

**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

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(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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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.

Despite of the performance and service of foreign originated based bank also brings their organizational culture, which different from the host country culture. The organizational culture also affects the way the company to perform such as expected performance and every company put their mind on organizational culture as a guideline in order to perform as expected and achieves the current goals of each bank. Peter and Waterman (1982) supposed that culture is the key of the success of the organization.

At the different point of view, the essentials of the companies are to make profits as much as they can afford. It penetrates companies especially banks to perform at their best to make profits, to achieve the objectives of the company and also need the comprehensive performance from the employees of the banks to achieve its objectives. This condition has the companies use their capabilities and asset to perform as expected.

In order to perform such employees job performances, Moorhead and Griffin (1995) organization culture plays important role to achieve companies' objective and goals and the manager should put his work accordingly to organization culture for which achieve growth of the organization to be risen. Companies' objectives and goals can be achieved from employees' job performance and organization culture gives guidelines, regulations, methods, and ethics to employees in order to perform their works based on their organizational culture and perform the expected performance to achieve company objectives and goals.

Unfortunately, every company did not have similar organizational culture for their companies, resulting many impacts to each company, but with the differences made uniqueness in how they motivate the employees to put at their best performance for the companies. This issue occurs in local bank and foreign originated bank, which are have different organizational cultures with the same objectives to make profits by enhancing employee job performance.

1.2 PROBLEM STATEMENT

The understanding from degree level of impact of organization culture towards job performance is an important matter. This is because the differences between national culture and organizational culture, will result in different degree level of high or low level of job performance. Fathony (2012) states foreign originated banks performed better than local banks and foreign originated banks have better skills and job performance for their employees compared to local banks. In order to have an expected performance for the companies, organizational culture is needed to enhance employees' job performance. Thus, this becomes important to be developed since this research is focusing on banking sector and banking sector is a vital part in a nation's economy.

Based on the globalization terms, many companies are investing their business in many host countries and have become global phenomena. Globalization has grown tremendously over the years, which resulted in the movement of foreign owned banks (MNCs). According to Bank Indonesia Survey (2013) Indonesia have 120 commercial banks, comprised of 4 state owned-banks and 116 private banks,

stated(?) 32 foreign banks in Indonesia, which 17 banks are joint venture banks between local and multinational banks.

In the meantime, the globalization has resulted in big impact to Indonesia as multinationals companies (MNCs) host country and Indonesia considered as a big market, which comprised more than 240 million citizens. Regarding the movement of foreign originated based bank to Indonesia, Indonesia is the new main target market for investors, which Indonesia placed in the number tenth of the largest economy in the world with the global economy output at point of 2.3 (World Bank, 2014). The growth of the national economy also caused from companies' performance that engaged in Indonesia, which performed by employees, employee job performance as one of the factors, and organizational culture has correlation on employee job performance (Sheridan, 1992).

Regarding organizational culture on job performance intends to explain and find the effect from organizational culture to job performance and whether the organizational culture generating high or low level of job performance. Thus, would happen from different organizational culture (local bank and multinational bank) on job performance. The main objective of many companies is customer satisfactions and organizational culture as the identity of the company to achieve the main objective. And also customer satisfaction affected by employee job performance, moreover organizational culture has more effect on the degree level of job performance.

This study has the intentions to get further understanding and experiencing of organizational culture of two different organizational cultures in banking sector, to

achieve the expected job performance and as result to meet the expectation of customer satisfaction in offering service and its measurement in banking sector. Lee King Chuan (2009) stated the dimensions of organizational culture that will be described for organizational culture as; (1) supportiveness / participation (Zairi, 1999) , (2) reward system (Bovee et al, 1993; Bucker, 1997; Luthans, 1998), (3) innovation (Robbins, Stephen, & Mary, 1996; Bucker, 1997) (4) performance oriented (Joel and Michelle, 2000) and (5) stability and openness to communication (Luthans, 1998) as the main measurements of organizational culture on employees' job performance.

Turner (2002) states “every organization which comprised by humans as workers have authority accordingly to the organization objective and they have to direct the organization to be successful”. Every organization has objective, mission, and vision. And the organization culture has to direct the organization to be succeeded.

Furthermore, the limitations of previous researches give this study to seek, to further, and deeply research to examine the effect of organizational culture from two different banks (local & foreign originated banks) towards job performance in Indonesia banking service.

1.3 RESEARCH OBJECTIVES

This research endeavors to further investigate and address 3 main research objectives related with the problem statement mentioned above. There are:

1. To investigate whether the Organizational Culture would positively influence Job Performance in local bank and foreign originated bank.
2. To identify which Organizational Culture Sub-construct is the strongest predictor of Job Performance.
3. To compare the influence between Organizational Culture Dimensions on Job Performance in Local Bank and Foreign Originated Bank.

1.4 RESEARCH QUESTIONS

This research will endeavor to investigate whether Organizational Culture will positively influence on Job Performance in the context of local bank and foreign originated bank performing businesses in Indonesia, specifically in DKI Jakarta. Organizational Culture is referring to the Supportiveness / Teamwork, Reward System, Innovation, Performance Oriented, and Openness to Communication. Job Performance will cover behavioral items that underpin personal performance, employee performance satisfaction, and employee performance standardization.

Research question 1 - Does Supportiveness / Participation positively influence job performance of employees between local bank and foreign originated bank?

Research Question 2 - Does Reward System positively influence job performance of employees between local bank and foreign originated bank?

Research Question 3 - Does Innovation positively influence job performance of employees between local bank and foreign originated bank?

Research Question 4 - Does Performance Oriented positively influence job performance of employees between local bank and foreign originated bank?

Research Question 5 - Does Openness to Communication positively influence job performance of employees between local bank and foreign originated bank?

1.5 SIGNIFICANCE OF STUDY

To Banking company

The employees' responses for this research are important information for banking company, where they can improve and adjust their expected performance based on their organizational culture and cross-checking the effectiveness of organizational culture towards job performance, especially for domestic bank and foreign bank which they are applied different organizational culture.

To The Employees

The employees have responded on the research survey and the result of the research will be very beneficial for the employees in order to adjust with organizational

culture and organizational culture tend to provide the guidelines of expected performance from the companies.

