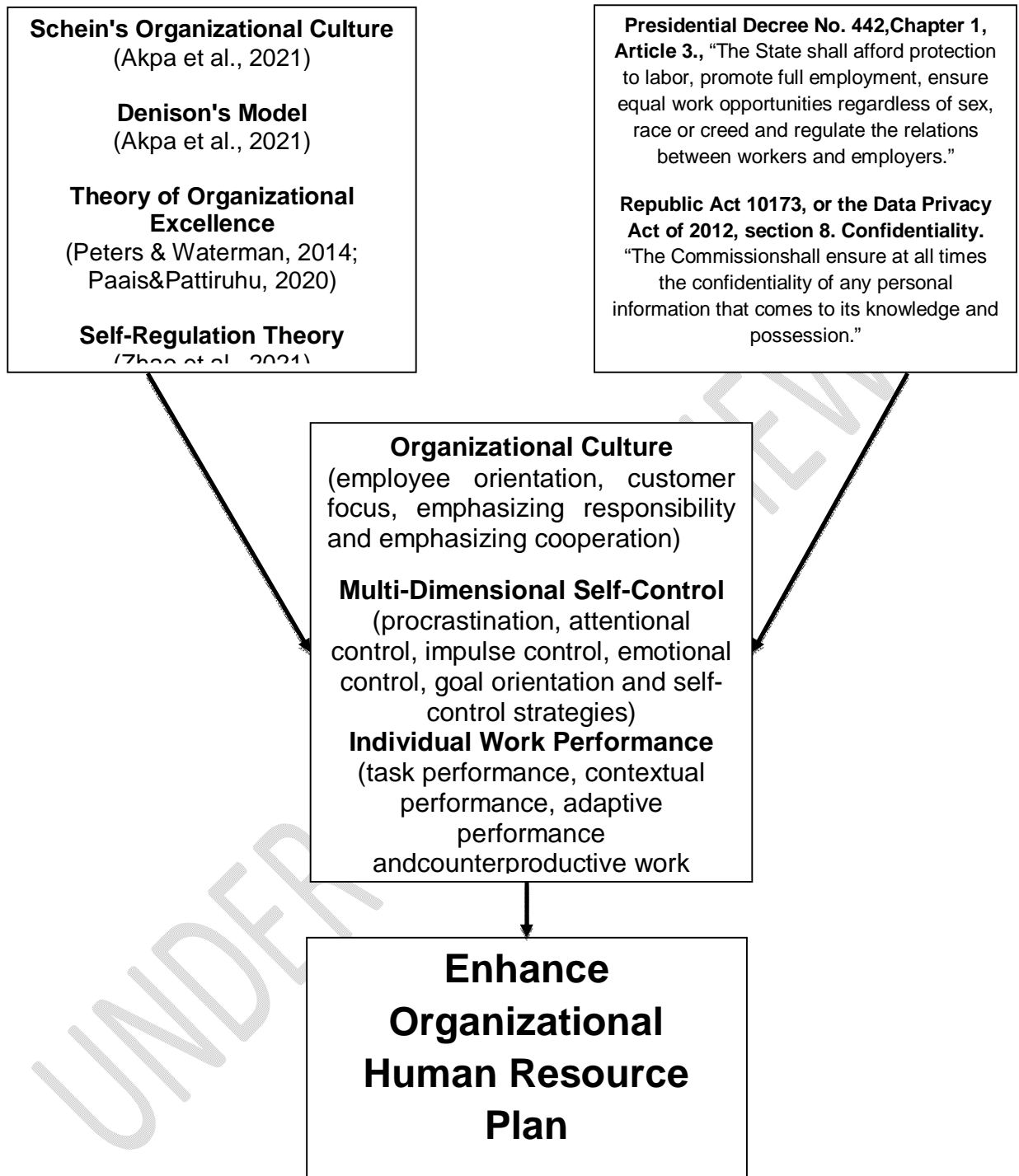
### **Theoretical Background**

Employers' adherence to labor laws is now operationalized as legal compliance with the regulations as stated by the employees. It declares that the business will comply with all conditions and terms of employment policies as specific mandate of the Labor Code and any related laws. (Red, C. L., & Teng-Calleja, M., 2021). The Philippines' Labor Code, commonly known as Presidential Decree No. 442, protects workers' rights, labor protection, and compliance with labor laws. This is the very essence of the anchored legal basis,

under Article 3. Declaration of basic policy emphasizes that, "The State shall afford protection to labor, promote full employment, ensure equal work opportunities regardless of sex, race or creed and regulate the relations between workers and employers." Principal labor legislation in the Philippines, including rules about compensation, benefits, grievance processes, union privileges, and management rights. Simply because this will determine the effectiveness of an enhanced organizational human resource plan.

Moreover, to protect confidentiality of the respondents' data especially on the following information such as email address, sex, age, civil status and designation, adopts Republic Act 10173, or the Data Privacy Act of 2012, explained that under chapter II on the national privacy commission, section 8.

UNDER PEER REVIEW



**Figure 1:** Theoretical and Conceptual Framework of the Study

Confidentiality. "The Commission shall ensure at all times the confidentiality of any personal information that comes to its knowledge and possession." This was achieved by disguising the respondents' names and placing the surveys in the safeguarded box after the investigator and statistician have obtained the information in a way that is clearly recognizable to them. Every organization was assigned a personalized code name. In adherence to this legal consideration, the researcher has guaranteed that the information provided by the respondents stays private and confidential. There were no names displayed or accessible in the papers required by Republic Act 10173, which mandated personal data be deleted to safeguard students' privacy from illegal use of sensitive data. The researcher utilized discrete coding to keep the data provided by the respondents entirely unspecified. All information was retained and protected and safeguarded by encrypting the excel spread sheet file generated by Google form to store the responses. With this study this will adapt adherence to further legal regulations such as the provisions for Corporate Privacy Policies (CSP); Data Privacy Regulations; Institutional Review Board (IRB); and the Belmont Report (BR) (2007) that considers the ethical provisions on the important dimensions of social value, informed consent, risk, benefits and safety, transparency, qualification of the researcher, and community involvement. These dimensions were essential to ensure that the research was conducted ethically and responsibly, so that its results can be effectively and accurately applied to benefit society.

Similarly, organizational theories and models such as Schein's organizational culture (Akpa et al., 2021); Denison's model (Akpa et al., 2021); Theory of organizational excellence (Peters & Waterman, 2014; Paais&Pattiruhu, 2020); and Self-Regulation Theory (Zhao et al., 2021) provided better outcome for employees' performing the work in the organization, focusing on the enhanced organizational human resource plan.

The theories and propositions were anchored to effectively provide theoretical basis of the overall study. Specifically, Schein's organizational culture; Denison's model; and theory of organizational excellence were anchored as basis for the connection between organizational culture and individual work performance. Moreover, the Self-regulation Theory was anchored as basis for the relationship between multi-dimensional self-control and individual work performance.

An organizational culture also highlighted employee commitment and shared norms can enhance individual work performance towards and achieved organizational goals. An organization's organizational culture has a significant influenced on employees, procedures, and individual work performance. It ensured a cohesive approach to organizational performance and sustainability by taking together with a diverse business culture within a corporate group (Akpa et al., 2021).

