

**THE IMPACT OF INCULCATION OF ORGANIZATIONAL  
CULTURE TOWARDS JOB PERFORMANCE AT LOCAL AND  
FOREIGN ORIGINATED BANKS IN INDONESIA.**

**BY**

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**Universiti Utara Malaysia**

**2014**

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FOREIGN ORIGINATED BANKS IN INDONESIA.**

**BY**

**ILHAM RIZKY GANA SAPUTRA**

**Thesis Submitted to the Centre for Graduate Studies,**

**Universiti Utara Malaysia**

**In Fulfillment of the Requirement for the Master of Science**

**(International Business)**

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## **ABSTRACT**

Organization in essentials is to make as many profits as they can afford. In Indonesia, there are local organizations and foreign originated organizations, which operated their activities in Indonesia. The foreign originated organizations come with their own Organizational Culture, which performed better compared to local bank to enhance the employees' job performance. Organizational Culture is culture of an organization which to provide, guide and give paths in order to achieve its objectives. Meanwhile, the organization objectives can be achieved when the employees are performing expected performances. The organizational culture is one of the important tools to enable the employees to perform such expected performances. The objectives of this research are to investigate whether the Organizational Culture would positively influence Employees Job Performance in local bank and foreign originated bank, to identify which Organizational Culture Sub-construct is the strongest predictor of Employees Job Performance, and to compare the influence between Organizational Culture Dimensions on Employees Job Performance in Local Bank and Foreign Originated Bank.

The study used survey method. Questionnaires were used to gather feedback from the respondents. The survey was conducted at local bank and foreign originated bank in Indonesia. A total questionnaires retrieved from each banks as usable questionnaires are 118 usable questionnaires per-bank. The majority of findings showed the Organizational Culture has significant influence and relationship towards Employees job Performance, meanwhile there is a different result between local bank and foreign originated bank in Indonesia.

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I would like to dedicate this research report to my loving parents who continuously pray and just being there for me. Thank you.

## **Table of contents**

<b>Permission To Use .....</b>	<b>i</b>
<b>Abstract.....</b>	<b>ii</b>
<b>Acknowledgement .....</b>	<b>iii</b>
<b>Table of contents .....</b>	<b>iv</b>
<b>List of Tables .....</b>	<b>viii</b>
<b>List of Figures.....</b>	<b>ix</b>
<b>Chapter 1: Introduction .....</b>	<b>1</b>
<b>1.1 Background of Study .....</b>	<b>1</b>
<b>1.2 Problem statement.....</b>	<b>3</b>
<b>1.3 Research objectives .....</b>	<b>5</b>
<b>1.4 Research questions .....</b>	<b>6</b>
<b>1.5 Significance of study.....</b>	<b>7</b>
<b>1.6 Scope os study .....</b>	<b>8</b>
<b>Chapter 2 : Literature review .....</b>	<b>9</b>
<b>2.1 Introduction .....</b>	<b>9</b>
<b>2.2 Organizational culture.....</b>	<b>9</b>
<b>2.2.1 Conceptual definition for culture of organization.....</b>	<b>13</b>
<b>2.2.2 Previous studies on organizational culture .....</b>	<b>19</b>
<b>2.3 Job performance.....</b>	<b>20</b>

2.3.1	Conceptual definitions of job performance .....	24
2.4	Research hypothesis .....	25
Chapter 3 : Research methodology .....		28
3.1	Introduction .....	28
3.2	The survey method .....	28
3.3	Population and sample.....	29
3.4	Research Variables and Measures.....	30
3.4.1	Organizational Culture.....	30
3.4.2	Employees' job performance .....	31
3.5	Validity and Reliability .....	32
3.5.1	Item analysis .....	33
3.6	Questionnaire design.....	33
3.7	Hypothesis testing.....	35
3.8	Ethical Consideration .....	37
3.9	Summary .....	37
Chapter 4 : Findings .....		39
4.1	Demographic profile .....	39
4.1.1	Local bank.....	40
4.1.1.1	Gender .....	40
4.1.1.2	Nationality.....	40
4.1.1.3	Age .....	40