To The University

This research with all findings and justification from the research hopefully is going to be another reference for the academic acknowledgement in the future, especially for the other students or researchers are going to research the same topic and become guideline in conducting their future research.

1.6 SCOPE OF STUDY

The scope of this research will cover analysis and the relation between independent and dependent variable while the data obtained from the employees of local bank and foreign originated bank focused it activities in banking sector of Indonesia. The respondents will be the employees from each of the domestic banks and foreign banks. The respondents narrowed down into specific location, located in DKI Jakarta, Capital City of Indonesia.

The findings of this research would be very useful, because there are many of multinational corporations (MNCs) are investing their business in Indonesia, especially for the banking sector and how they manage the company to stimulate the expected employees job performance while organizational culture has correlation on employees job performance (Sheridan, 1992).

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This study is attempted to investigate how organizational culture and job performance are related to the company. The problem is employees feel in difficulty to fit within the organizational culture to perform their best performance, that why the researchers get interest to investigate the topic.

2.2 ORGANIZATIONAL CULTURE

Culture is learned within society, and it affects the basic values in peoples' everyday lives. Kotter and Heskett (1992) also explained culture as in general to approximately stable set of behaviors, values, and set of beliefs. Although, those are derived by social anthropology and known to understand "primitives" societies within a particular framework.

The terms of culture always related into the research of Hofstede (1980) where he researched and provided the dimensions of culture to differentiate between nationalities. The dimensions are power distance, uncertainty avoidance, individualism / collectivism, masculinity / femininity, and time orientation (Hofstede, 1980). Which they are focus more on the individual and society culture based on their demography of the nations that has cause and effect on cultures, made

certain cultures, and also make differences across nations, which in future organization study can be applied (Furnham & Gunter, 1993).

Recently, the culture terms are been widely used in the context of organization. In the other words, organizational culture or corporate culture were used to determine the successful of Japanese firms over American firms, in terms of workforce which is highly motivated, put commitment to a similar set of values, beliefs, and basic assumptions (Denison, 1984; Furnham & Gunter, 1993). The existing idea of organizational or corporate culture is to serve and provide the platform of understanding of differences among successful companies, which are operating in the same nations (Schein, 1990).

As studied by many researchers, Peters and Watermans (1982) believes the successful organization possesses the cultural traits of “excellence” as their organizational or corporate culture, meanwhile Deal and Kennedy (1982) commented the “strong” culture has important impact to give benefits from the successful of organizational performance.

In the concept of organizational culture is one of the most difficult terms to search, scan, examine and numbers of arguments were presented in the previous studies concern about the ability to measure and observe it (Hofstede et al, 1990; Trice & Beyer, 1984). Many concerns are raised in order to attempt to quantify and measure the conceptual components of the organizational culture theory. Schein (1990) has on his own arguments that if the researchers are intending to study of culture concept the researchers have to adopt and concern on systematic approach in order to identify

the dimensions and variable which are have relation to empirical measurement and hypothesis testing.

Organizational culture defined as shared values and beliefs over time, which are produce behavioral norms with the function to solving problems (Owens, 1987; Schein, 1990). According to Schein (1984), organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to considered valid, and thus, to be taught to new members as the correct way to perceive, think, and feel the relation to those problems. In fact, the values, assumptions, philosophies, expectations, norms, and attitudes, which are shared, bind an organization together (Kilman et al, 1985).

Based on Weber (1930) and Buckley (1967) organization culture is studied back to the early findings and studies of culture and adaptation, because of the words from organizational which means the adaptation into environment and culture from the culture basis. Weber and Buckley stated the theory is enhanced from the classical organizational scholars such as Likert (1961), Burns and Stalker (1961), and Lawrence and Lorsch (1967).

If the organizations really into elaborate a corporate culture, Schein (1984) declares people must dig below to underneath of organization, get far from the visible artifacts and uncover the basic assumptions, which are the core of corporate culture. to perform this means, Schein (1984) provides tools a formal definition of organizational culture that focusing how culture is working. In using these terms, it

feels that one cannot only come to understand the dynamic evolutionary forces that govern a culture, but also can explain the culture is learned, passed on, and changed.

There are different approaches are going to use to study and determine organizational culture as a platform for empirical research on relationship amongst culture and performance. Thus, the set of integrated concepts of organizational culture becomes manners or strategies for the organization to achieve its objective and goals. Marcoulides and Heck (1993) stated the organization culture which is a collective culture can influences the attitudes and behaviors of it employees, as same as the performance level and organization achievements.

Organizational culture is one of variables that have account on organizational behavior literature (Ouchi, 1981; Amsa, 1986; Hofstede, 1986; Owens, 1987; Schein, 1990). Organizational culture also has the accounts in order to affect the effectiveness of organization to perform the expected performance and achieve its own objectives and goals; the determinants are the structure and purpose of the organization, values, organization duties, organization climate, individual beliefs and values. According to Heck et al (1990), which also presented that the leadership are aimed to organizing the structure of task and developing a positive clime within the organization and were directly has influenced to level of performance outcomes, which are higher or lower.

2.2.1 CONCEPTUAL DEFINITIONS FOR CULTURE OF ORGANIZATIONS.

Alvesson (1989) commented about organizational culture in conceptualizations based on the continuation from instruments into academic. Two conceptual sequences are stated in Process approach and classification to organization culture.

- Process Approach

The approach oriented in process views the organizational culture as recreation that continuously shared the meaning to each other members (Roskin, 1986). According to Schein (1990) states organization culture is a framework which is consisted of invented patterns of basic assumptions, found, built, and improved by group in order to solve the problems that occurred in the company, the problems could be from adaptation externally and internal integration, and further will be taught to the new members of the group and affecting the ways that apprehend something, brainstorming, and solving idea to overcome the problems will occurred in certain times of the members.

