

Employees' Adaptability in Japanese Workplace Cultures

Siti Nurra Sheikh Badar, Faten Norsyuadah Slim, Mahadir Ladisma @ Awis*

Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA, Malaysia

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.150100094>

Received: 30 January 2026; Accepted: 06 February 2026; Published: 17 Februar 2026

ABSTRACT

All organisations are hoping to have employees that can adapt well to the workplace cultures and remain long in the organisation. One of the organisation's objectives is to have an employee who stays with the company throughout its journey to achieve exceptional performance. However, there are certain barriers that make it difficult for employees to fit in with the workplace culture, which leads to employee turnover, particularly in global corporations. As a result of this scenario, the issue of employees' adaptability in workplace cultures has emerged, with this study focusing on local employees who work in Japanese-based organisations. Therefore, this study has identified four objectives which are designed to examine (1) the level of employee adaptability among local employees that work in Japanese-based organisations; (2) the relationship between communication, innovation, teamwork and decision-making cultures and the employee's adaptability by the local employees; (3) what the best predictor is that contributes towards employee adaptability by the local employees that work in Japanese-based organisations; and (4) the years of experience as a moderator in the relationship between workplace cultures (communication, innovation, teamwork and decision-making) and employee adaptability. This study was conducted among Malaysian employees who work for Japanese-based businesses. Structured questionnaires and stratified random sampling were used. The data was collected from 360 local employees. The study revealed a high level of employee adaptation among local employees working in Japanese-based businesses. The three factors, namely communication, innovation, and teamwork cultures, have a substantial association with employees' adaptability. This study also reveals there is no significant relationship between decision-making culture and employee adaptability.

Keywords: Employees Adaptability, Communication, Innovation, Teamwork, Decision Making, Culture

INTRODUCTION

Dynamic environment changes have made adaptability skills one of the criteria that can lead to organisational success (Erdorf et al., 2013). This shows that it is impossible to neglect the importance of adaptability in the organisation, especially towards employees, where they need to learn and be responsive to the adaptability of various demands that come from different perspectives (Yukl and Mahsud, 2010; Nesbit and Lam, 2014). Employees' adaptability towards the workplace culture has become one of the important elements and concerns for an organisation in ensuring the sustainability of employees (Stone and Deadrick, 2015). Failure to adapt among employees will affect the overall organisation's performance and image (Kan, 2012). According to Easterby-Smith and Lyles (2011), the employees' adaptability can be enhanced through positive workplace culture implemented by the organisation, and also with the effective learning sessions conducted with the employees, it can increase the chances for employees to adapt well to the changes in improving job performance (Zorzie, 2012).

In the Malaysian context, employees' adaptability to culture is also one of the concerns that multinational organisations face, whereby most of the organisations will impose their own culture in the form of values and beliefs that come from the host country (Kan, 2012). This can be related to the culture adopted by Japanese-based organisations in Malaysia, which are known to be strict and controlling towards their employees (Mironski, 2008). The Japanese workplace culture is always characterised by others as a good indicator and example for others to follow (Fujimura, 2007; Mironski, 2008). Most of the organisation will use some form of Japanese workplace culture to be implemented in their own organisation, as they believe the culture is systematic

and orientated (Mironski, 2008; Fujimura, 2007; Kan, 2012). Organisations therefore need to take severe efforts in improving the workplace environment, especially the culture that's applied in the organisation, so that employees will be able to learn and adapt well to the workplace culture.

Objectives of Study

Therefore, the study aims: (i) To determine the level of employees' adaptability amongst local employees that work in Japanese-based organisations; (ii) To examine the relationship between Japanese workplace cultures (communication, innovation, teamwork and decision-making) and employees' adaptability; (iii) To identify what is the best predictor between communication, innovation, teamwork and decision-making cultures in determining employee's adaptability; and (iv) To examine years of experience as the moderator in the relationship between workplace culture (communication, innovation, teamwork and decision-making) and employees' adaptability.

LITERATURE REVIEW

Employee Adaptability

The adaptability in the workplace has been conceptualised and finalised based on the outcomes from communications standards, job performance, and innovation of changes, decision-making outcomes, and the stability of individuals (Stokes et al., 2010). Adaptability is important as it will impact the organisational outcome, such as job satisfaction or job performance. Past research has shown the urgings and assumptions on how the workplace culture has effects on the employees' adaptation in the organisation as well as how it impacts the performance of the employees (Rose et al., 2008). Their abilities to adapt to the culture, technologies, new tasks, different environments, cross-cultural applications and others will help the organisation grow to be better.