4.1.1.4	Marital Status .....	41
4.1.1.5	Education Level .....	41
4.1.1.6	Position .....	41
4.1.1.7	Length of service .....	42
4.1.1.8	Previous working experience .....	42
4.1.1.9	Length of service in previous organization .....	43
4.1.2	Foreign originated bank .....	43
4.1.2.1	Gender .....	43
4.1.2.2	Nationality .....	43
4.1.2.3	Age .....	44
4.1.2.4	Marital Status .....	44
4.1.2.5	Education Level .....	44
4.1.2.6	Position .....	45
4.1.2.7	Length of service .....	45
4.1.2.8	Previous working experience .....	46
4.1.2.9	Length of service in previous organization .....	46
4.2	Reliability test .....	47
4.3	Descriptive statistics .....	48
4.3.1	Local bank .....	49
4.3.2	Foreign originated bank .....	50
4.4	Correlation analysis .....	51



4.4.1	Local bank .....	52
4.4.2	Foreign originated bank .....	53
4.4.3	The difference .....	54
4.5	Hypothesis testing .....	55
4.6	Regression analysis .....	56
4.6.1	Local bank .....	56
4.6.2	Foreign originated bank .....	57
4.7	Summary .....	59
4.7.1	Local bank .....	60
4.7.1	Foreign originated bank .....	61
Chapter 5 :	Discussion and conclusion.....	62
5.1	Overview of the chapter.....	62
5.2	Organizational culture on employees job performance .....	62
5.2.1	Local bank .....	62
5.2.2	Foreign originated bank .....	65
5.3	The strong predictors of organizational culture on employees job performance .....	68
5.3.1	Local bank .....	68
5.3.2	Foreign originated bank .....	69
5.4	The comparisons between local and foreign originated bank.....	70
5.5	Limitations and future research: direction and implications .....	72
5.6	Conclusion.....	74

<b>References .....</b>	<b>75</b>
-------------------------	-----------

## **List of Tables**

<b>3.6 Cronbach Alpha .....</b>	<b>34</b>
<b>4.1.1 Proportion of Frequency Analysis of Local Bank.....</b>	<b>40</b>
<b>4.1.2 Proportion of Frequency Analysis of Foreign Originated Bank .....</b>	<b>43</b>
<b>4.2.1 Reliability Test of Local Bank.....</b>	<b>47</b>
<b>4.2.2 Reliability Test of Foreign Originated Bank .....</b>	<b>48</b>
<b>4.3.1 Descriptive Statistics of Local Bank .....</b>	<b>50</b>
<b>4.3.2 Descriptive Statistics of Foreign Originated Bank .....</b>	<b>51</b>
<b>4.4.1 Correlation Analysis of Local Bank .....</b>	<b>52</b>
<b>4.4.2 Correlation Analysis of Foreign Originated Bank.....</b>	<b>53</b>
<b>4.6.1 Regression Analysis of Local Bank.....</b>	<b>56</b>
<b>4.6.2 Regression Analysis of Foreign Originated Bank .....</b>	<b>58</b>
<b>4.7.1 Summary of The Findings From Hypotheses Testing of Local Bank .....</b>	<b>60</b>
<b>4.7.2 Summary of The Findings From Hypotheses Testing of Foreign Originated Bank .....</b>	<b>61</b>

## **List of Figures**

### **FIGURE 1: Operational Framework of Organizational Culture and Employees’**

**Job Performance ..... 27**

<b>APPENDIX 1: Questionnaire .....</b>	<b>79</b>
<b>APPENDIX 2: Frequency Analysis .....</b>	<b>83</b>
<b>APPENDIX 3: Descriptive Statistics .....</b>	<b>88</b>
<b>APPENDIX 4: Correlation Analysis .....</b>	<b>89</b>
<b>APPENDIX 5: Regression Analysis.....</b>	<b>91</b>

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of the Study**

Globalization is a buzzword used by everybody nowadays. Nations and multinational corporations (MNC's) are directly or indirectly basing their strategic decisions on some aspects of globalization. Not in the exception of banking sector is taking a part in globalization, many banks are getting involved in globalizations for multiple objectives and both public and private banks are set their sights to secure a piece of the globalization pie. Banking sector becomes a major part in the nation to be involved in globalization and for the national growth. Further effect of this point gives economy and currency stability to the nation related from the globalization and the economy stability also can attracts foreign companies or investors, to invest in the particular countries that have stability of currency and improvement in banking sector.