Schein (1985) also viewed a culture in detail into three dimensions to organizational culture, behaviors and artifacts, values, and basic assumptions. Each of the dimensions has different hierarchy in determining culture. The first dimension is behaviors and artifacts, this dimension means physical and social environment of the organization, for instance, mottos, physical space,

artistic productions, and etc. the second dimensions is values, the values are less visible than behaviors and artifacts and has meaning of the individual beliefs in terms of righteous to perform and achieve something and provide the underlying meanings and interrelation of the patterns of behaviors and artifacts are elaborated. The third dimension is basic assumption, basic assumptions represents the unconscious level of culture by which the basic assumption meaning in how view any activities from personal beliefs and be granted as an organizationally acceptable way in perceiving the world. And the basic assumptions are the most difficult to relearn and change.

The culture in the organization are created in how the way that the organization reacted to important incidents in the past and thus evolved certain norms, as well as through the identification of organizational members by its leaders. The organizational culture is commonly through the process of socialization for new members into the organization (Schein, 1990).

In the process approach, it used a qualitative approach in order to study organizational culture. The qualitative approach emphasizes on to gather depth-information regarding on organization and put meaning rather than frequency of occurrence is of relevance. According to Schein (1990), he proposed seven dimensions to enquire organizational culture with use qualitative method and interview procedure (e.g interviewing, ethnography, observations).

However, qualitative approach has its own limitation where the qualitative approach might be limited in the ability to give contribution towards hypothesis testing and theory building, especially in terms of time and expense that are involved in the research. A qualitative approach also not likely to bridge the systematic comparisons between studies, caused from many variations will exist in between of investigation (Sackman, 1991). In order to generalize the principle from qualitative approach, there will be needed a large number of case studies to be completed (Schein, 1990).

- Classification approaches to organizational culture

Hofstede (1980) conducted on of the best well known methods in culture, with generated dimensions of culture. Furham and Gunter (1993) also added the information and expand the understanding four dimensions of culture, consist of power distance, masculinity/feminism, collectivism, and uncertainty avoidance to organizational culture. Those dimensions improved in differentiating nationalities traits, where can be implemented also in organization.

The classification approaches based on the many research classify the organizational culture in many forms. Handy (1993) reports in use of Hosftede (1980) classification to provide the explanation of differences from organizational culture between many companies in terms of management styles. The next classification is differentiating cultures on the speed of feedback and amount of risk employed (Deal & Kennedy, 1982). The

classification of organizational culture based on the degree of formalization and centralization as criteria (Harison, 1972) and the differentiation of cultures who based on the bureaucracy and managerial-ego drive (Grave, 1986).

The numerous of culture classification have given researchers chances to use many theories and have potential to provide common framework in differentiating and comparing culture. However, the numerous classification arise new problem, the existing classifications are not go further of the descriptive level to understand and analyze how are the processes involved in the culture formations and changes (Furnham & Gunter, 1993). The difference of many concept constructed by many scholars is based on the not well-agreed in defining the concept of organizational culture. However, the existence of different agreements in defining the organizational culture, there is still agreement between the scholars that culture play powerful and pervasive role in organization (Roskin, 1986).

In effects of the classification approach are a number of quantitative methods are used to measure the culture of organizations (Cooke & Rousseau, 1988). Ott (1989) has developed the study of organizational culture and enhanced from Harrison (1975) who developed the questionnaire regarding the typology of cultures. The overview of this questionnaire is try to understand organizational culture and shows the different methodologies that are going to use in order to measure the phenomenon of organizational culture.

The usage of the questionnaire or quantitative methods is having potential to resolve the limitation from the qualitative methods as mentioned on the above and questionnaire can provide the larger samples at less cost. According to Sackman (1991) comparisons between each of the studies are neater and the level of objectivity is relatively and highly higher.

The purpose of dividing organizational culture into two different approaches to give ease to the researcher in determining the next research in deeply researching the topic. And from this approaches those approaches came up with “Cultural Dimension/Traits” (involvement, consistency, adaptability, and mission) that could be affecting the way of the company run their business and also give effects into customer satisfaction in accordance to the customer satisfaction dimensions to determine the degree level of customer satisfaction in banking sector in Indonesia from organizational culture to their services.

Lee King Chuan (2009) states the dimensions of organizational culture that will be described for organizational culture on employees’ job performance are (1) supportiveness / teamwork (Zairi, 1999) , (2) reward system (Bovee et al, 1993; Bucker, 1997; Luthans, 1998), (3) innovation (Robbins, Stephen, & Mary, 1996; Bucker, 1997) (4) performance oriented (Joel & Michelle, 2000) and (5) openness to communication (Luthans, 1998) as the parameter of organizational culture impact in determining the implementation of organizational culture in real experience and its effects to the performance of the employees.

Supportiveness / Teamwork, in Schein's (1992), views participation of employees as a key in setting organizational goals and participation can increase the goals acceptance. Zairi (1999), adds the main attribute in organization is supportiveness, which can enhance the effectiveness of the organization and participation also as a tool that delegating tasks of responsibilities of individual.

Rewards System, Bovee et al (1993) which he states reinforcement theory that the rewards should be exploited in order to strengthen behaviors and Bucker (1997) demonstrates that the reward system considered as powerful tool for reinforcing an organizational culture. Luthans (1998), declares that organization should have the most sophisticated technology, well planned strategic plans, comprehensive information for job description and include training courses, but unfortunately, people are being rewarded based on performance related behaviors of the employees, and there is a limited impact of technology, plans or rules.

Innovation, Kuhn (1985) states creativity has meaning of creating something from nothing, while innovation is making sense in making goods and services. In accordance to Bucker (1997), innovation is almost a divine power as consideration of environment or culture that exists in the organization and drive value creation can enhance the quality of employees' job performance. Robbins, Stephen, and Mary (1996), already identified the variables that stimulating innovation; organization structure, organizations culture and practices in Human Resources (HR).

Performance Oriented, Joel and Michelle (2000), states that employees observe the organization's procedures as believing them well and giving wisdom of society at

workplace and got the customers report regarding the quality of services. High service's quality could be resulted when the organizational culture communicates advanced customer service at the top.

Openness to Communication, means that communication as functions of the executives were; firstly, the key shaping of the organization is to develop the thoughts of communication (Luthans, 1998). The good communication provides tools and helps the employees to run the internal process constantly, and helpful to create superior association with the people, within and outside the organization. According to the Luthans (1998), viewpoint, effective communication plays a very important role in industrial disagreements, miscommunication, gossips, and organizational divergences.