In relation to this, an organization's internal assumptions and ideas were referred to as its organizational culture. These were created to address challenges with internal integration and outward adaptation. A healthy company

culture will be crucial because employee unhappiness may have a negative influence on individual work performance (Paais&Pattiruhu, 2020).

In Denison's organizational culture model, it comprises its four (4) components such as purpose, consistency, adaptation, and engagement. These components were essential for creating and preserving a productive workplace culture. While flexibility and mission were external elements, participation and consistency was internal characteristics. This model has been widely used and keep-up to date because of its effectiveness and efficiency in the workplace(Akpa et al., 2021). According to the organizational excellence theory developed by Thomas Peters and Robert Waterman (2014), an organization's success was closely related to culture. The action, that was closed to the client, entrepreneurship, productivity, value-based work, simplicity, lean personnel, and resource efficiency were the main focuses of successful businesses. These cultural norms guarantee that workers have sufficient space to operate efficiently (Akpa et al., 2021).

Furthermore, this study was also grounded on Self-Regulation Theory. Based on the self-regulation theory, self-monitoring was essential to the advancement of goal pursuit. It investigated the impact and method of time management disposition and self-monitoring, which may have a major impact on an individual's work performance at a workplace. Based on this theory, individuals differ in their level of self-control resources and the power to control them. It was a challenging scenario to put intentions into practice when people lack the necessary resources for self-regulation (Zhao et al., 2021).

### **Research Questions**

This research determined the predictors of individual work performance among private business companies at the Municipality of Sto. Tomas, Davao Del Norte during the 1<sup>st</sup> quarter of fiscal year, 2023, as basis for an enhanced organizational human resource plan.

Specifically, this sought to answer the following questions:

1. What is the quality level of the respondents' organizational culture?
2. To what extent is the respondents' level of Multi-Dimensional Self-Control?
3. What are the respondents' Individual Work Performance?
4. Is there a significant relationship between the Individual Work Performance as to:
  - 4.1. Organizational Culture, and
  - 4.2. Multi-Dimensional Self-Control?
5. Is there a significant influence of Organizational Culture, Multi-Dimensional Self -Control and Individual Work Performance?
6. Based on the findings of the study, what enhance organizational human resource plan can be developed?

### **Hypotheses**

The following hypotheses were formulated and will be tested at 0.05 level of significance:

1. There is no significant relationship between Organizational Culture and Individual Work Performance among private businesses' employees in the Municipality of Sto. Tomas, Davao Del Norte.
2. There is no significant relationship between Multi-Dimensional Self-Control and Individual Work Performance among private businesses' employees in the Municipality of Sto. Tomas, Davao Del Norte.
3. Organizational Culture and Multi-Dimensional Self-Control do not significantly influence the Individual Work Performance among private businesses' employees in the Municipality of Sto. Tomas, Davao Del Norte.

## RESEARCH METHODOLOGY

### Research Design

The present section describes the numerous methodologies of research, such as research design, research respondents, research instrument, data gathering procedure, and statistical treatment of data.

This quantitative non-experimental research utilized the descriptive and correlational approach. The researcher used this approach to ensure the effectiveness of attaining the general objectives of the study and to guarantee the suitability of study approach pertaining to possible data results of the study.

Descriptive approach considered as a type of quantitative research method with the purpose of summarizing, organizing, and displaying data that describes the characteristics of a population or phenomenon. It was not just only to explain or analyze the data or answer questions about cause and effect, but rather to simply interpret the validity the data. Its data can be collected through surveys, observational studies, and interviews. The data was then organized and presented in tables, charts, and other descriptive forms (Mohammadi et al., 2020).

Correlational research is used as a method in this study which will investigate the relationship between two or more variables. This approach is used to study cause and effect relationships between variables, and to make predictions about future events. This will aid in order to determine if all variables were related and to what degree but does not identify the strength & cause of the relationship (Garcia et al., 2020). On the other hand, non-experimental quantitative design is a type of research that does not involve manipulation or control of the environment, but instead seeks to investigate relationships between variables. It is most often used in surveys and correlational studies,

where the researcher collects data from different participants or groups and then looks for patterns or relationships between the variables (Cooper, 2019).

In this study, the descriptive approach involved the researcher gathering data that describes the variables of interest, such as organizational culture, multi-dimensional self-control, and individual work performance among private businesses' employees. The correlational approach was utilized by the researcher in examining the relationships and potentially uncovering correlations between organizational culture, multi-dimensional self-control, and individual work performance. Finally, the non-experimental research design involved the researcher examining the relationship between the variables without manipulating any of them, instead allowing the researcher to observe the existing relationship between them.

Taken together, these three approaches have allowed the researcher to gain a better understanding of how organizational culture and multi-dimensional self-control influence individual work performance of private businesses' employees. To the best of the researcher's knowledge, these research approaches were appropriate for the main goal of the study. Specifically, the descriptive approach research design was used to collect data that is descriptive in nature and can be used to draw conclusions. It was appropriate in this study because it helped to explain the link between the organizational culture, multi-dimensional self-control, and individual work performance.

Furthermore, the correlational research was used to examine the relationships of two or more variables and was appropriate for this study because it helped to determine if there is a correlation among organizational culture, multi-dimensional self-control, and the individual work performance. Lastly, the non-experimental research was used to investigate the cause and effect of the variables in natural settings. This was appropriate for this study because it helped to determine if organizational culture and multi-dimensional self-control are influencing the individual work performance of those private businesses' employees.