Japanese Work Culture

The customary work cultures of Japan differ from the Western styles, as the Japanese cultures have their own uniqueness, which consists of values from their lifestyles, norms and principles, which they turn into office management cultures (Huang, 2011; Batyko, 2012; Kan, 2012). The Japanese work culture is known as one of the well-known cultures that are adapted and practised by other countries. Kan (2012) mentioned that the cultures will be practised in every Japanese company worldwide, which all the employees, regardless of their nationality, must be able to adapt to once they work with them. In previous research, communication, innovation, teamwork and decision-making are the Japanese work cultures that are frequently discussed by other researchers.

Communication

Graca and Barry (2017) observe that every organisation has emphasised the value of employee communication cultures. Communication inside the company will be determined by how individuals interpret the information they receive. Every organisation will have its own culture, which is based on their home nation or host country and is practised within the organisation (Graca and Barry, 2017). The Japanese multinational organisations have been studied a lot by other researchers for their uniqueness in cultures to compare with the Western cultures (Stohl, 1993; Kiyomiya, 2000; Sorenson, 2002). Japanese employees are known as people that use their language as their primary communication on a daily basis at work (Goodman, 2005). Kiyomiya (2000) discovered that Japanese cultures are less individualistic and more accustomed to collectivistic cultures, commonly known as group orientation and prioritising group goals over individualistic interests. Mohsen et al. (2014) acknowledged that communication styles are a key predictor of employees' adaptability within the organisation. The difference in understanding the instruction given by the management will be the primary cause of performance failure.

Innovation

Innovation can be defined as a strategic option for an organisation to improve performance and remain competitive (Tidd, 2001). According to Ceaşu et al. (2017), a company is considered truly innovative when

both employers and employees generate creative ideas and translate them into action. An innovation culture has become an integral part of successful organisations, as such cultures are believed to enhance productivity, organisational growth, and employees' abilities and skills (Chich-Jen and I.-Ming, 2010). For local workers in Japanese companies to sustain long-term employment, the ability to think creatively is essential (Hansen and Birkinshaw, 2007). Kan (2012) found that Japan-based organisations consistently provide employees with continuous learning opportunities, particularly in research and development. Management also introduces employees to basic or targeted training programmes (Hansen and Birkinshaw, 2007; Stacho et al., 2017; Maier et al., 2018). Through these initiatives, employees acquire knowledge from experts, enabling them to adapt to change and implement improvements successfully (Hilmarsson et al., 2018).

Teamwork

Teamwork cultures are important in determining organisational performance and success (Kasl et al., 1997; Goodman, 2005; Chang, 2013). In Japanese organisations, teamwork culture is regarded as a strong guideline for other organisations and serves as an example of how effective team members are developed and teamwork skills are shaped (Milliman et al., 2001). The effectiveness of teamwork can be assessed based on the extent to which organisational objectives are achieved (Salas et al., 2014). Japanese organisations are highly concerned with teamwork effectiveness, as it determines the organisation's path to success (Chang, 2013). Oertig and Buergi (2006) argued that a team will achieve meaningful outcomes when members are able to set clear direction, maintain momentum, adapt workloads, and demonstrate full commitment. They further emphasised that effective teamwork cannot be established within a short period but develops gradually over time. This is applicable to Japanese organisations, where capable teamwork is nurtured within a defined time frame, reflecting their belief in achieving strong long-term results (Chang, 2013).

Decision Making

Culture shapes decision-making and remains one of the most widely discussed issues in multinational firms, especially in cross-cultural organisations (Dabic et al., 2015). Bik (2010) found that each culture adopts its unique decision-making style. Cultural background, values, beliefs, and preferred choice styles directly influence the decision-making process. Western organisations often practise an open-space approach that allows employees to make individual decisions based on situational demands, including emergencies. In contrast, Japanese organisations require employees to consult management before finalising decisions (Bik, 2010). Dabic et al. (2015) identified the lengthy process of reaching and implementing decisions as a key concern in Japanese organisations. In cultures that emphasise power and authority, organisations hold employees accountable for their decisions because those decisions directly affect the overall organisational environment (Sagi, 2015). Some cultures associate individual power with one's ability to demonstrate effective decision-making. Other cultures expect leaders to delegate decision-making to groups or subordinates, a practice commonly reflected in Japanese organisations (Sagi, 2015). Therefore, organisations must treat decision-making as a critical process that balances organisational priorities with employee involvement.

Years of Experience

Hunter (2017) stated that years of experience influence employees' adaptability within workplace culture. Researchers have explored this relationship, as employers often use years of work experience to assess applicants' quality. Tran and Soejatminah (2017) found that organisations prefer candidates with extensive work experience over those with stronger academic qualifications. From the employer's perspective, Oshagbemi (2000) explained that organisations seek candidates with solid past experience because they view such experience as an indicator of strong performance and adaptive skills.