2.2.2 PREVIOUS STUDIES ON ORGANIZATIONAL CULTURE

Barner J.B (1986) was study about organizational culture as a source sustained competitive advantage. The competitive advantage can be sustained if that culture is valuable, rare, and imperfectly imitable.

Meanwhile, Weick (1987) believes that organizational culture use as a source of high reliability to face the problem. He states organizations in which reliability is a more pressing issue than efficiency often has unique problems in learning and understanding, which, if unresolved, affect their performance, adversely.

2.3 JOB PERFORMANCE

Researcher in the Human Resource field in traditionally focused the aspect of technical innovation in practices, concentrating on selection, training, appraisal, and rewards on individual-level outcomes on job satisfaction or performance. Pfeffer (1994) figured out a lot of authors have arguments regarding the current systematic changes which the firms already elevated the importance of human resource issues and practices.

It is concerned in how organizational characteristic shape Human Resource practices and priorities and how these practices contribute to the bottom line (Martell & Carrol, 1995). Rewards systems based on performance for employee can be one important tool, for enhancing the job performance and support the organization effectiveness. Therefore, in order to determine the types of compensation, performance appraisal can be atoll for evaluating employee's performance.

Appraisal for performance is widely used for administrating wages and salaries, giving performance feedback and identifying employee weaknesses and strengths. The importance of appraising performance is to establish employee's goals, which should be tied with to the company's strategic goals (Robins, 2005). A good appraisal process ensures that all employees doing similar jobs are evaluated and assessed according to the same standards. The company use performance appraisal to help them assist control and guide the, how to set up their company to meet competitive advantages (Robins, 2005).

The objectives of the performance appraisal to be a better tool for evaluating individual performance and to align the responsibility and accountability at every organizational level. According to Cronje (1995), he classified his sight of performance on micro level, performance is the degree and quality of efforts, cooperation, absenteeism, lateness, compliance with standard and commitment shown by individuals. In addition, according to Ivancevich and Matteson (1996) performance can be seen as competing standards which each of individuals should achieve in their job description and can be seen as the desired result of behavior.

McConnel (2003) explained job performance is an accomplishment of tasks, which could be practical and quantifiable. Popovich (1998) reported that job performance is a complex phenomenon as various variables has positive effects on employee job performance. The variables are age, recognition of achievements and job satisfaction (Voltero, 2004; Bonett, 2002; Becherer, 1999).

Employee performance depends on the individual capacity, willingness, and opportunity to perform. The direction, intensity, and duration of effort caused from individual influence the quality of their job performance (Ivancevich & Matteson, 1996). Performance is one of indicators in assessing the success of the company to run the businesses. Performance in general have their own purposes, the purposes are for financial control and reporting to inside and outside of the company. Performance also has performance supervisor, called performance management, and the task of performance management is to control the performance within the range of expected performance points and improve the performance based on the results of certain activities that generated a performance.

Management of performance can be stated as measuring the effectiveness and efficiency of companies for internal and external. Where the internal of performance management to nurture the relationship and fulfilling the wealth and objectives of shareholders; and the external means the performance management tries fostering the stakeholders and any relating firms to the firm businesses. The performance management involves the using of quantitative and qualitative technique and give attention to behavioral of personnel in the side of organization. According to Spangeberg and Theron (2001) highlighted that potentially the most important organization link for performance management is to drive the implementation and realization of strategy.

Williams (2002) stated in his book “Managing Employee Performance, Design, and implementation in Organizations”, that performance is not only the result but also the way he/she performs their task at their best, as he stated in his book “performance should be associated with task accomplishment, goal achievement, results, and outputs”. However, he explained that the performance should not only be viewed as task accomplishment or goal achievement. It is the fact that for many results from jobs is not necessarily the outcome of what individual employees do.

There are many other contributing factors like the opportunity to perform, complexity of task, which are nothing to do with the person to do the job (Cardy & Dobbins, 1994; Murphy & Cleveland, 1995). In addition, he described that every employee may not have the same opportunity to perform or it is not necessary whatever employees do is task-related (Murphy, 2002).

Also there is another perspective in terms of performance, behavioral view. The behavioral view stated that performance is not output or results. According to Murphy (1990) definition makes clear understanding, “performance is defined as the set of behaviours that are relevant to the goals of the organization unit in which a person work”.

Performance management has many sub-parts in their body and structure. One of the parts from performance management is performance measurement. Performance measurement assigned to measure the performance based on the dimensions and criteria. According to Hatry (1999) performance measurement should be evaluated continuously in many times. The meaning of the statement is to do benchmarking and put the comparison over the time. However, recent days of performance measurement has shifted their focus from the dimensions of measurement to circumstances, whereby the circumstances developed within and outside the organizations.

McNab and Melese (2001, p.1) states the suitable performance measurement is based on the GPRA (Government Performance and Result Act) (1993) developed in United States (US). Kaplan and Norton (1992) developed a measurement of performance called balance scorecard. The function of balance scorecard is an integral management system that combining the capability of traditional quantitative and qualitative measures. Balance scorecard consist of four dimension of performance measurement, there are financial conditions, customer perception and satisfaction, internal business process within organization, and learning and growth of performance.

2.3.1 CONCEPTUAL DEFINITIONS OF JOB PERFORMANCE

Individual performance is core concept for psychology of working and organization. According to Campbell (1990) in the past 10 years the researcher already did the clarification and extension of the concept of performance. Moreover, the individual performance has advanced measurement in specifying the major predictors and performance process. With this current changes within organizations today, the performance concept and performance requirements are also having changes too recently (Ilgen & Pulakos, 1999).

Organizations need in high level in utilization of individual performance to achieve its goals, to deliver the specialized products and services, and to obtain competitive advantages to be the market leader. Performance is also important for the individual. The performance can give satisfaction to the individual by performing at high level and get the mastery, pride, and rewards. Performance has own monitor called PMM (Performance Measurement and Management). In this PMM, performance is measured, controlled, managed, and directed into the desired performance.