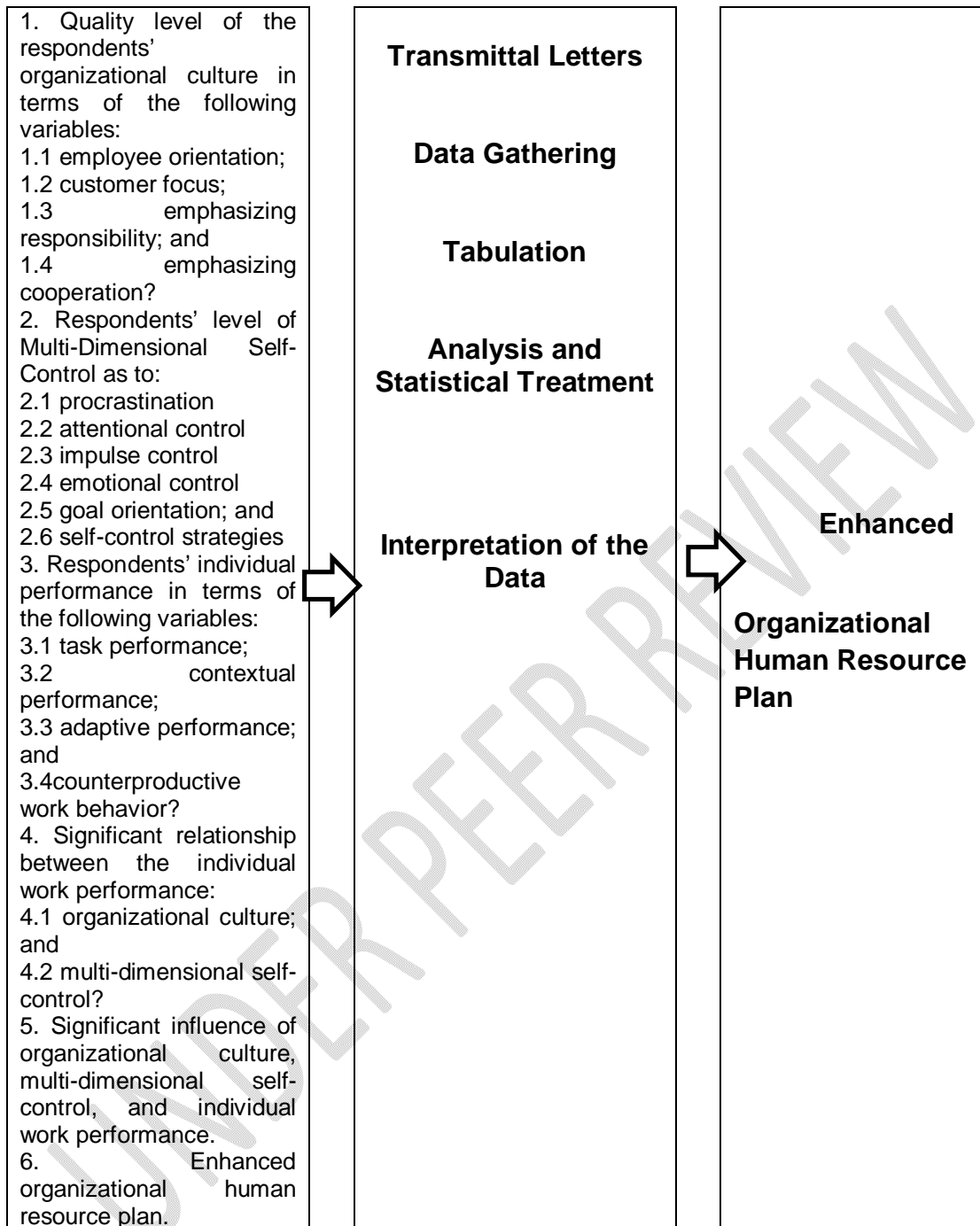
### **Flow of the Study**

There are several indicators to consider in this study including the quality level of the respondents' organizational culture and multi-dimensional self-control as predictors of respondents' individual work performance among private business companies for an enhance human resource plan.

**INPUT**

**PROCESS**

**OUTPUT**



**Figure 2:** Flow of the Study

This followed the inputs, process, and output of the study. Grouped according to the input section are the quality level of the respondents' organizational culture, respondents level of multi-dimensional self-control, and respondents' individual performance, significant relationship between the individual work performance, significant influence of organizational culture, multi-

dimensional self-control, and individual work performance, and enhanced organizational human resource plan.

The process of this study was executed according to sending transmittal letters, data gathering, tabulation, analysis of data and statistical treatment, and interpretation. Therefore, the output of this section focused on an enhanced organizational human resource plan.

### **Research Instruments**

This study utilized three (3) adapted research instruments. These instruments were fully adapted by the researcher to fit the general objectives of the study, these are the individual organizational culture scale, multi-dimensional self-control scale, and individual work performance questionnaire as discussed below.

**Organizational Culture Scale (OCS).** This adapted instrument was not modified and fully utilized by the researcher titled as Organizational Culture Scale developed by Tsai (2011). The scale consists of 22-items. This represents its four dimensions: Employee Orientation (6 items), Customer Focus (6 items), Emphasizing Responsibility (6 items), and Emphasizing Cooperation (4 items). This was rated on a 5-point Likert scale ranging from: 5 *Strongly agree* - 4, *Agree* - 3, *Somewhat Agree* - 2, *Disagree* - 1. *Strongly Disagree*.

**Multi-dimensional Self-Control Scale (MSCS).** This accentuates the full adaption of the employees' individual differences in self-control with which the researcher determines the Nilsen et al. (2020), Multidimensional Self-Control Scale (MSCS). The scale consists of 29-items. This constitutes six (6) factors: procrastination (5 items), attentional control (5 items), impulse control (5 items), Emotional Control (4 items), Goal Orientation (4 items), Self-Control Strategies (6 items). Moreover, this survey questionnaire was rated on a 5-point Likert scale ranging from: 5 *Strongly agree* - 4, *Agree* - 3, *Somewhat Agree* - 2, *Disagree* - 1. *Strongly Disagree*.

**Individual Work Performance Questionnaire (IWPQ).** This tool is fully adapted since all indicators describes and explains the contents of this research study. Hence, to effectively assess and validate the work performance among private businesses' employees, the researcher decided to fully adapt the questionnaire survey of Koopmans et al. (2012), the Individual Work Performance Questionnaire (IWPQ) because the questions are identical in accordance with the researcher and respondents need. This presented the 47-items that constitutes four (4) factors: Task Performance (13 items), Contextual Performance (16 items), Adaptive Performance (8 items), and Counterproductive Work Behavior (10 items). Furthermore, this survey questionnaire was rated on a 5-point Likert scale ranging from: 5 *Strongly agree* - 4, *Agree* - 3, *Somewhat Agree* - 2, *Disagree* - 1. *Strongly Disagree*.

### **Scoring Procedure**

To provide the basis for the analysis of the data gathering, Furthermore, the adapted survey questionnaires were rated on a 5-point Likert scale ranging from: 5 *Strongly agree* - 4, *Agree* - 3, *Somewhat Agree* - 2, *Disagree* - 1. *Strongly Disagree*. This utilized the interpretation and evaluation procedure of the data gathered which were scored using the following categorical responses.

The succeeding parameter limits, descriptive equivalent, and verbal interpretation were applied to recognize the level of an organizational culture.

List 1: Parameter limits, descriptive equivalent, and verbal interpretation (level 1)

<b>Parameter Limits</b>	<b>Descriptive Equivalent</b>	<b>Verbal Interpretation</b>
4.20 - 5.00	Strongly Agree	This indicates that an organizational culture is very much manifested.
3.40 - 4.19	Agree	This indicates that an organizational culture is manifested.
2.60 - 3.39	Neither	This indicates that an organizational culture is fairly manifested.
1.80 - 2.59	Disagree	This indicates that an organizational culture is less manifested.
1.00 - 1.79	Strongly Disagree	This indicates that an organizational culture is least manifested.

Identified below are the parameters limits as to descriptive equivalent, and verbal interpretation that were applied to organize the level of employees' multi-dimensional self-control at a workplace.

List 2: Parameter limits, descriptive equivalent, and verbal interpretation (level 2)

<b>Parameter Limits</b>	<b>Descriptive Equivalent</b>	<b>Verbal Interpretation</b>
4.20 - 5.00	Strongly Agree	This indicates that an employees' multi-dimensional self-control is very much observed
3.40 - 4.19	Agree	This indicates that an employees' multi-dimensional self-control is observed.
2.60 - 3.39	Neither	This indicates that an employees' multi-dimensional self-control is fairly observed.
1.80 - 2.59	Disagree	This indicates that an employees' multi-dimensional self-control is less observed
1.00 - 1.79	Strongly Disagree	This indicates that an employees'

multi-dimensional self-control is least observed.

Accentuating the parameter limits following, descriptive equivalent, and verbal interpretation were applied to identify the level of individual work performance at a workplace.