Ng et al. (2005) supported this view and identified work experience as a significant factor influencing employees' adaptation, retention, and job satisfaction within the organisation. Experienced employees tend to adjust their work values to the workplace environment within a shorter period, reflecting stronger adaptability skills. In contrast, less-experienced employees may demonstrate lower levels of responsibility and may leave the

organisation within a shorter time frame (Uppal et al., 2014). These findings show that years of experience play a major role in ensuring employees’ adaptability within workplace culture (Dash et al., 2017).

Conceptual Framework

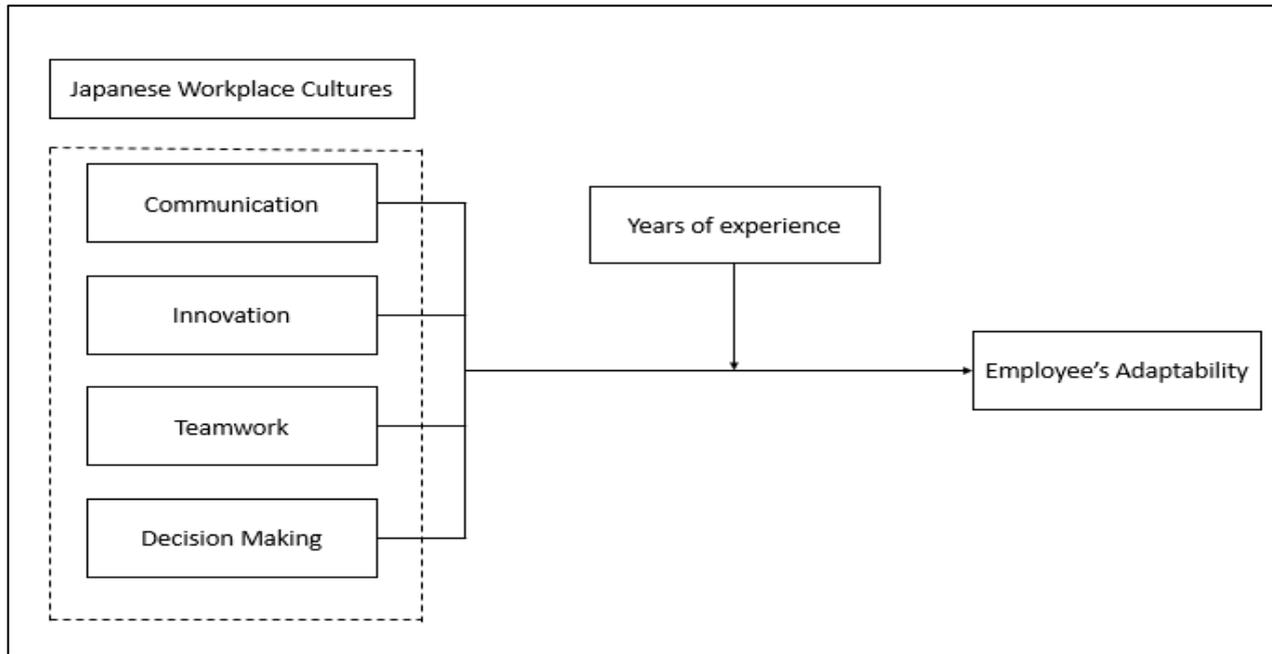


Figure 1: The Conceptual Framework of Employees Adaptability

METHODOLOGY

This study employs a quantitative approach to fulfil the research objectives. The researchers directly collected data from three Japanese-based organisations, involving respondents from bottom-level management to top-level management to represent the study population. Official records indicate that the total population across these organisations is 650 employees. To achieve the required minimum sample size, the study applied stratified random sampling to ensure that each element had an equal chance of selection. Researchers commonly use this technique in organisational and societal studies where structured populations exist. The study obtained 360 completed questionnaires, and all were usable for analysis.

The researchers measured both independent and dependent variables using an interval scale. They adopted and adapted the items for employees’ adaptability from Kozlowski et al. (2001), Zorzie (2012), and Kan (2012). They adopted and adapted the items for communication culture from Graca and Barry (2017) and Sharpe (2006). They adopted and adapted the items for innovation culture from Svh (2014) and McLean (2005). They adopted and adapted the items for teamwork culture from Chang (2013), Salas et al. (2014), and Jacob (2005). Finally, they adopted and adapted the items for decision-making culture from Cullen and Parboteeah (2011), Bik (2010), and Hofstede (2001).