Inside of the PMM, the PMM supported by the Performance Measure System (PMS), moreover the task of PMS is to get the specific performance analysis. PMS is instruments with multi-criteria characteristics. PMS can assess various things, such as performance level, whether the performance good or bad, and which area that should be improved to have the desired performance. A PMS is made by the set of performance measures hope to be constantly organized with the objectives of company (Berrah et al, 2008; Bititci, 1995).

Performance also can be measured by balance scorecard. As stated by Kaplan and Norton (1992) where they were developed the balance scorecard concept as an integrated management system capable of incorporating both traditional quantitative and more abstract qualitative performance measures.

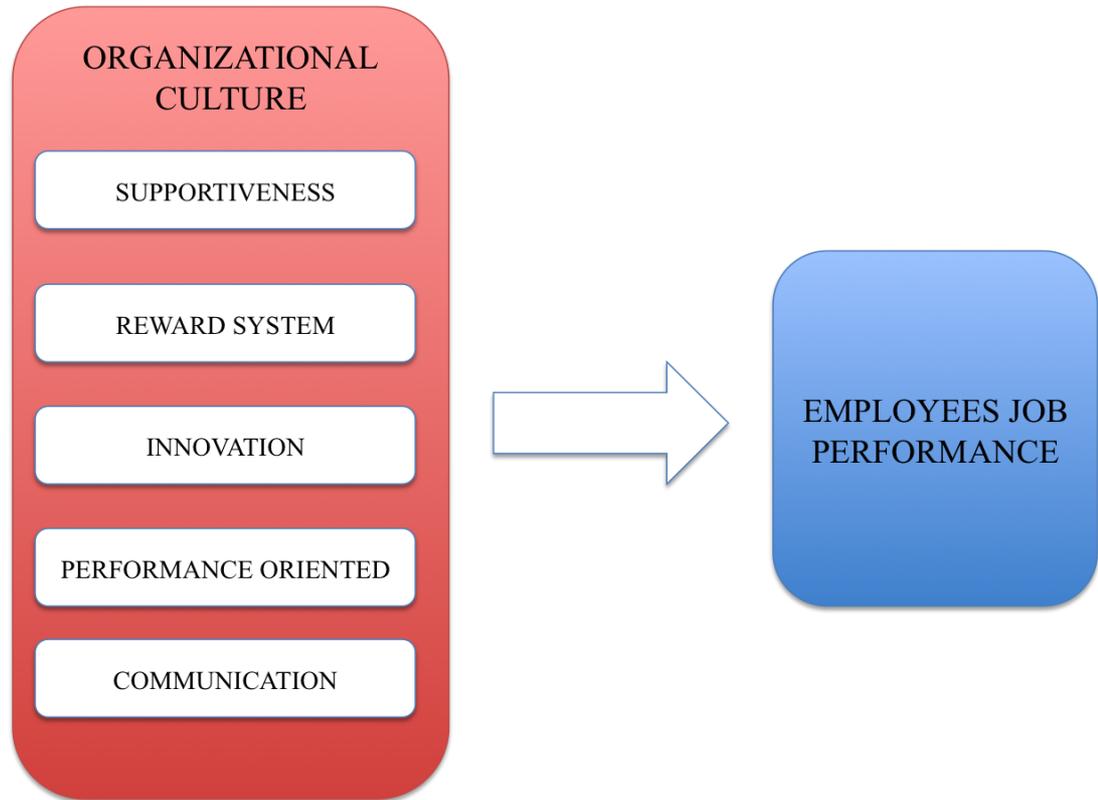
The balanced scorecard assesses the four dimensions from company performance: customer, financial, internal business process, and learning in growth of performance. The current status and future potential status and performance can be pre-determined by these dimensions and generating the Performance Measurement System (PMS) in the next phase that associated with future desired performance. Balance scorecard also evolved from time to time, whereby the previous (Kaplan & Norton, 1992) puts as performance measurement tools and the performance measurement becomes instruments to implement the strategies of companies (Kaplan & Norton, 1996), and the strategy become framework that organize the human, information, and organizational capital (Kaplan & Norton, 2004).

2.4 RESEARCH HYPOTHESIS

The research hypothesis of this present research is using the directional hypothesis. The directional hypothesis chosen based on the previous research that already determined that there are positive relationships between the measurements of organizational culture (supportiveness, compensation, innovation, performance oriented and openness to communication) to job performance.

- H1** : There is positive influence between Supportiveness / Teamwork and job performance.
- H2** : There is positive influence between Reward System and job performance.
- H3** : There is positive influence between Innovation and job performance.
- H4** : There is positive influence between performance oriented and job performance.
- H5** : There is positive influence between stability and openness to communication and job performance.

Figure 1: Operational Framework of Organizational Culture and Employees' Job Performance



CHAPTER 3

METHODOLOGY

3.1 Introduction

As explained in the first two chapters, based on the research objective which is mainly focus to investigate the influence of organizational culture on job performance, this research employs a cross sectional survey on employees in local bank and foreign originated bank in Indonesia. And also this section of research describes regarding on the methodology that will be adopted and conducted in this study of research.

3.2 The Survey Method

The research conducted by a survey method by distributing the questionnaire to relevant sample that are needed for the research (quantitative) as their nature of study. This study will applying two types of data to collect the information that are needed to develop the research, primary data and secondary data. The primary data, researcher had revealed from the previous researcher according to the topic that by distributing the questionnaire is accepted and less expensive, although there are also obstacles in distributing the questionnaire, especially in time consuming from waiting for respondents responses.

The secondary data obtained for getting the information to this research from the previous research that informed the relationship, theories, and findings for

organizational culture towards performance and effectiveness. The data obtained from the national library of Indonesia, bank of Indonesia, and journal websites that related to the context of organizational culture and employees job performance.

3.3 Populations and Sample

The population targeted in order to perform the research, the population chose from Local Bank and Foreign Originated Bank employees, which the banks are listed in Bank Indonesia (central bank of Indonesia). The Local Bank originally from Indonesia and the Foreign Originated Bank originally from United States of America (USA), this comparison comes from Indonesia bank and United States of America bank have very high gap in terms of home country culture of each country which can affect differently the company way to perform their activities with their own organizational culture. Both local and foreign originated banks surveyed for these researches are at the banks headquarter located in Jakarta. Narrowed down the population into Operation and Service Group persons, Information Technology Group, Financing Support Group, and Human Capital Group, with the sum of the population are 356 employees for local bank and 336 employees for foreign originated bank.