List 3: Parameter limits, descriptive equivalent, and verbal interpretation (level 3)

<b>Parameter Limits</b>	<b>Descriptive Equivalent</b>	<b>Verbal Interpretation</b>
4.20 - 5.00	Strongly Agree	This indicates that an employees' individual work performance is excellent.
3.40 - 4.19	Agree	This indicates that an employees' individual work performance is satisfactory.
2.60 - 3.39	Neither	This indicates that an employees' individual work performance is average.
1.80 - 2.59	Disagree	This indicates that an employees' individual work performance is poor.
1.00 - 1.79	Strongly Disagree	This indicates that an employees' individual work performance is very poor.

### **Respondents**

The respondents of this study belonged from the Municipality of Sto. Tomas, Davao del Norte that concentrates five (5) different barangays whose respondents are sampled using stratified sampling technique with the same industry and sector. The sectors and industries of the private business companies lie in Sto. Tomas was a commercial production based on bananas, rice production and cooperatives in a small, medium and large categories. It was identified that the ideal sample size for this study were 110 respondents out of 128,667 total population size.

Thus, Qualtrics online sample size calculator was used in determining the final number of respondents for the entire study. By allowing a 95% confidence level, and a 5% margin of error.

Moreover, the stratified random sampling investigates the following indicators that will explore the various subgroups or categories of this respondents. This would mean that it allows them to attain a sample demographic classification that precisely represent the entire group being examined (Qualtrics, 2022).

In this manner, the stratified random sampling technique is a valuable method for selecting a sample that represents the larger population. The

researcher can verify the collection of data was accurately validated according to the number of agreed population size.

**Table 1**  
**Distribution of Respondents**

<b>Classification of Respondent</b>	<b>N</b>	<b>%</b>
Manager	22	20%
Office staff	72	65.45%
Supervisor	16	14.55%
Total	110	100%

The table above indicates the classifications of respondents classified as managers with a corresponding population size of 22 equivalent to 20 percent because they are tasked to perform the over-all planning, organizing, staffing, leading, and directing operations of the business or company. Moreover, office staff established 72 population size, equivalent to 65.45 percent because they are the front line of the business operation. While supervisor whose population size is 16, equivalent to 14.55 percent follows middle management of the business operational activities. The sampled size illustrated a grand total of 110 or equivalent to 100 percent.

#### **Data Gathering Procedure**

The researcher has dedicated a significant amount of time and collaboration to its development and revision to ensure the questionnaire will be useful to the intended respondents.

The process of gathering these data includes the first step by sending the transmittal letter together with the informed consent noted by the research adviser allowing to conduct this study. Second, a letter was sent to the particular private business or companies via google form to allow the researcher to administer the study on their site. Third, after the request was approved, the researcher transmitted the link of the survey questionnaires via messenger. Fourth, retrieval of the google forms by exporting excel format and extracting the raw data responses. Fifth, tabulation of raw data from the exported excel file and categorized the respondents' responses. Lastly, data analysis and interpretation for validation as reflected in the respondents' responses.

#### **PRESENTATION, ANALYSIS OF DATA, AND INTERPRETATION**

This section presents, analyzes data and interpretation. The presentation will follow the sequence in accordance with the following; level of respondents' organizational culture, multi-dimensional self-control and individual work performance, relationship between individual work performance, and influence of

organizational culture, multi-dimensional self-control, and individual work performance.

### Summary on the Level of Respondents' Organizational Culture

The concept of organizational culture described the shared values and ideas that employees have within the company, and how those views affect the way they behave. Also, organizational culture was set as the motivational values for each member of the group for their efforts and contributions and provides a clear comprehension of what has to be done, how it will be done, and how each person can reach their goals. These categorizes according to the employee orientation, customer focus, emphasizing responsibility, and emphasizing cooperation.

**Table 2. Summary Table of Organizational Culture**

Indicators	Mean	Std. Deviation	Category	Interpretation
Employee Orientation	4.23	0.79	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Customer Focus	4.42	0.83	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Emphasizing Responsibility	4.31	0.85	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Emphasizing Cooperation	4.34	0.85	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
<b>Organizational Culture</b>	<b>4.32</b>	<b>0.83</b>	<b>Strongly Agree</b>	<b>The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.</b>

Table 2 above presented the matrix summary of the organizational culture with its indicators as to the employee orientation, customer focus, emphasizing responsibility, and emphasizing cooperation resulted its total mean of **4.32** and standard deviation of **0.83**, interpreted as “**strongly agree**” which indicated that the respondents have a high level of agreement in terms of the organizational culture importance and how these improves the business operational activities become sustainable.

In summary, the internal and external actors participated in this research responded “**strongly agree**” with an expressed need to integrate completely into the organization's culture, and higher management needs to give clear instructions and guidance to inspire employee members to use the culture of the company to achieve their goals, as mentioned by Cameron et al, 2020

### **Summary on the Level of Respondents' Multi-Dimensional Self-Control**

Multi-dimensional self-control plays a crucial role in individual work performance by enabling employees to regulate their behaviors, emotions, and impulses effectively. It involves managing various aspects such as time management, task prioritization, stress management, and impulse control. Employees with strong multidimensional self-control are better equipped to stay focused, meet deadlines, handle pressure, and resist distractions, ultimately leading to higher productivity and performance. By exercising self-discipline across different dimensions, individuals can optimize their work habits, decision-making processes, and interpersonal interactions, contributing to overall success in their professional endeavors.

In Table 3 below presented the grand total of multi-dimensional self-control indicators, mean score, standard deviation, category, and interpretation where the results of procrastination depicted in row (1), attentional control displayed in row (2), impulse control showed in row (3), emotional control exhibited in row (4), goal orientation unveiled in row (5), and self-control strategies divulged in row (6). In the first row, the overall mean of **3.34** which the general standard deviation of **0.8842**, and the category of “**neither**” implied that procrastination can cause stress and result in poor work efficiency at the office, as Goroshit's 2018 study, which Zhao et al. adapted, describes. al. (2021). The second row elucidated the final result, which fell into the “**agree**” category and had a total mean of **3.7** and a

total standard deviation of **0.86**, explained that each person must select the right approach and technique to guarantee that plans were completed, and goals were prioritized in a way that is consistent with the Self-Regulation Theory. The third row

explained the overall mean score for impulse control was **3.114**, with a standard deviation of **0.9885**, meaning it was categorized as “**neither**.” The respondents' neutral position in answering whether they agree or disagree indicates that they might occasionally act or not based on the cited factors. According to Paais&Pattiruhu's 2020 idea, employees who were able to regulate their

emotions and overcome impulses may develop a healthy character that benefits their performance at work.