FINDINGS AND DISCUSSION

Demographic profile of Respondent

Table 1: Analysis of Respondents’ Demographic (n=360)

Question	Items	Frequency	Percentages
Gender	Male	170	47.2
	Female	190	52.8

Age	Less than 19 years old	2	.6	
	20- 29 years old	149	41.4	
	30- 39 years old	162	45.0	
	40- 49 years old	47	13.1	
	50 and above	0	0	
Length of services	Less than 6 months	10	2.8	
	1 – 5 years	105	29.2	
	6 - 10 years	181	50.3	
	11 - 15 years	33	9.2	
	16 – 20 years	29	8.1	
	21 - > years	2	.6	
Levels of Education	SPM	19	5.3	
	Diploma	122	33.9	
	Degree	179	49.7	
	Master	40	11.1	
Salary	RM1000 – RM2000	25	6.9	
	RM2001 – RM3000	170	47.2	
	RM3001– RM4000	105	29.2	
	RM4001- RM5000	0	0	
	RM5000 and above	60	16.7	
Position	Staff	195	54.2	
	Supervisor	105	29.2	
	Manager	58	16.1	
	Top Management	2	2.6	
Races	Malay	218	60.6	
	Chinese	87	24.2	
	Indian	55	15.3	
Department	Customer Service	27	7.5	
	Operation	79	21.9	
	Human Resource	12	3.3	
	Accounting and Finance	47	13.1	
	Business Development	29	8.1	
	Sales and Marketing	87	24.2	
	Technical and IT	38	10.6	
	Administration	41	11.4	

Based on Table 1, the study collected 360 responses, comprising 47.2% male (170) and 52.8% female (190) respondents. The majority of respondents were aged between 30 and 39 years old, representing 45% of the total sample (162 respondents). In terms of educational background, 49.7% of the respondents were degree holders.

The study collected 54.2% responses from the staff-level employees. Regarding length of service, most respondents had served between 6 and 10 years, accounting for 181 respondents or 50.3% of the sample. In addition, 21.9% of the data came from the operations department, while 24.2% came from the sales and marketing department.

Discussion of the Findings

The findings of the study are also discussed based on the objective of the paper. There are four (4) highlighted objectives as below:

Table 2: Mean Score Intepretation

Mean score	Interpretation
4.21–5.00	Very high
3.21–4.20	High
2.61–3.20	Medium
1.81–2.60	Low
1.00–1.80	Very low

Source: Moidunny (2009)

Table 3: Level of Employees’ adaptability (n=360)

Items	Mean	Std. Dev.	Level
I can adapt to my working environment.	3.905	.717	High
I can adapt to new changes easily.	4.011	.712	High
I can accept the new knowledge from others well.	4.230	.688	Very high
I have the ability to adapt with different situation.	4.025	.733	High
I found it is easy to adapt to different cultures at one time.	3.836	.609	High
I am a fast learner.	4.172	.715	High
I can adjust well with colleagues from different races.	4.438	.570	Very high
I have my own approach in adapting the task.	4.203	.647	High
I can adapt well by having good teams.	4.580	.494	Very high
I can adapt well to workplace culture by having management support.	4.433	.569	Very high

Table 4: The Findings of Correlation (n=360)

Variables	Mean	Std. Dev.	(1)	(2)	(3)	(4)	(5)
Adaptability	4.019	.530	1				
Communication	3.817	.494	.123*	1			

Innovation	3.863	.529	.190**	.406**	1		
Teamwork	4.184	.475	.303**	.439**	.539**	1	
Decision Making	3.878	.528	.012	.607**	.524**	.515**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 5: Collinearity Statistics

Coefficients								
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.676	.264		10.127	.000		
	Communication	.106	.068	.099	1.562	.119	.607	1.647
	Innovation	.113	.063	.113	1.806	.072	.624	1.603
	Teamwork	.386	.070	.346	5.524	.000	.621	1.610
	Decision Making	-.287	.069	-.285	-4.147	.000	.514	1.945

a. Dependent Variable: Adaptability

Table 6: The Moderation Table: Interaction effect in between X (or W) on Y

Moderating						
	coeff	se	t	p	LLCI	ULCI
Communication	-.1144	.0558	-2.0489	.0412	-.2242	-.0046
Innovation	-.4268	.0624	-6.8369	.0000	-.5495	-.3040
Teamwork	-.2883	.0617	-4.6728	.0000	-.4096	-.1670
Decision Making	-.2464	.0566	-4.3544	.0000	-.3576	-.1351

The level of employees' adaptability

The information from Table 3 shows the contributing elements at a high level and provides the mean and SD for each factor (Moidunny, 2009) that affects employees' adaptability. According to the result, the most significant factor influencing the employee's adaptability ($\bar{x} = 4.580$), which was in the first range, was "I can adapt well by having good teams" (item 9). However, item 5 (I found it is easy to adapt to different cultures at one time) was in the tenth range and had the lowest level ($\bar{x} = 3.836$). Regarding the other range of the elements influencing the employee's adaptability, item 7, "I can adjust well with colleagues from different races" ($\bar{x} = 4.438$), was found to be the second range. Next, item 10, "I can adapt well with workplace culture by having management support", falls into the third range ($\bar{x} = 4.433$). Meanwhile, item 3, "I can accept the new knowledge from others well" ($\bar{x} = 4.230$); item 8, "I have my own approach in adapting the task" ($\bar{x} = 4.203$); item 6, "I am a fast learner" ($\bar{x} = 4.172$); item 4, "I have the ability to adapt to different situations" ($\bar{x} = 4.025$); item 2, "I can adapt to new

changes easily” ($\bar{x}= 4.011$); and item 1, “I can adapt to my working environment” ($\bar{x}= 3.905$), were in the fourth to ninth range, respectively