The emergence of foreign banks were expected to stimulate the domestic economy and also tightening the competition in the banking sector in order to stimulate the local bank and provide comparison between local and foreign originated based bank in terms of provided service by the banks and performance between each of the banks. Thus, in order to perform the business in the banks they should encourage their employees to perform as they are expected and enhance the employee job performance.

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Butterworth Heinema.

## APPENDIX 1



### UNIVERSITI UTARA MALAYSIA

Dear respected respondents,

I am a student of Universiti Utara Malaysia (UUM) conducting a study on The Impact of Implementation of Organizational Culture towards Job Performance. This research is carried out in order to fulfill the requirements set by UUM. The objective of this study is to identify the influence that organizational culture has on the job performance of the employees at Pt. Bank Brisyariah and Standard Chartered Bank, Indonesia.

I would be very grateful and appreciate if you could spare approximately 10 minutes of your time to complete this questionnaire. This questionnaire comprised of 3 sections. Section A contains question regarding personal background, section B is on Organizational Culture Dimensions, and section C covers Job Performance.

Your responses will be highly confidential and the responses will only be used for research purpose. Thank you for your willingness to participate in this study.

Yours Sincerely

.....

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Master of International Business

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### Section A: Personal Background

Instruction: For each questions check ( ☐ ) the respond option that best describe you or write your response as appropriate.

1. Gender  
Male ( ☐ )                      Female ( ☐ )
2. Nationality  
Indonesian ( ☐ )                      Others ( ..... ) (please indicate)
3. Ages  
Less than 22                      ( ☐ )                      23-35 years                      ( ☐ )  
36-45 years                      ( ☐ )                      46-55 years                      ( ☐ )  
Above 55 years                      ( ☐ )
4. Marital Status  
Single ( ☐ )                      Married( ☐ )
5. Highest Formal Education  
High School ( ☐ ) Bachelor Dergee ( ☐ )                      Master Degree ( ☐ ) PhD ( ☐ )
6. Position Level in Organization  
Middle Management ( ☐ ) Administration Staff ( ☐ )
7. Length of Service  
Less than 1 year( ☐ )                      1 to 5 years                      ( ☐ )  
5 to 10 years                      ( ☐ )                      above 10 years                      ( ☐ )
8. Have you ever worked in another organization before?  
Yes ( ☐ )                      No ( ☐ )                      \*If No, go to the next section
9. If yes, how many years have you worked in previous organization?  
< Less than 5 years                      ( ☐ )                      6 – 10 years                      ( ☐ )  
More than 10 years                      ( ☐ )

## Section B: Organizational Culture

Instruction: For each statement circle ( ) the number that reflects that response that best describes your organization culture according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