**Table 3 Summary Table for Multi-Dimensional Self Control**

Indicators	Mean	Std. Deviation	Category	Interpretation
Procrastination	3.34	0.8842	Neither	The respondent neither agrees nor disagrees with the statement. Their response indicates a neutral stance, suggesting that they neither strongly support nor oppose the statement and may require further information or context to form an opinion.
Attentional Control	3.7	0.86	Agree	The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.
Impulse Control	3.114	0.9885	Neither	The respondent neither agrees nor disagrees with the statement. Their response indicates a neutral stance, suggesting that they neither strongly support nor oppose the statement and may require further information or context to form an opinion.
Emotional Control	4.11	0.91	Agree	The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.
Goal Orientation	4.277	0.843	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Self-Control Strategies	4.17	0.85	Agree	The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.
<b>Multi-Dimensional Self Control</b>	<b>3.80</b>	<b>0.89</b>	<b>Agree</b>	<b>The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.</b>

Moreover, fourth row expounded the overall summary of emotional control fell into the **"agree"** category, with a mean score of **4.11** and a standard deviation total of **0.91**. Those who were able to regulate their emotions decided to pay more attention to the good things in life rather than the things that disturbed them excessively. According to Zhao et al.'s self-regulation theory from

2021, a lower desire for time management may contribute to an increase in negative emotions like worry. Employees' opinions and feelings were respected. They may decide to take a temporary break from the task to relieve such negative emotions in the workplace. In the fifth row enlightened the overall mean score of goal orientation was **4.277**, while the overall standard deviation fell into the "**strongly agree**" category at **0.843**. It follows that having clear goals for the organization was crucial because everyone's success was based on their personal accomplishments, particularly an organization's performance, which was correlated with its culture as described by Peters and Waterman in 2014. The point of guide on self-control strategies depicted the findings of the respondents' responses rated the final total mean as "**agree**", with a score of **4.17** and a standard deviation of **0.85**. Self-control techniques enable us to have some influence over important behaviors. Because of this, having strong self-control was essential for efficient time management (Aigbodion&Uye, 2022).

In conclusion, the grand total mean of multi-dimensional self-control was **3.80** while **0.89** as shown in standard deviation were categorized as "**agree**". Employing principles from Denison's Model, Schein's Organizational Culture, Theory of Organizational Excellence, and Theory of Self-Regulation improved individual abilities to practice multidimensional self-control in organizational contexts. This integrated strategy increases overall effectiveness and success in accomplishing strategic objectives in addition to enhancing personal discipline and commitment to organizational norms.

#### **Summary on the level of Respondents' Individual Work Performance**

The examination of employees' individual work performance in business contexts is crucial for several reasons. Firstly, it allows for a thorough assessment of workforce effectiveness and efficiency, enabling targeted interventions to improve productivity and skill development. Secondly, these evaluations contributed to fair and transparent reward systems, ensuring that recognition aligned with performance. Additionally, they aid in talent identification and succession planning, vital for organizational continuity and growth. Ultimately, understanding and analyzing individual performance in business settings facilitated the refinement of human capital management strategies, leading to enhanced organizational competitiveness, effectiveness, and long-term success.

In Table 4 below explicated the summary table of the organizational culture with its indicators as to task performance, contextual performance, adaptive performance, and counterproductive work behavior resulted tallied its total mean scores, standard deviation, categorized responses, and interpretation. The weighted mean of the entire task performance was **4.04**, which placed it in the "**agree**" category with a standard deviation of **0.70**. This means that people who actively engage in self-regulatory behaviors that are in line with the objectives and values of the organization as elucidated by Koopmans et al., 2012, perform better at tasks. Whilst, "**strongly agree**" is the classification for the total contextual performance mean score, which is **4.31** with a standard deviation of **0.78**. It conferred those employees showed great aptitude for

carrying out duties, exhibiting initiative, and ensuring stakeholders were satisfied. Özçelik, G., &

**Table 4. Summary Table of Individual Work Performance**

Indicators	Mean	Std. Deviation	Category	Interpretation
Task Performance	4.04	0.70	Agree	The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.
Contextual Performance	4.31	0.78	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Adaptive Performance	4.28	0.74	Strongly Agree	The respondent strongly supports or affirms the statement. Their response indicates a high level of agreement with the statement, suggesting that they find it to be very true or applicable.
Counterproductive Work Behavior	2.38	1.39	Disagree	The respondent disagrees with the statement, indicating that they do not find it to be true or applicable in most cases. Their response suggests reservations or objections to the statement.
<b>Individual Work Performance</b>	<b>3.75</b>	<b>0.90</b>	<b>Agree</b>	<b>The respondent agrees with the statement but not as strongly as in the "Strongly Agree" category. Their response suggests a general support for the statement, indicating that they find it true or applicable in most cases.</b>

Uyargil, C. B. state that contextual performance was a voluntary action with a flexible nature, thus keep that in mind. starting in 2019.

Similarly, falling into the "**strongly agree**" category, the mean score for overall adaptive performance is **4.28**, with a standard deviation of **0.74**. The ability of workers to swiftly and easily adapt to changes in the workplace and in environments established by Hesketh and Neal in 1999 and Park, S., & Park, S., shown their significant capacities. in 2021. Because of this, the organizational culture has to influence values, norms, and behaviors, accorded to Schein's

organizational culture by Akpa et al., 2021. Opposed to the previous result classified by the respondents, counterproductive work behavior was marked as **"disagree"**. The standard deviation of **1.39** and the overall mean score of **2.38**. To sum up, goal setting, progress monitoring, feedback, and the self-regulation theory proposed by Zhao et al. in 2021 have all been shown to be helpful in resolving and preventing counterproductive work behavior. demonstrating Denison's model (Akpa et al., 2021), which calls for leadership consistency, particularly in communication. Employee miscommunication and animosity are reduced when leaders communicate with clarity and consistency, assisting staff members in matching their actions to the company's goals and core values.

In summary, A thorough framework for maximizing each worker's productivity at work is created by integrating these ideas. Organizations enable their workforce to perform to the best of their abilities by cultivating a culture in which participation is valued, continual improvement is stressed, and self-control was ingrained. These theories were guaranteed to result in observable increases in output, satisfaction, and general organizational performance through practical application through training, feedback systems, and supporting leadership.

#### **RELATIONSHIP BETWEEN INDIVIDUAL WORK PERFORMANCE TO ORGANIZATIONAL CULTURE AND MULTI-DIMENSIONAL SELF-CONTROL**

Investigating the relationship between individual work performance, organizational culture, and multi-dimensional self-control is vital for understanding factors influencing workplace productivity and effectiveness. It sheds light on how organizational norms, values, and practices impact employees' self-regulatory abilities, thereby influencing their performance outcomes. Furthermore, such

**Table 5. Relationship between Individual Work Performance to Organizational Culture and Multi-Dimensional Self-Control**

	r-value	p-value	Decision	Interpretation
<b>INDIVIDUAL PERFORMANCE &gt; ORGANIZATIONAL CULTURE</b>	<b>0.589**</b>	<b>0.000</b>	<b>Reject</b>	<b>There is significant relationship between individual performance and organizational culture</b>
<b>INDIVIDUAL PERFORMANCE &gt;MULTI-DIMENSIONAL SELF-CONTROL</b>	<b>0.821**</b>	<b>0.000</b>	<b>Reject</b>	<b>There is significant relationship between individual performance and multi-dimensional self-control</b>

research aids in identifying strategies to cultivate a supportive culture that fosters self-control and enhances individual performance. By elucidating these interconnections, organizations can develop targeted interventions, policies, and training programs to optimize work environments, empower employees, and drive overall organizational success.

Table 5 above provided insights regarding the relationship between individual performance and both organizational culture and multi-dimensional

self-control among employees in Santo. Tomas, Davao Del Norte. The tabulated data presented correlation coefficients (r-values) and corresponding p-values, along with decisions and interpretations based on statistical analysis.

The relationship between individual work performance and organizational culture, the correlation coefficient was found to be 0.589 with a p-value of 0.000. The decision to reject the null hypothesis suggested a significant relationship between individual work performance and organizational culture. This indicated that employees' performance levels were influenced by the prevailing organizational culture, emphasizing the importance of a conducive work environment in facilitating individual success. A positive and supportive organizational culture was likely to enhance employee motivation, engagement, and productivity, ultimately contributing to higher individual performance levels.