Communication cultures and employee adaptability

Based on Table 4, the findings have shown a positive relationship between the communication cultures and the employee’s adaptability. This is supported by Kiyomiya (2000), where the communication culture in Japanese-based organisations is based on knowledge and truth. Japanese-based organisations apply clean information delivery in conveying the information or instructions to the employees (Yukl & Mahsud, 2010). Goodman (2005) also mentioned that multinational organisations use their national style of communication to reflect the company’s identity in representing their national culture to the world. Organisations may choose not to adopt certain local cultures, particularly in Japanese organisations, because they believe that their home country culture plays a crucial role in shaping employees and strengthening organisational development. They embed this home culture into workplace practices, including daily communication. They also incorporate specific cultural terms into everyday conversations within the organisation to reinforce these values and norms.

Innovation cultures and employee adaptability

There is a significant relationship between the innovation cultures and employee adaptability. According to McLean (2005), the adaptability in innovation can be enhanced through good support by the organisation. An innovative environment will allow the mobilisation of knowledge, learning sessions, and sharing of experience, as well as concentration on research and development for the employees to explore (Chich-Jen and I-Ming, 2010). Lam (2010) also added that Japanese organisations will always provide the employees with learning opportunities to enhance their skills to adapt. Therefore, it shows that innovation culture plays an important role in contributing towards employees’ adaptability.

Teamwork cultures and employee adaptability

Based on Table 4, there is a significant relationship between teamwork cultures and employees’ adaptability. This is consistent with the study by Hickman (2010), where organisations that have a good teamwork culture can determine the retention rate and level of adaptability of the employees. Moreover, this also supports the study by Manzoor *et al.* (2011), whereby teamwork culture can help attract employees to remain in the organisation based on good relationships among everyone in the organisation, which can lead to the employee’s good performance and adaptability. Through this study, the researcher has adopted the viewpoint of Salas *et al.* (2014) and Jacob (2005) in measuring teamwork and employees’ adaptability by looking at the effective teamwork and team development components.

The employees must be able to adapt with the team members in ensuring adaptation to teamwork culture (Chang, 2013). Meanwhile, as per the actual results derived from this study, 255 respondents over 360 employees have answered that they can adapt well with the team members, which reflects their adaptation level in a teamwork culture. Moreover, Japan's attitude of avoiding uncertainty also makes it less likely that people will attempt new things, which means that adaptation is more of a social outcome than an individual one (Hofstede, 2001).

Decision-making culture and employee adaptability

The findings have shown there is no significant and negative relationship between decision-making culture and employee adaptability. This result is inconsistent with the study made by Bik (2010) and Cullen and Parboteeah (2011), where employees’ adaptability in the organisation can be reflected from an effective decision-making culture. Friendly relationships between employer and employees will enhance good identification of problem-solving ability when similar interests are shared (Kolman et al., 2003). However, findings from Nanoka and Takeuchi (1995) explained that the insignificant correlation is due to the highly institutionalised and collaborative characteristics of management decisions that stress following the procedures and getting group approval, which make it harder for an employee to adapt on their own. Japan's attitude of avoiding uncertainty also makes it less likely that people will attempt new things, which means that adaptation is more of a social

outcome than an individual one (Hofstede, 2001). Moreover, in the Malaysian context, according to Abdullah (1996), Malaysian employees generally operate under a top-down framework where decisions are expected to be handed down from the top. Meanwhile, the Japanese require subordinates to initiate proposals and secure consensus across multiple departments, creating a negative relationship where there is a signal of lack of local empowerment and a passive role in decision-making.

The Best Predictor Between Communication, Innovation, Teamwork and Decision-Making Cultures in Determining Employees' Adaptability

Based on Table 5, the multiple regression analysis revealed that teamwork emerged as the strongest predictor of employee adaptability. Teamwork recorded the highest standardised coefficient, ($\beta = .346$, $t = 5.524$, $p < .001$), indicating a strong and positive influence on employee adaptability. In contrast, decision-making showed a significant but negative effect on adaptability ($\beta = -.285$, $t = -4.147$, $p < .001$). Communication ($\beta = .099$, $p = .119$) and innovation ($\beta = .113$, $p = .072$) did not significantly predict employee adaptability. Collinearity diagnostics indicated no multicollinearity issues, as tolerance values exceeded .50 and VIF values were below 2.0. Therefore, the results suggest that collective-orientated practices, particularly teamwork, are more influential in enhancing employee adaptability than individual-level factors such as communication and innovation.