	<b>SUPPORTIVENESS (TEAMWORK)</b>	
1.	This Organization Missions are well understood by every employee.	1 2 3 4 5
2.	This Organization supports on the building of professionalism.	1 2 3 4 5
3.	This organization supports on self-development.	1 2 3 4 5
4.	This organization focused on the human resource as the most important asset.	1 2 3 4 5
5.	Team working is valued in this organization.	1 2 3 4 5
	<b>COMPENSATION</b>	1 2 3 4 5
6.	Compensation and reward are equal with the efforts of employee.	1 2 3 4 5
7.	This organization gives reward on creativity and innovation.	1 2 3 4 5
8.	This organization provides equality in personal needs and organization needs.	1 2 3 4 5
9.	This organization gives quality incentives or bonuses.	1 2 3 4 5
10.	Salary level on this organization is equal to another organization within the same level of position.	1 2 3 4 5
	<b>INNOVATION</b>	1 2 3 4 5
11.	This organization emphasizes and encourages innovation.	1 2 3 4 5
12.	This organization emphasize on the input of employee.	1 2 3 4 5
13.	This Organization gives opportunity to employee to contribute in decision-making process.	1 2 3 4 5
14.	This organization will do compensation or reward from the further input of employee.	1 2 3 4 5
15.	This organization has quality physical ability.	1 2 3 4 5
	<b>PERFORMANCE ORIENTED</b>	1 2 3 4 5
16.	This organization emphasizes on job task and accomplishment of task.	1 2 3 4 5
17.	Within the organization, the tasks are performed in team-working.	1 2 3 4 5
18.	This organization provides appropriate information regarding	1 2 3 4 5

	rewards on job performance in every organization level.	
19.	Organization nurtures good employees.	1 2 3 4 5
20.	Organization applies equal management system to responsibilities.	1 2 3 4 5
	<b>STABILITY AND COMMUNICATION</b>	1 2 3 4 5
21.	This Organization encourages freedom of speech and open communication.	1 2 3 4 5
22.	This Organization keeps employees well informed on matters important to them.	1 2 3 4 5
23.	Communication is regularly used for improvement of work process.	1 2 3 4 5
24.	Sufficient Efforts is made to determine the thought and response of people who work there.	1 2 3 4 5
25.	This Organization emphasizes on stability and improving the communication between managerial personnel and staffs defined as objective and organization value.	1 2 3 4 5

### Section C: Job Performance

Instruction: For each statement circle ( ) the number that reflects that response that best describes your job performance according to scale below.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

1.	I am currently working at my best performance level	1 2 3 4 5
2.	It is my right to use all my sick leave allowance (R)	1 2 3 4 5
3.	Employees should only do enough to get by	1 2 3 4 5
4.	I try to be at work as often as I can	1 2 3 4 5
5.	I am one of the best at the work I do	1 2 3 4 5
6.	I am one of the slowest at the work I do (R)	1 2 3 4 5
7.	I set very high standard for my work	1 2 3 4 5
8.	My work is always of high quality	1 2 3 4 5
9.	I am proud of my work performance	1 2 3 4 5

## APPENDIX 2

### FREQUENCIES ANALYSIS

#### 1. LOCAL BANK

##### a. GENDER

#### GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	79	66.9	66.9	66.9
	FEMALE	39	33.1	33.1	100.0
	Total	118	100.0	100.0	

##### b. NATIONALITY

#### NATIONALITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	INDONESIAN	115	97.5	97.5	97.5
	OTHERS	3	2.5	2.5	100.0
	Total	118	100.0	100.0	

##### c. AGES

#### AGES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-35 YEARS	66	55.9	55.9	55.9
	36-45 YEARS	41	34.7	34.7	90.7
	46-55 YEARS	11	9.3	9.3	100.0
	Total	118	100.0	100.0	

d. STATUS

STATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	29	24.6	24.6	24.6
	MARRIED	89	75.4	75.4	100.0
	Total	118	100.0	100.0	

e. EDUCATION LEVEL

EDUCATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HIGH SCHOOL	3	2.5	2.5	2.5
	BACHELOR DEGREE	90	76.3	76.3	78.8
	MASTER DEGREE	25	21.2	21.2	100.0
	Total	118	100.0	100.0	

f. POSITION

POSITION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MIDDLE MANAGEMENT	61	51.7	51.7	51.7
	ADMINISTARTION LEVEL	57	48.3	48.3	100.0
	Total	118	100.0	100.0	

g. LENGTH OF SERVICE

LENTHOFSERVICE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 1 YEAR	2	1.7	1.7	1.7
	1-5 YEARS	86	72.9	72.9	74.6
	6-10 YEARS	30	25.4	25.4	100.0



Total	118	100.0	100.0
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h. WORKING EXPERIENCE