Similarly, concerning the relationship between individual work performance and multi-dimensional self-control, the correlation coefficient was 0.821 with a p-value of 0.000. The rejection of the null hypothesis indicates a significant relationship between individual work performance and multi-dimensional self-control. This underscored the importance of self-regulation skills in influencing

**Table 6. Influence of Organizational Culture, Multi-Dimensional Self-Control and Individual Work Performance**

---

employees' ability to perform effectively in their roles. Individuals with higher levels of self-control were better equipped to manage their emotions, impulses, and distractions, leading to improved focus, decision-making, and task execution. Consequently, organizations should prioritize initiatives aimed at enhancing employees' self-control abilities through training, coaching, and fostering a supportive work environment conducive to self-discipline and self-management.

Concluded further that organizational culture can be determined the way a firm does business including its dress code, work hours, office layout, employee perks, hiring practices, handling of clients and employees, and overall client satisfaction replicates its culture, as mentioned by Tarver, Evan 2022, Investopedia.

### **INFLUENCE OF ORGANIZATIONAL CULTURE, MULTI-DIMENSIONAL SELF-CONTROL AND INDIVIDUAL WORK PERFORMANCE**

This section highlighted the influences affected its internal and external actors' behavior, adaptability, and resilience, that have increased the impacts on effectuating the positive impact of organizational culture, and the opposite identified as toxic, and moderating these negatives effects through and enhanced organizational human resource plan.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.783	0.208		3.761	0.000
Organizational Culture	0.056	0.056	0.072	0.983	0.328
Multi-Dimensional Self-Control	0.717	0.068	0.773	10.517	0.000

Dependent Variable: Individual Work Performance

For the first predictor, organizational culture, the unstandardized coefficient (B) was found to be 0.056, with a standard error of 0.056. However, the standardized coefficient (Beta) was very low at 0.072. Additionally, the t-value was 0.983, with a significance level of 0.328. These results indicated that organizational culture does not have a statistically significant effect on individual work performance in this model.

On the other hand, for the second predictor, multi-dimensional self-control, the unstandardized coefficient (B) was 0.717, with a standard error of 0.068. The standardized coefficient (Beta) was substantially higher at 0.773. The t-value was 10.517, with a significance level of .000, indicating a highly significant effect. This suggested that multi-dimensional self-control has a strong positive impact on individual work performance. Employees with higher levels of self-control were likely to demonstrate better performance in their work tasks, as they are better equipped to manage their emotions, impulses, and distractions effectively.

While organizational culture does not appear to significantly influence individual work performance in this model, multi-dimensional self-control emerges as a critical predictor. These findings highlighted the importance of fostering self-control skills among employees to enhance their overall performance within the organization. Organizations may benefit from implementing training programs and interventions aimed at developing and strengthening employees' self-regulation abilities, ultimately contributing to improved individual and organizational outcomes.

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter presented and explained the summary of findings, conclusion and recommendations of the research study.

#### **SUMMARY OF FINDINGS**

The results emphasized that the organizational culture represents an overall mean of 4.32 as strongly agree, multi-dimensional self-control with an overall mean of 3.80 as agree, and individual work performance with an overall mean of 3.75 as agree states that the corporate employees and employers may improve individual work performance by fostering an effective organizational culture, especially among employees with diverse cultural backgrounds. Based on the conducted quantitative study about organizational culture, multi-

dimensional self-control, and individual work performance, the following findings were summarized:

#### **AS TO THE LEVEL OF ORGANIZATIONAL CULTURE**

The level of organizational culture with indicators represented by employee orientation, customer focus, emphasizing responsibility, and emphasizing cooperation resulted its total mean of 4.32 equivalent to a standard deviation of 0.83 which indicated that the respondents have a high level of agreement, the employees need to integrate completely into the organization's culture, and higher management needs to give clear instructions and guidance to inspire employee members to use the culture of the company to achieve their goals. Schein's organizational culture, as described by Akpa et al. (2021), revolves around social control mechanisms that impact employee decisions and behavior. As a result of setting shared objectives, people are able to cooperate with one another at greater levels.

#### **AS TO THE LEVEL OF MULTI-DIMENSIONAL SELF-CONTROL**

The level of multi-dimensional self-control among private business employees reflected an overall mean of 3.80 as agree equivalent to 0.89 standard deviation, employing principles from Denison's Model, Schein's Organizational Culture, Theory of Organizational Excellence, and Theory of Self-Regulation improves individual abilities to practice multidimensional self-control in organizational contexts. This integrated strategy increases overall effectiveness and success in accomplishing strategic objectives in addition to enhancing personal discipline and commitment.

#### **AS TO THE LEVEL OF INDIVIDUAL WORK PERFORMANCE**

The level of individual work performance among private business employees was very high reflecting an overall mean of 3.75 equivalent a standard deviation of 0.90 as cited in Schein's Organizational Culture, discussed that each worker's productivity at work is created by integrating these ideas. Organizations enable their workforce to perform to the best of their abilities by cultivating a culture in which participation is valued, continual improvement is stressed, and self-control is ingrained. These theories are guaranteed to result in observable increases in output, satisfaction, and general organizational performance through practical application through training, feedback systems, and supporting leadership.

#### **AS TO THE LEVEL OF RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND INDIVIDUAL WORK PERFORMANCE**

The level of relationship between organizational culture and individual work performance obtained an overall r-values of 0.589 and p-values of 0.000. Discussed that organizational culture can be determined through a company's hiring procedures, work hours, office design, benefits for employees, dress code, and general client satisfaction all reflect the culture of the organization, as mentioned by Tarver, Evan 2022, Investopedia.

#### **AS TO THE LEVEL OF RELATIONSHIP BETWEEN MULTI-DIMENSIONAL SELF-CONTROL AND INDIVIDUAL WORK PERFORMANCE**

The level of relationship between multi-dimensional self-control and individual work performance obtained an overall r-values 0.821 and p-values of 0.000. Explains that organizations may benefit from implementing training programs and interventions aimed at developing and strengthening employees' self-regulation abilities, ultimately contributing to improved individual and organizational outcomes.

## **CONCLUSION**

The study found that private businesses showed strong organizational culture and multi-dimensional self-control among their employees. Concluding that this research revealed significant connections between both organizational culture and self-control with individual performance, suggested that these factors significantly influenced how well employees in private business companies executes their job.

## **RECOMMENDATIONS**

The study suggested that creating a strong and productive organizational culture that embraces the diversity of its employees may significantly improve individual work performance. It establishes that businesses may invest in ongoing training programs to further enhance individual and organizational performance, while promoting better self-control within the corporate environment. Finally, the study highlighted the need for further research to delve deeper into the connection between organizational culture, self-control, and individual work performance in the Philippine setting. This may involve testing interventions to improve company culture or developing training programs to strengthen employee self-control, ultimately aiming to boost overall employee performance.

This study recommends an organizational enhancement plan for the improvement of individual work performance within private businesses or companies by fostering a positive organizational culture and enhancing employees' multi-dimensional self-control to boost overall employee work behavior which serves as predictors of a specific task attainment.