The cultural differences affect the communication and adaptability. According to Pinto and Ramalheira (2017), in Japanese management, "adapting" does not mean using your own communication skills to solve problems, but it means following the existing system perfectly regardless of any situation. Meanwhile, a Malaysian employee understands a "great communicator" as being friendly and persuasive in conversation or discussion (Asma & Pederson, 2003). In addition, based on Furusawa and Brewster (2015), innovation fails to predict employability in Japanese organisations since the manager often prefers employees who value stability and following the rules over individual creativity, unlike Western companies, which look for people who think outside the box and change the system.

The moderating effect of years of experience on communication, innovation, teamwork and decision-making culture towards employee's adaptability

The objective of this study is the moderating effect of years of experience between communication, innovation, teamwork and decision-making culture towards employees' adaptability. As depicted in Table 6, it was found that years of experience moderate the employees' adaptability in the workplace culture.

The results of the moderation analysis reveal that years of experience significantly moderate the relationships between Japanese workplace culture dimensions and employees' adaptability. Specifically, the interaction terms for communication ($\beta = -0.114$, $p = .041$), innovation ($\beta = -0.427$, $p < .001$), teamwork ($\beta = -0.288$, $p < .001$), and decision-making ($\beta = -0.246$, $p < .001$) are statistically significant, with all confidence intervals excluding zero. The negative coefficients indicate that the strength of the relationships between these cultural dimensions and employees' adaptability decreases as years of experience increase. Among the four dimensions, innovation shows the strongest moderating effect, followed by teamwork, decision-making, and communication.

These findings indicate that employees with fewer years of experience need longer and are more dependent on workplace culture practices to adapt to the surroundings compared to more experienced employees. This is agreed by Hunter (2017), where the organisations prefer to hire employees based on years of working experience as compared to academic qualification, whereby they believe that adaptability can be obtained well when employees have past working experience in other organisations.

According to Uppal *et al.* (2014), they argued that experienced employees can help the organisation produce adaptable staff who are skilled and quicker in adapting to the changes made by the organisation. Therefore, all variables moderate well with years of experience. This has answered the question in this study that examines the years of experience as a moderator in the relationship between workplace culture (communication, innovation, teamwork and decision-making) and employees' adaptability.

Implication

This study provides a very significant contribution that can be divided into the following perspectives:

Theoretical perspectives

This study extends the application of the I-ADAPT theory by demonstrating that employees' adaptability in Japanese-based organisations operating in Malaysia is shaped not only by their own ability to adapt but also by the way they are treated at work. While the I-ADAPT theory conceptualises adaptability as a multidimensional construct encompassing cognitive, interpersonal, and behavioural adjustment. However, the results show that Japanese workplace culture, which is based on collectivism, hierarchical structures, and standardised work processes, encourages structured and compliance-oriented forms of adaptation. In addition, the research contributes to the Big Five Teamwork theory by emphasising that adaptability is primarily achieved through team-based rather than individual autonomy. This study also contributes to new knowledge in establishing the relationship framework between Japanese workplace culture and employees' adaptability with years of experience as the moderator.

Practical perspectives

Through practical perspectives, the organisation must find ways on how to ensure the culture is applied effectively amongst local employees. This is to ensure that the culture applied can be adapted well by the employees and at the same time remain longer in the organisation. The organisation should improve the cultural environment so that it can establish a conducive environment that increases the satisfaction of the employees. This study will surely help the local employees in understanding more about workplace culture and at the same time increase their knowledge on how to adapt well within the culture.

Limitation

Several limitations should be acknowledged. First, the study focuses only on local employees working in Japanese-based organisations. This narrow context limits the generalisability of the findings to the local workforce. The results may not apply to foreign employees, who often constitute an important segment of the organisational workforce. Foreign employees may differ from local employees in terms of cultural background, working conditions, adaptation strategies, and familiarity with Japanese workplace practices. These differences may shape how they perceive and respond to organisational culture. Second, the researcher faced challenges in gaining access to Japanese-based organisations due to their strict and discreet organisational culture. This difficulty prolonged the process of identifying organisations willing to participate in the survey. The restricted access reduced the number of participating organisations and respondents. It also limited the range of organisational contexts represented in the sample, which may have introduced selection bias and reduced the generalisability of the findings.

RECOMMENDATION AND SUGGESTIONS

Researchers should consider several recommendations when conducting similar studies in the future. Based on the present findings, future researchers can improve or expand the research model by integrating additional variables identified in the literature. This study limits its independent variables to the components presented in the conceptual framework. However, other factors may also influence organisational image, such as learning culture, standard operating procedures, and related organisational practices.