As it mentioned in the above, the respondents' are the employees from the local bank and foreign originated bank to research the organizational culture can influence and also gives effect on employees' job performance. And the employees are the main actors in performing the organizational culture for their job performance.

In this research in terms of sampling methods, the cluster sampling method is used in order to achieve the expected responses. Clustered into 4 divisions of the banks, which are Operation and Service Group persons, Information Technology Group, Financing Support Group, and Human Capital Group. the 4 divisions Marcoulides and Heck (1993) states to conduct the research about the relationship of organizational culture towards job performance at least should have 100-250 respondents as total of the sample size and Krejcie and Morgan (1970) have conducted a research for organizational culture on job performance with the respondents of 193 persons. This research distributed 250 questionnaires to every company and only 118 questionnaires can be used as usable questionnaires for every bank (118 from local bank and 118 from foreign originated bank). In total there are 236 respondents for this research.

3.4 Research Variables and Measures

The parameters to determine the impact of Organizational Culture as independent variables and Employees Job Performance as dependent Variable are explained in this section. A sample of questionnaire is provided in the appendix section.

3.4.1 Organizational Culture

Organizational culture can be researched as a core and integral part for process of adaptation an organization and the traits of culture involved would be the best forecaster in determining the performance and effectiveness (Daniel R. Denison & Aneil K. Marsha, 1995).

According to Rousseau and Cooke (1988), Hofstede et al. (1990), Chatman (1991), O'Reilly et al. (1991), Jermier et al. (1991), Kotter and Heskett (1992), organizational culture becomes more sophisticated in terms of characterizing and comparisons based on the quantitative survey data analysis the characterized research for this research is treated as variable that will be analyzed and as variable for research purposes, especially in terms of value dimensions and culture traits. In organizational studies, the empirical researches, which are focus on the effectiveness and culture, they can track down in terms of origins of researched culture.

Organizational Culture has 25 questions to measure the organizational culture and comprised into 5 dimensions; supportiveness / teamwork 5 questions, reward system 5 questions, innovation 5 questions, performance oriented 5 questions, stability and openness to communication 5 questions. The instruments of this study adapted and modified from Steward (1986); Boon, Arumugam, Vellapan, Yin & Wai, (2006). The modification performed in order to give better understanding of the question from the respondents, the questions sometime formed or stated in unclear statement, and the questionnaire also made in 2 different languages (English and Bahasa Indonesia).

3.4.2 Employees' Job Performance

Employees' job performance is measured in 9 questions of instruments in order to measure the employees' job performance as dependent variable. The instruments are adopted from J.J Rodwell, R. Kienzle & M. A. Shadur (1998).

The instruments measures the employees job performance by rating their own performance and their capabilities to finish their tasks and works by using scale in range of 1 to 5, 1 from “very disagree” to 5 “very agree”. The respondents were asked to give response on the following questions “I am currently working at my best performance level”.

3.5 Validity and Reliability

This section describes how the measure development, scales purification and the general theory testing approach were adopted. All of the scales used in this research were adopted or adapted from established scales and highly attention and care were taken to ensure that the scales used for addressing the research hypotheses in this particular research maintained the original scales’ with the intended purpose within the limits of the gathered responses.

Thus, all of the scales were subjected to rigorous analysis, where the items were subjected to refinement and various aspects of reliability were evaluated prior to data analysis (Gerbing & Anderson, 1988). The following paragraphs detail how the measurements were assessed for their reliability, dimensionality and construct validity using established procedures.

3.5.1 Item Analysis

Reliability of scales are needed to be verified in order to ensure the relationships of the items representing the researched constructs. This is to determine the strong results, which the scales produce consistent results if performed repeatedly and continuously. Reliability is measured by determining the association between scores retrieved from different administrations of the scale; i.e if the association is high, the scale yields consistent results and thus is reliable. One of the widely used methods in measuring reliability to measure the internal consistency is coefficient alpha (α). The coefficient varies from 0 to 1 with the value of 0.7 be used as the lowest acceptable of alpha value to indicate adequate reliability (Nunnally, 1978). Overall, each item measuring the related dimension exhibits acceptable level of internal reliability.

3.6 Questionnaire Design

The questionnaire of this topic will be developed as mentioned below:

- Section A – Respondents Personal Information / Demographic Information
- Section B – Organization Culture
- Section B – Job Performance

In this research, researcher used questionnaire in order to gather and collecting the information from the respondents, which from local bank and foreign originated Bank employees. Therefore, researcher directly approach and interview some

employees to achieve deeper information and respondent views regarding the conducted of research, while the respondent filling the questionnaire.

In constructing the questionnaire, the researcher considers the variable instruments that have relations to the dependent and independent variables in this thesis. Researcher constructed the questionnaire based on the items of each variable to measure the variables. The questionnaire comprised into 3 sections; Section A, section B, and section C. Section A consisted of demographic information of the respondents, gender of the respondents, nationality, ages, marital status, level of education, level of management, the duration with the present employer, and present supervisor. Section B and section C is employ The Likert-type scale in this study, which ranging from 1 (strongly disagree) and 5 (strongly agree).

The internal consistency reliability (cronbach's alpha) regarding each of variables in this research are summarized below:

No.	Variables	Question Number	Negative Question Number	Alpha Value (α) studied by Boon, Arumugam, Vellapan, Yin & Wai (2006)
1.	Supportiveness (Teamwork)	1,2,3,4,5	-	0.84
2.	Compensation	6,7,8,9,10	-	0.64
3.	Innovation	11,12,13,14,15	-	0.69

4.	Orientation of result / performance	16,17,18,19,20	-	0.70
5.	Stability and Communication	21,22,23,24,25	-	0.72

(Source: adopted from Lee King Chuan, 2009)

The Cronbach Alpha studied by Boon, Arumugam, Vellapan, Yin and Wai (2006) in interval between 0.64 and 0.84. Sekaran (2003) claims Cronbach's Alpha Score close to 1.00 is highly justified, at the point over 0.80 is considered to be good, values more than 0.70 are acceptable, and less than 0.60 considered to be poor. Within the interval between of 0.64 and 0.84, the variables have high reliability and acceptable (Lee King Chuan, 2009).