## **OUTPUT OF THE STUDY**

This chapter contained the Organizational Enhancement Plan 2024 based on the findings of the study titled as "Predictors of Individual Work Performance Among Private Business Companies for an Enhanced Human Resource Plan". This program aims to improve individual work performance within private businesses by fostering a positive organizational culture and enhancing employees' multi-dimensional self-control.

### **Rationale**

The study titled "Predictors of Individual Work Performance Among Private Business Companies for an Enhanced Human Resource Plan" revealed

significant positive relationships between organizational culture, multi-dimensional self-control, and individual work performance. By addressing these factors, businesses can create a more productive and successful work environment. This also provided a described outcomes that there is a strong connection between organizational behavior that strengthens cultures and positive impact on the individual work performance. Moreover, it is also noted that individual work performance is associated with self-control. It is empirical that leaders must strengthen the need for employees for better self-control because lack of the previously mentioned will contribute to problem at work within the organization (Walsh et al., 2023).

The importance of assessing individual work performance among employees has been emphasized in the workplace that resulted to an employees' dedication or commitment in completing a task delegated to him utilizing his talents, knowledge, and genuineness in line with the obligations. (Garnida, 2017; Sumenda et al., 2018).

## **ORGANIZATIONAL ENHANCEMENT PLAN 2024**

### **Objectives**

#### **1. Organizational Culture:**

- Cultivate a strong employee orientation that fosters a sense of belonging and commitment.
- Emphasize customer focus to ensure quality service and satisfaction.
- Promote a culture of responsibility where individuals take ownership of their tasks.
- Encourage collaboration and teamwork to achieve shared goals.

#### **2. Multi-Dimensional Self-Control:**

- Develop strategies to reduce procrastination and improve time management.
- Enhance attentional control to minimize distractions and improve focus.
- Foster impulse control to make well-considered decisions.
- Cultivate emotional control to manage stress and maintain composure.
- Promote goal orientation to set clear objectives and achieve desired outcomes.
- Equip employees with effective self-control strategies for various situations.

#### **3. Individual Work Performance**

- Improve task performance by enhancing efficiency and accuracy in completing assigned duties.
- Encourage contextual performance through positive contributions to the work environment.
- Foster adaptive performance by demonstrating flexibility and problem-solving skills.

- Minimize counterproductive work behavior to maintain a positive and productive work environment.

## **SCHEME OF IMPLEMENTATION**

### **1. Needs Assessment**

- Conduct surveys and interviews with employees and management to identify specific areas for improvement regarding organizational culture and self-control.
- Analyze current performance data to identify areas where improvement is most needed.

### **2. Program Development**

- Design training modules that address the identified needs in organizational culture and self-control development.
- Utilize interactive learning methods like workshops, role-playing activities, and case studies.
- Incorporate coaching and mentoring opportunities for ongoing support.

### **3. Program Delivery**

- Implement the training program in a phased manner, catering to different employee groups and levels.
- Utilize a combination of in-person and online training delivery methods to ensure accessibility.
- Provide opportunities for feedback and continuous improvement throughout the program.

### **4. Evaluation and Monitoring**

- Conduct post-training evaluations to assess the program's effectiveness in improving organizational culture, self-control, and individual work performance.
- Monitor key performance indicators (KPIs) related to productivity, employee satisfaction, and organizational goals.
- Make adjustments to the program based on evaluation results and ongoing feedback.

## **ENHANCEMENT PLAN 2024**

1. Partner with industry experts and professional organizations to access the latest research and best practices in organizational culture development and self-control training.
2. Develop ongoing training programs to address emerging trends and challenges in the workplace.
3. Integrate self-assessment tools and resources into the program to allow employees to track their progress and identify areas for further development.
4. Encourage a culture of continuous learning and development within the organization.

## Strategies

1. **Leadership Commitment:** Secure strong leadership buy-in and active participation in fostering the desired organizational culture.
2. **Communication and Transparency:** Maintain open communication channels to ensure employees understand the program's goals and expectations.
3. **Recognition and Rewards:** Implement systems to recognize and reward employees who demonstrate positive changes in their behavior and performance.
4. **Sustainability:** Integrate the program into the organization's overall culture and performance management systems for long-term impact.

Furthermore, by implementing this comprehensive program, private businesses can create a work environment that fosters a positive organizational culture, empowers employees to develop their self-control skills, and ultimately leads to significant improvements in individual work performance.

List 4 : ORGANIZATIONAL ENHANCEMENT PLAN							
Organizational Components	Objectives	Strategies	Action Plan	Expected Outcome	Actors for Organizational Culture	Project Implementation Schedule	Remarks
Organizational Culture	Encourage employees to take ownership of their work and to develop a strong employee orientation that makes them feel like they belong and are committed.	Ensure strong leadership support and active participation in establishing the desired organizational culture.	Identify particular areas for development in terms of organizational culture and self-control by conducting surveys and interviews with management and staff.	Employees will be more committed in their work which will also leads to be more innovative, motivated, and engaging.	Managers Supervisors	1 <sup>st</sup> Quarter of 2025	On-Going
Multi-Dimensional Self-Control	Create solutions for reducing procrastination and improving time management.	Keep lines of communication open to make sure employees are aware of the objectives and requirements of the program.	Create instructional materials that tackle the recognized problems in the areas of self-control and organizational culture.	Employees will make a wise decision, will increase productivity, less errors and will reach their full potential.	Office Staff	2 <sup>nd</sup> Quarter of 2025	On-Going
Individual Work Performance	Increase task performance by increasing efficiency and accuracy in carrying out	Establish procedures for rewarding and recognizing employees who improve their	Conduct post-training evaluations to determine the program's effectiveness and evaluate key performance indicators	Employees will be more efficient, productive, and will contribute meaningfully to the company's	Office Staff	2 <sup>nd</sup> Quarter of 2025	On-Going

	assigned activities.	performance and behavior.	(KPIs) like as productivity, employee satisfaction, and organizational goals.	vision.			
--	----------------------	---------------------------	---	---------	--	--	--

### **COMPETING INTERESTS DISCLAIMER:**

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

Option 2:

Author(s) hereby declare that generative AI technologies such as Large Language Models, etc. have been used during the writing or editing of manuscripts. This explanation will include the name, version, model, and source of the generative AI technology and as well as all input prompts provided to the generative AI technology

Details of the AI usage are given below:

- 1.
- 2.
- 3.

### **References**

- Agbaria, Q., & Bdier, D. (2021). The role of self-control and identity status as predictors of internet addiction among Israeli-Palestinian college students in Israel. *International Journal of Mental Health and Addiction*, 19(1), 252-266.
- Aigbodion, A. I., & Uye, E. E. (2022). Self-control and emotional intelligence as predictors of time management behaviour among employees of a Nigerian University. *ESUT JOURNAL OF SOCIAL SCIENCES*, 7(1).
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- Bai, Y., Wang, Z., Alam, M., Gul, F., & Wang, Y. (2022). The impact of authentic leadership on innovative work behavior: Mediating roles of proactive personality and employee engagement. *Frontiers in Psychology*, 13, 879176.