**WORKINGEXPERIENCE**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	76	64.4	64.4	64.4
NO	42	35.6	35.6	100.0
Total	118	100.0	100.0	

i. LENGTH OF SERVICE IN PREVIOUS ORGANIZATION

**LENGTHOFSERVICEPREVIOUSORGANIZATION**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	42	35.6	35.6	35.6
LESS THAN 5 YEARS	51	43.2	43.2	78.8
6-10 YEARS	25	21.2	21.2	100.0
Total	118	100.0	100.0	

2. FOREIGN ORIGINATED BANK

a. GENDER

**GENDER**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	72	61.0	61.0	61.0
FEMALE	46	39.0	39.0	100.0
Total	118	100.0	100.0	

b. NATIONALITY

**NATIONALITY**

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	INDONESIAN	102	86.4	86.4	86.4
	OTHERS	16	13.6	13.6	100.0
	Total	118	100.0	100.0	

c. AGES

**AGES**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-35 YEARS	75	63.6	63.6	63.6
	36-45 YEARS	39	33.1	33.1	96.6
	46-55 YEARS	4	3.4	3.4	100.0
	Total	118	100.0	100.0	

d. STATUS

**STATUS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	51	43.2	43.2	43.2
	MARRIED	67	56.8	56.8	100.0
	Total	118	100.0	100.0	

e. EDUCATION LEVEL

**EDUCATION**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HIGH SCHOOL	1	.8	.8	.8
	BACHELOR DEGREE	67	56.8	56.8	57.6
	MASTER DEGREE	49	41.5	41.5	99.2
	PhD	1	.8	.8	100.0
	Total	118	100.0	100.0	

f. POSITION

POSITION				
	Frequency	Percent	Valid Percent	Cumulative Percent
MIDDLE MANAGEMENT	53	44.9	44.9	44.9
Valid ADMINISTRATION LEVEL	65	55.1	55.1	100.0
Total	118	100.0	100.0	

g. LENGTH OF SERVICE

LENGTH OF SERVICE				
	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 YEARS	106	89.8	89.8	89.8
Valid 6-10 YEARS	12	10.2	10.2	100.0
Total	118	100.0	100.0	

h. WORKING EXPERIENCE

WORKING EXPERIENCE				
	Frequency	Percent	Valid Percent	Cumulative Percent
YES	86	72.9	72.9	72.9
Valid NO	32	27.1	27.1	100.0
Total	118	100.0	100.0	

i. LENGTH OF SERVICE IN PREVIOUS ORGANIZATION

LENGTH OF SERVICE IN PREVIOUS ORGANIZATION				
	Frequency	Percent	Valid Percent	Cumulative Percent
No	32	27.1	27.1	27.1
LESS THAN 5 YEARS	44	37.3	37.3	64.4
Valid 6-10 YEARS	37	31.4	31.4	95.8
MORE THAN 10 YEARS	5	4.2	4.2	100.0
Total	118	100.0	100.0	

### APPENDIX 3

#### DESCRIPTIVE STATISTICS

##### 1. LOCAL BANK

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Supportiveness	118	2.40	4.80	4.1136	.38116
Reward System	118	1.80	4.00	3.2847	.51268
Innovation	118	1.40	4.20	3.4559	.46180
Performance Oriented	118	1.40	4.40	3.7051	.48760
Communication	118	2.00	4.80	4.0288	.41533
Job Performance	118	2.89	4.33	3.8748	.25928
Valid N (listwise)	118				

##### 2. FOREIGN ORIGINATED BANK

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Supportiveness	118	2.40	5.00	4.1983	.45779
Compensation	118	1.80	4.80	3.5525	.56670
Innovation	118	1.40	4.80	3.8898	.56119
PerformanceOriented	118	1.40	4.80	3.8763	.53648
Communication	118	2.00	4.80	3.8203	.46951
JobPerformance	118	2.89	4.89	4.2561	.36245
Valid N (listwise)	118				