Section C has 9 questions of instruments in order to measure the dependent variable, job performance. The instruments are adopted from J.J Rodwell, R. Kienzle and M. A. Shadur (1998).

3.7 Hypotheses Testing

In order to test and reveal the hypotheses result, several relevant analyses are selected and conducted fitting for each hypotheses. The data analysis is performed using SPSS version 21. The numbers below are the lists of analyses that are performed in this research to interpret the data from questionnaires:

- I. Frequency Distribution Analysis – The researcher of this study as provided in SPSS program. Frequency Distribution is mathematical distribution where the researcher tries to obtain and calculate the number of response with different values of variables and expressed them in percentage term.
- II. Pearson Correlation Matrix – Correlation to find whether the dependent variable and independent variables have any relationship between each of them. The value for a Pearson's can fall between 0.00 (no correlation) and 1.00 (Perfect Correlation).
- III. Descriptive Statistics – the descriptive statistics have been used to find out the mean and standard deviation of each cultural traits and performance measures.
- IV. Reliability Analysis – the reliability analysis will be conducted to measure the reliability of 4 dimensions of culture with 8 measurements. The Cronbach's Alpha used for this test, estimates the reliability of interrelated from each items in the questionnaire to the instruments (Hayes, 1998) or test reliability for this research.
- V. Regression Analysis – The interpretation of the regression analysis is based on the standardized coefficient beta (β) and R^2 , which provides

evidence whether to support or not to support the hypotheses stated earlier in the chapter.

3.8 Ethical Consideration

First and foremost, the research is undertaken and performed with emphasis to ensure integrity and quality. All involved parties should be fully informed about all matter relating to this research and confidentiality and anonymity of the information and respondents are highly regarded. Respondents should be made aware and have attention from the outset that the researcher will always protect and keep the anonymity and confidentiality of whatever transpires in the data collection exercises.

Any information retrieved from respondents should be treated and handled with care on a strictly confidential basis and whenever possible, researchers should always obtain written consent upon obtaining verbal consent from potential participants (Miller & Bell, 2002). Care must be taken to ensure that this research upholds the principle of benevolence where the research should do more good than harm and harsh.

3.9 Summary

This chapter discussed the methodology used and adopted in this study and presented the arguments for choosing specific methods. Various issues concerning the refinement of the scales with respect to the reliability and validity were addressed. Analysis using scale reliability / reliability analysis indicated the

measures were reliable and valid. This chapter is followed by the findings from the analyses conducted to address the hypotheses.

CHAPTER 4

FINDINGS

This chapter represents the result of data analysis to achieve information from questionnaires filled by respondents. This study aims is to accomplish as well as answer the research questions and also to determine and prove the hypothesis assumptions which already developed. The researcher will be covering regarding all the statistical method analysis and discussion of the result from respondents profile, demographic description, descriptive analysis, reliability analysis, Pearson correlation matrix, and summary will be presented in this chapter.

4.1 Demographic Profile

A total of 250 questionnaires were distributed to each of the banks of which in total 70 questionnaires were not to be retrieved and 62 questionnaires were incomplete from local bank and 85 questionnaires were not to be retrieved and 47 questionnaires were incomplete from foreign originated bank, giving a total of 236 usable questionnaires. The 236 usable questionnaires divided into 2 (two) different respondents, the first 118 questionnaires filled by respondents from local bank and the second 118 questionnaires filled by respondents from foreign originated bank who invested their business in Indonesia.

4.1.1 Local Bank

4.1.1.1 Gender

Category	Frequency	Proportion of Sample
Male	79	66.9%
Female	39	33.1%

In total 66.9% respondents were male and 33.1% of the respondents were female.

4.1.1.2 Nationality

Category	Frequency	Proportion of Sample
Indonesian	115	97.5%
Others	3	2.5%

The local bank respondents in majority of 97.5% were from Indonesia and other 2.5% from other nationalities.

4.1.1.3 Age

Category	Frequency	Proportion of Sample
23-35 Years	66	55.9%
36-45 Years	41	34.7%
46-55 years	11	9.3%
>55 years	0	0%

The majority of 90.7% respondents were at the age of 23-45 years, with 55.9% representing the respondents between 23-35 years and 34.8% at the ages of 36-45 years and the 9.3% were at the ages of 46-55 years.

4.1.1.4 Marital Status

Category	Frequency	Proportion of Sample
Single	29	24.6%
Married	89	75.4%

The biggest percentage of respondents' status is married (75.4%) and other 24.6% is single.

4.1.1.5 Education Level

Category	Frequency	Proportion of Sample
High School	3	2.5%
Bachelor Degree	90	76.3%
Master Degree	25	21.2%
PhD	0	0%

The most of the respondents are having bachelor degree (76.3%), 21.2% having master degree, and 2.5% have high school certificate.

4.1.1.6 Position

Category	Frequency	Proportion of Sample
Middle Management	61	51.7%

Administration Level	57	48.3%
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There are 61% of respondents in middle management position and 48.3% respondents are at administration level.

4.1.1.7 Length of Service

Category	Frequency	Proportion of Sample
Less than 1 year	2	1.7%
1-5 years	86	72.9%
6-10 years	30	25.4%
More than 10 years	0	0%

The respondents' length of service for the local bank are 1.7% were less than 1 year, 72.9% were in between 1-5 years, and 25.4% were in 6-10 years.

4.1.1.8 Previous Working Experience

Category	Frequency	Proportion of Sample
Yes	76	64.4%
No	42	35.6%

The most of the respondents have worked in other organizations (64.4%) and there are 35.6% were not working in another organization previously.

4.1.1.9 Length of Service in Previous Organization

Category	Frequency	Proportion of Sample
Less Than 5 Years	51	43.2%
6-10 Years	25	21.2%
More than 10 years	0	0%

43.2% representing who have worked in other organizations for less than 5 years and 21.2% representing the respondents who have worked in other organizations previously for 6-10 years.