- Baumeister, R. F., Vohs, K. D., & Tice, D. M. (2007). The strength model of self-control. *Current directions in psychological science*, 16(6), 351-355.
- Cooper, H. (2019). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks, CA: SAGE Publications.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.
- Du, J., Kerkhof, P., & van Koningsbruggen, G. M. (2019). Predictors of social media self-control failure: Immediate gratifications, habitual checking, ubiquity, and notifications. *Cyberpsychology, Behavior, and Social Networking*, 22(7), 477-485.
- Edeh, F. O., Zayed, N. M., Darwish, S., Nitsenko, V., Hanechko, I., & Islam, K. A. (2023). Impression management and employee contextual performance in service organizations (enterprises). *Emerging Science Journal*, 7(2), 366-384.
- Fan, J., Fan, Y., Yu, L., & Man, S. (2022). How hindrance stress, proactive personality, and the employment relationship atmosphere affect employees' innovative behavior. *Frontiers in Psychology*, 13, 969013.
- Ferine, K. F., Aditia, R., & Rahmadana, M. F. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*, 7(7).
- Garcia, J. F., Soriano, M. P., & Gómez-Benito, J. (2020). Correlational research: Types, examples, and characteristics. *Frontiers in Psychology*, 11(1517). <https://doi.org/10.3389/fpsyg.2020.01517>
- Garnida, D. (2017). Pengaruh Pendidikan, Pengalaman Kerja dan Prestasi Kerja terhadap Pengembangan Karir Pegawai di Dinas Pekerjaan Umum Kabupaten Kutai Timur. *EJournal Pemerintahan Integratif*, 5(4), 626-635.
- Goetz, N., & Wald, A. (2021). Employee performance in temporary organizations: The effects of person-environment fit and temporariness on task performance and innovative performance. *European Management Review*, 18(2), 25-41.
- Grandey, A. A., Frone, M. R., Melloy, R. C., & Sayre, G. M. (2019). When are fakers also drinkers? A self-control view of emotional labor and alcohol consumption among US service workers. *Journal of occupational health psychology*, 24(4), 482.

- Hajjali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.
- Handayani, W., & Pendrian, O. (2023). The Evaluation of the Impact of Implementing Organizational Culture on Employee Innovative Behavior. *International Journal of Law, Policy, and Governance*, 2(2), 49-64.
- Harel, R., Schwartz, D., & Kaufmann, D. (2021). Organizational culture processes for promoting innovation in small businesses. *EuroMed Journal of Business*, 16(2), 218-240.
- Jain, R., Jayakumar, M., Christy, V., Singh, G., & Inamdar, A. M. (2023). The effect of organizational culture on employee engagement and job satisfaction: A HR perspective. *Journal of Survey in Fisheries Sciences*, 10(1S), 6212-6225.
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66.
- Metz, D., Ilieş, L., & Nistor, R. L. (2020). The impact of organizational culture on customer service effectiveness from a sustainability perspective. *Sustainability*, 12(15), 6240.
- Mohammadi, S., Shabani, A., & Olyaei, M. (2020). Describing Descriptive Research. *International Journal of English Language & Translation Studies*, 8(1), 27-31.
- Mula, S., Di Santo, D., Gelfand, M. J., Cabras, C., & Pierro, A. (2021). The mediational role of desire for cultural tightness on concern with COVID-19 and perceived self-control. *Frontiers in Psychology*, 12, 713952.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: the role of motivation as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393.
- Özçelîk, G., & Uyargil, C. B. (2019). Performance management systems: task-contextual dilemma owing to the involvement of the psychological contract and organizational citizenship behavior. *European Management Review*, 16(2), 347-362.

- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Papova, A., & Corbin, W. R. (2020). The MASC: A novel multidimensional measure of self-control. *Motivation Science*, 6(4), 346.
- Park, S., & Park, S. (2021). How can employees adapt to change? Clarifying the adaptive performance concepts. *Human Resource Development Quarterly*, 32(1), E1-E15.
- Pattnaik, S. C., & Sahoo, R. (2021). Employee engagement, creativity and task performance: role of perceived workplace autonomy. *South Asian Journal of Business Studies*, 10(2), 227-241.
- Red, C. L., & Teng-Calleja, M. (2021). Examining the relationship between labor law compliance and employee perceptions, attitudes and behaviors. *Employee Responsibilities and Rights Journal*, 33(4), 337-357.
- Rudes, D. S., & Magnuson, S. (2019). Scapegoating culture: Misunderstanding organizational culture as the problem in carceral institutions and beyond. *Sociology Compass*, 13(2), e12657.
- Saleem, S., Humayun, S., Raziq, M. M., Iqbal, M. Z., & Ahmad, M. (2024). Proactive personality and performance in the hospitality industry firms: mediating role of job crafting. *Current Psychology*, 43(3), 2516-2533.
- Sánchez-Báez, E. A., Fernández-Serrano, J., & Romero, I. (2020). Organizational culture and innovation in small businesses in Paraguay. *Regional Science Policy & Practice*, 12(2), 233-247.
- Siddiqui, A., Jia, H., He, Y., Li, Y., Zhen, S., Chiang, S., ... & Zhang, X. (2021). Correlation of Job stress and self-control through various dimensions in Beijing Hospital staff. *Journal of Affective Disorders*, 294, 916-923.
- Singh, A., & Kaur Gujral, H. (2022). Role of Emotional Intelligence in Managing Organizational Culture During Covid-19—A Cross-Sectional Study. *Journal of Information and Organizational Sciences*, 46(2), 323-344.
- Stojanović, E. T., Vlahović, M., Nikolić, M., Mitić, S., & Jovanović, Z. (2020). The relationship between organizational culture and public relations in business organizations. *Journal of Business Economics and Management*, 21(6), 1628-1645.
- Sumenda, V., Kaunang, M., & Kumayas, N. (2018). Prestasikerja aparatur sipil negara dalam menunjang promosi jabatan di kabupaten kepulauan talaud (Studi di Era Kepemimpinan Bupati Kepulauan Talud Sri Wahyuni Manalip, SE). *JURNAL EKSEKUTIF*, 1(1).

- Tadesse Bogale, A., & Debela, K. L. (2024). Organizational culture: a systematic review. *Cogent Business & Management*, 11(1), 2340129.
- Von Bastian, C. C., Blais, C., Brewer, G., Gyurkovics, M., Hedge, C., Kalamala, P., ... & Wiemers, E. (2020). Advancing the understanding of individual differences in attentional control: Theoretical, methodological, and analytical considerations.
- Walsh, M. M., Carleton, E. L., Ziemer, J., & Ortynsky, M. (2023). The salience of remote leadership: implications for follower self-control and work-life balance. *International Journal of Manpower*.
- Whelan, E., Islam, A. N., & Brooks, S. (2020). Applying the SOBC paradigm to explain how social media overload affects academic performance. *Computers & Education*, 143, 103692.
- Yunarti, B. S., Asaloei, S. I., Wula, P., & Werang, B. R. (2020). Stress and performance of elementary school teachers of Southern Papua: A survey approach. *Universal Journal of Educational Research*, 8(3), 924-930.
- Zabala, K., Campos, J. A., & Narvaiza, L. (2022). Moving from a goods-to a service-oriented organization: a perspective on the role of corporate culture and human resource management. *Journal of Business & Industrial Marketing*, 37(6), 1197-1207.
- Zhao, J., Meng, G., Sun, Y., Xu, Y., Geng, J., & Han, L. (2021). The relationship between self-control and procrastination based on the self-regulation theory perspective: The moderated mediation model. *Current Psychology*, 40, 5076-5086.