This study can also guide researchers who intend to conduct a more in-depth examination of adaptability among local employees working in foreign-based organisations. Researchers can extend the framework beyond Japanese-based organisations and apply it to organisations from other cultural backgrounds, including Western, Korean, or Chinese multinational companies. By applying the same theoretical lenses, researchers can systematically examine how organisational culture, teamwork processes, and employee experience shape adaptability across different national contexts.

CONCLUSION

This chapter addressed four research objectives. First, the study achieved the initial objective by demonstrating a high level of employees' adaptability among Malaysian employees working in Japanese-based organisations. Second, the findings revealed that three workplace cultures, namely communication, innovation, and teamwork, show positive relationships with employees' adaptability, while decision-making culture shows a negative relationship. Third, the results identified teamwork culture as the strongest predictor of employees' adaptability in Japanese-based organisations in Malaysia, thereby fulfilling the third objective. Finally, the analysis confirmed that years of experience act as a moderator in the relationship between workplace culture and employees' adaptability.

REFERENCES

1. Abdullah, A. (1996). *Going native: Management in the Malaysian culture*. Malaysian Institute of Management.
2. Asma, A., & Pederson, P. B. (2003). *Understanding Multicultural Malaysia: Delights, Puzzles and Irritations*. Pearson Malaysia.
3. Batyko, R. J. (2012). The Impact of Corporate Culture on Public Relations in Japan: A Case Study Examining Tokyo Electric Power and Toyota. *Public Relations Journal*, 6(3), 1-19.
4. Bik, O. P. G. (2010). *The behavior of assurance professionals: A cross-cultural perspective*. Eburon: Delft.
5. Ceaușu, I., Murswieck, R., Kurth, B., and Ionescu, R. (2017). The Organizational Culture as a Support of Innovation Processes. *International Journal of Advanced Engineering and Management Research*. 2. 2392.
6. Chang, S. Y. (2013). How National Culture Influences Perceptions of Teamwork and Learning.
7. Chich-Jen, S., and I.-Ming, W. (2010). A study of the relationships between corporate core competence, management innovation and corporate culture. *International Journal of Organizational Innovation*, 2(3), 395-412.
8. Cullen, J. and Parboteeah, K. (2011). *Multinational management: a strategic approach*. 5th ed. Mason: Thomson South-Western.
9. Dabic, M., Tipuric, D., and Podrug, N. (2015). Cultural Differences Affecting Decision Making Style: A Comparative Study between 4 Countries (16) 275- 289.
10. Dash, M., Bakshi, S., and Chugh, A. (2017). The Relationship between Work Experience and Employee Compensation: A Case Study of the Indian It Industry.
11. Easterby-Smith, M., and Lyles, M. A. (2011). *Handbook of organizational learning and knowledge management*: Wiley.
12. Erdorf, S., Hartmann-Wendels, T., Heinrichs, N., and Matz, M. (2012). Corporate Diversification and Firm Value: A Survey of Recent Literature. *Financial Markets and Portfolio Management*.
13. Fujimura, H. (2007). Current Situation of and Issues in Labor-management Communication", *Japan Labor Review*. 4(1).
14. Furusawa, M., & Brewster, C. (2015). The bi-cultural marginality of foreign managers in Japanese companies: The case of Westerners and Chinese. *Journal of World Business*, 50(3), 512-524.
15. Goodman, J. (2005). Critical success factors for global virtual teams. *Strategic Communication Management*, 9(2), 18-21
16. Graca, S., and Barry, J. (2017). Culture Impact on Perceptions of Communication Effectiveness. *International Business Research*.
17. Hansen, M., & Birkinshaw, J. (2007). The Innovation Value Chain. *Harvard business review*. 85. 121-30, 142.
18. Hickman, G. R. (2010). Leading change in multiple contexts: Concepts and practices in organizational, community, political, social, and global change settings.
19. Hilmarsson, E., Oskarsson, G., and Gudlaugsson, T. (2014). The relationship between innovation culture and innovation performance. *International Journal of Business Research*. 14. 86-95. 10.18374/IJBR-14-1.8.
20. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage Publications.