## APPENDIX 4

### CORRELATION ANALYSIS

#### 1. LOCAL BANK

Correlations						
Org. Culture	Spvnes	Rwrd	Innov	Perform	Comm	Job Perform
Spvnes	1					
Rwrd sys	.494**	1				
Innov	.350**	.553**	1			
Perform	.351**	.634**	.643**	1		
Comm	.370**	.496**	.614**	.783**	1	
Job Performance	.235*	.301**	.378**	.569**	.665**	

## 2. FOREIGN ORIGINATED BANK

Correlations						
Org. Culture	Spvnes	Rwrd	Innov	Perform	Comm	Job Perform
Spvnes	1					
Rwrd sys	.345**	1				
Innov	.156	.285**	1			
Perform	.195*	.372**	.435**	1		
Comm	0.142	.434**	.263**	.404**	1	
Job Performance	0.119	<b>.244**</b>	<b>.276**</b>	<b>.289**</b>	<b>.222*</b>	1

## APPENDIX 5

### REGRESSION ANALYSIS

#### 1. LOCAL BANK

##### a. Organizational Culture on Job Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	$\beta$	t	sig.
<b>(Constant)</b>	2.423	.210		11.517	.000
<b>Organizational Culture</b>	.390	.056	.541	6.930	.000

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Organizational Culture <sup>b</sup>		Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 <sup>a</sup>	.293	.287	.21898

a. Predictors: (Constant), OrganizationalCulture

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	2.303	1	2.303	48.019	.000 <sup>b</sup>
	Residual	5.563	116	.048		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), OrganizationalCulture

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.423	.210		11.517	.000
	OrganizationalCulture	.390	.056	.541	6.930	.000

a. Dependent Variable: JobPerformance

b. Organizational Culture Dimensions on Job Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	$\beta$	t	sig.
<b>(Constant)</b>	2.238	.227		9.857	<b>.000</b>
Org.Culture					
<b>Supportiveness</b>	.16	.061	.235	2.609	<b>.010</b>
<b>Reward System</b>	.152	.045	.301	3.394	<b>.001</b>
<b>Innovation</b>	.212	.048	.378	4.395	<b>.000</b>
<b>Performance Oriented</b>	.303	.041	.569	7.456	<b>.000</b>
<b>Communication</b>	.415	.043	.665	9.596	<b>.000</b>

**Variables Entered/Removed<sup>a</sup>**



Model	Variables Entered	Variables Removed	Method
1	SUPPORTIVENESS <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 <sup>a</sup>	.055	.047	.25307

a. Predictors: (Constant), SUPPORTIVENESS

#### ANOVA<sup>a</sup>

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.216	.254		12.682	.000
	SUPPORTIVENESS	.160	.061	.235	2.609	.010

a. Dependent Variable: JobPerformance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.436	1	.436	6.809	.010 <sup>b</sup>
	Residual	7.429	116	.064		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), SUPPORTIVENESS

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Reward System <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301 <sup>a</sup>	.090	.082	.24835

a. Predictors: (Constant), Reward System

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
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### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.375	.149		22.674	.000
	Reward System	.152	.045	.301	3.394	.001

a. Dependent Variable: JobPerformance

1	Regression	.711	1	.711	11.520	.001 <sup>b</sup>
	Residual	7.155	116	.062		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Reward System

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	INNOVATION <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378 <sup>a</sup>	.143	.135	.24109

a. Predictors: (Constant), INNOVATION

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.123	1	1.123	19.320	.000 <sup>b</sup>
	Residual	6.742	116	.058		
	Total	7.865	117			
Model						
1						
a. Deper						

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), INNOVATION

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.142	.168		18.670	.000
	INNOVATION	.212	.048	.378	4.395	.000

a. Dependent Variable: JobPerformance

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Performance Oriented <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 <sup>a</sup>	.324	.318	.21409

a. Predictors: (Constant), PerformanceOriented

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.548	1	2.548	55.599	.000 <sup>b</sup>
	Residual	5.317	116	.046		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), PerformanceOriented