21. Huang, T. P. (2011). Comparing motivating work characteristics, job satisfaction, and turnover intention of knowledge workers and blue-collar workers, and testing a structural model of the variables' relationships in China and Japan.
22. Hunter, D. L. (2017). Using Work Experience to Predict Job Performance: Do More Years Matter? San Francisco State University.
23. Jacob, N. (2005). Cross-cultural investigations: Emerging concepts. *Journal of Organizational Change Management*, 18(5), 514-528.
24. Kan, W. H. (2012). Cross Cultural Worker Conflict in a Multinational Company: The Case of Ibiden, A Japanese Company in Malaysia.
25. Kasl, E, Marsick, V. J., and Dechant, K. (1997). Teams as learners, *Journal of Applied Behavioral Science*, 33(2), 227-246.
26. Kiyomiya, T. (2000). Communication in Japanese Multinational Organizations in the U. S.: Convergence of Frames and Out-group Communication. Department of Communication.
27. Kolman, L., Noorderhaven, N.G., Hofstede, G., and Dienes, E. (2003). Cross Cultural differences in Central Europe. *Journal of Managerial Psychology* 18 (1).
28. Kozlowski, S., Gully, S., Brown, K., Salas, E., Smith, E., and Nason, E. (2001). Effects of Training Goals and Goal Orientation Traits on Multidimensional Training Outcomes and Performance Adaptability.
29. Lam, A. (2010). Innovative Organizations: Structure, Learning and Adaptation, *Innovation Perspectives*.
30. Maier D., Maftai M., Kepler T., and Maier A. (2016). Study on the organizational resistance to innovation. International Business Information Management Association.
31. Manzoor, S. R., Ullah, H., Hussain, M., & Ahmad, Z. M. (2011). Effect of Teamwork on Employee Performance. *International Journal of Learning and Development*, 1(1), 110–126.
32. McLean, L.D. (2005), Organizational Culture's Influence on Creativity and innovation: a review of the literature and Implications for Human Resource Development, *Advances in Developing Human Resources*.
33. Milliman, J., Czaplewski, A. & Ferguson, J. (2001). An exploratory empirical assessment of the relationship between spirituality and employee work attitudes. *Academy of Management Proceedings*.
34. Mironski, J. (2008). Power of Japanese Management and Japanese Management of Power - using managerial power in different cultures. 171-178.
35. Mohsen, P., Bigdeli, H., Moolaey, F. and Ghaffari, A. (2014). Organizational communication and barriers to effective communication in organizations.
36. Moidunny, K. (2009). The effectiveness of the national professional qualifications for educational leaders (*NPQEL*). Unpublished Doctoral Dissertation, Bangi: The National University of Malaysia.
37. Nesbit, P. L., and Lam, E. (2014). Cultural adaptability and organizational change: A case study of a social service organization in Hong Kong. *Contemporary Management Research*, 10, 303-324.
38. Ng, T., Eby, L., Sorensen, K., and Feldman, D. (2005). Predictors of Objective and Subjective Career Success: A Meta-Analysis. *Personnel Psychology*. 58. 367 – 408.
39. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.
40. Oertig, M., and Buergi, T. (2006). The challenges of managing cross-cultural virtual project teams. *Team Performance Management*, 12(1/2), 23-30.
41. Oshagbemi, T. (2000), "Is length of service related to the level of job satisfaction?", *International Journal of Social Economics*.
42. Pinto, L. H., and Ramalheira, D. C. (2017). Perceived employability of business graduates: The relative importance of academic achievement and extra-curricular activities. *Journal of Education and Work*, 30(6), 620-639
43. Rose, R. Kumar, C. Abdullah, N., and Ling, G. Y. (2008). Organizational culture as a root of performance improvement: Research and recommendations. *Contemporary Management*
44. Sagi, K. (2015). "Ringi System" The Decision-Making Process in Japanese Management Systems: An Overview (7)1.
45. Salas, E., Sims, D. E., and Burke, C. S. (2005). Is there a "Big Five" in Teamwork? *Small Group Research*, 36(5), 555–599.

46. Sharpe, D. R. (2006). Shop floor practices under changing forms of managerial control: A comparative ethnographic study of micro-politics, control and resistance within a Japanese multinational. *Journal of International Management*, 12, 318-339.
47. Sorenson, J. B. (2002). The strength of corporate culture and reliability of firm performance. *Administrative Science Quarterly*, 47 (1), 70-91.
48. Stacho Z., Potkány M., Stachová K., and Marcineková K. (2017). The organizational culture as a support of innovation processes' management: a case study, *International Journal for Quality Research*.
49. Stohl, C. (2005). Globalization theory. In S. May and S. Mumby (Eds.), *Engaging Organizational Communication Theory and Research* (pp. 223-261). Thousand Oaks, CA: Sage.
50. Stokes, Charlene and Schneider, Tamera and Lyons, Joseph, S. (2010). Adaptive performance: A criterion problem. *Team Performance Management*.
51. Stone, D., and Deadrick, D. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25, 139- 145.
52. Tidd, J. (2001). Innovation Management in Context: Environment, Organization and Performance. *International Journal of Management Reviews*. 3. 169 - 183.
53. Tran, L. T., & Soejatminah, S. (2017). Integration of Work Experience and Learning for International Students: From Harmony to Inequality. *Journal of Studies in International Education*, 21(3), 261–277
54. Uppal, N., Mishra, S. K., & Vohra, N. (2014). Prior related work experience and job performance: Role of personality. *International Journal of Selection and Assessment*.
55. Yukl, G. A., and Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: Practice and Research*, 62, 81–93.