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.753	.152		18.152	.000
	PerformanceOriented	.303	.041	.569	7.456	.000

a. Dependent Variable: JobPerformance

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Communication <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 <sup>a</sup>	.443	.438	.19442

a. Predictors: (Constant), Communication

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.481	1	3.481	92.084	.000 <sup>b</sup>
	Residual	4.385	116	.038		
	Total	7.865	117			
Model						
1	(Co					
	Cor					
a. Deper						

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Communication

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.202	.175		12.561	.000
	Communication	.415	.043	.665	9.596	.000

a. Dependent Variable: JobPerformance

## 2. FOREIGN ORIGINATED BANK

### a. Organizational Culture on Job Performance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	$\beta$	t	sig.
<b>(Constant)</b>	2.843	.353		8.062	.000
<b>Organizational Culture</b>	.365	.091	.350	4.024	.000

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	PerformanceOriented <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350 <sup>a</sup>	.123	.115	.34099

a. Predictors: (Constant), Organizationalculture

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.883	1	1.883	16.195	.000 <sup>b</sup>
Residual	13.488	116	.116		
Total	15.371	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Organizationalculture

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.843	.353		8.062	.000
Organizationalculture	.365	.091	.350	4.024	.000

a. Dependent Variable: JobPerformance

b. Organizational Culture Dimensions on Job Performance

	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	$\beta$		
<b>(Constant)</b>	2.952	.394		7.495	<b>.000</b>
Org.Culture					
<b>Supportiveness</b>	.095	.073	.119	1.295	.198
<b>Reward System</b>	.156	.058	.244	2.706	<b>.008</b>
<b>Innovation</b>	.178	.058	.276	3.096	<b>.002</b>
<b>Performance Oriented</b>	.196	.06	.289	3.256	<b>.001</b>

<b>Communication</b>	.172	.07	.222	2.458	<b>.015</b>
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**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Supportiveness <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119 <sup>a</sup>	.014	.006	.36141

a. Predictors: (Constant), Supportiveness

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.219	1	.219	1.678	.198 <sup>b</sup>
	Residual	15.151	116	.131		
	Total	15.371	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Supportiveness

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.859	.308		12.521	.000
	Supportiveness	.095	.073	.119	1.295	.198

a. Dependent Variable: JobPerformance

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
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1	Reward System <sup>b</sup>	.	Enter
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a. Dependent Variable: JobPerformance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244 <sup>a</sup>	.059	.051	.35304

a. Predictors: (Constant), Reward System

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.913	1	.913	7.324	.008 <sup>b</sup>
	Residual	14.458	116	.125		
	Total	15.371	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Reward System

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.702	.207		17.871	.000
	Reward System	.156	.058	.244	2.706	.008

a. Dependent Variable: JobPerformance

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Innovation <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 <sup>a</sup>	.076	.068	.34985

a. Predictors: (Constant), Innovation

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.173	1	1.173	9.583	.002 <sup>b</sup>
Residual	14.198	116	.122		
Total	15.371	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Innovation

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.562	.226		15.728	.000
	Innovation	.178	.058	.276	3.096	.002

a. Dependent Variable: JobPerformance

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	PerformanceOriented <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.289 <sup>a</sup>	.084	.076	.34844

a. Predictors: (Constant), PerformanceOriented

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.287	1	1.287	10.603	.001 <sup>b</sup>
	Residual	14.083	116	.121		
	Total	15.371	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), PerformanceOriented

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.498	.235		14.889	.000
	PerformanceOriented	.196	.060	.289	3.256	.001

a. Dependent Variable: JobPerformance

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Communication <sup>b</sup>	.	Enter

a. Dependent Variable: JobPerformance

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.222 <sup>a</sup>	.049	.041	.35489

a. Predictors: (Constant), Communication

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.761	1	.761	6.041	.015 <sup>b</sup>
	Residual	14.610	116	.126		

Total	15.371	117			
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- a. Dependent Variable: JobPerformance  
b. Predictors: (Constant), Communication

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.600	.269		13.385	.000
Communication	.172	.070	.222	2.458	.015

- a. Dependent Variable: JobPerformance

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