4.1.2 Foreign Originated Bank

4.1.2.1 Gender

Category	Frequency	Proportion of Sample
Gender		
Male	72	61%
Female	46	39%

The respondents gender divided to 61% of respondents were male and 39% were female.

4.1.2.2 Nationality

Category	Frequency	Proportion of Sample
Indonesian	102	86.4%
Others	16	13.6%

Based on the 118 respondents for multinational bank, the majority of multinational bank respondents were Indonesian (86.4%) and 13.6% were other nationalities, comprised of 6% from USA, 5% from India, and 2.6% from Singapore.

4.1.1.3 Age

Category	Frequency	Proportion of Sample
23-35 Years	75	63.6%
36-45 Years	39	33.1%
46-55 years	4	3.4%
>55 years	0	0%

The respondents' ages were 63.6% in between of 23-35 years, 33.1% in between of 36-45 years, and 3.4% were 46-55 years.

4.1.2.4 Marital Status

Category	Frequency	Proportion of Sample
Single	51	43.2%
Married	67	56.8%

The Marital statuses of the respondents were 43.2% single and 56.8% married.

4.1.2.5 Education Level

Category	Frequency	Proportion of Sample
High School	1	0.8%
Bachelor Degree	67	56.8%

Master Degree	49	41.5%
PhD	1	0.8%

The majority of respondents are having bachelor degree (56.8%) for their education, 41.5% of respondents having master degree, 0.8% having PhD, and 0.8% have high school certificate.

4.1.2.6 Position

Category	Frequency	Proportion of Sample
Middle Management	53	44.9%
Administration Level	65	55.1%

There are 44.9% of respondents in middle management position and 55.1% respondents are at administration level.

4.1.2.7 Length of Service

Category	Frequency	Proportion of Sample
Less than 1 year	0	0%
1-5 years	106	89.8%
6-10 years	12	10.2%
More than 10 years	0	0%

The majority of respondents from the 89.8% have their service for the organization in between 1-5 years and 10.2% 6-10 years.

4.1.2.8 Previous Working Experience

Category	Frequency	Proportion of Sample
Yes	86	72.9%
No	32	27.1%

The majority of respondents have worked in other organization (72.9%) and the rest of 27.1% have not worked for other organization before working for the multinational bank.

4.1.2.9 Length of Service in Previous Organization

Category	Frequency	Proportion of Sample
Less Than 5 Years	44	37.3%
6-10 Years	37	31.4%
More than 10 years	5	4.2%

In this terms, with 37.3% of respondents have worked for less than 5 years, 31.4% respondents have worked in between 6-10 years for other organization, 4.2% have worked for more than 10 years.

4.2 Reliability Test

Table 4.2.1 and 4.2.2 below summarizes the reliability test of all measures after factor analysis has been done (all items of Compatibility factor were eliminated). As shown, the Cronbach alphas of the measures were all above the lower limit of acceptability that is $\alpha \geq .7$. Hence, all the measures used in the subsequent analysis were reliable or highly reliable.

Table 4.2.1

Local Bank Reliability Test

Variables	Number of items	Reliability
Organizational Culture	25	.900
Supportiveness	5	.677
Compensation	5	.757
Innovation	5	.677
Performance Oriented	5	.715
Communication	5	.741
Job Performance	9	.698

Table 4.2.2

Foreign Originated Bank Reliability Test

Variables	Number of items	Reliability
Organizational Culture	25	.883
Supportiveness	5	.761
Compensation	5	.863
Innovation	5	.861
Performance Oriented	5	.830
Communication	5	.783
Job Performance	9	.794

4.3 Descriptive Statistics

The analysis of descriptive statistic used in quantitative data in terms of the frequencies, or means, and standard deviation which is part of the descriptive statistics. Based on the table 4.3.1 and 4.3.2 stated that the overall of the result of descriptive statistics for local bank and multinational bank which is included the minimum and maximum style, mean, and standard deviation. In hence, this variables were used the 5 point scale measurement for respondent rate in order to answer the

questionnaires whereby 1 indicated for very disagree and for 5 indicates the respondent for very agree. Furthermore, mean in that table refers to the satisfaction level of the respondents towards the items or variable were asked in the survey. For instance, when mean point out to below than 3.00, has meaning on the respondents are not satisfied with the recent condition, in other hand when mean for more than 3.00, meaning that the respondents are satisfied with the recent condition.

4.3.1 Local Bank

Table 4.3.1 shown the first mean of supportiveness is above than 3.00, with the supportiveness / teamwork point at 4.1136. Meaning that the respondent nearly very satisfied with recent condition about the survey. In addition the supportiveness minimum value is 2.4, the maximum value is 4.80, and the standard deviation value is 0.38116. The second, the reward system point out the value for mean at 3.2847. Meaning that the respondent satisfied with the condition regarding the survey. The reward system minimum value is 1.8, the maximum value is 4, and the standard deviation is 0.5127. The third, innovation has it mean at 3.4559. The minimum value is 1.4, the maximum value is 4.2, and the standard deviation is 0.4618. The forth, performance oriented point out the value of mean at 3.7051, the minimum value is 1.4, the maximum value 4.84 and the standard deviation is 0.4876. The fifth, communication value has it mean at 4.0288, the minimum value is 2, the maximum value is 4.8, and the standard deviation is 0.4153. Lastly, the mean of job performance is 3.8748, with minimum value is 2.89, the maximum value 4.33, and the standard deviation is 0.2593.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Supportiveness	118	2.40	4.80	4.1136	.3812
Reward System	118	1.80	4.00	3.2847	.5127
Innovation	118	1.40	4.20	3.4559	.4618
Performance Oriented	118	1.40	4.40	3.7051	.4876
Communication	118	2.00	4.80	4.0288	.4153
Job Performance	118	2.89	4.33	3.8748	.2593
Valid N (listwise)	118				

Table 4.3.1 Local Bank Descriptive Statistics

4.3.2 Foreign Originated Bank

Table 4.3.2 shown the first mean of supportiveness is 4.1983, the point has meaning the point represents the satisfaction level of the respondent nearly very satisfied with recent condition about the survey. The supportiveness minimum value is 2.4, the maximum value is 5, and the standard deviation value is 0.4578. The second, the compensation has it value in mean at 3.5525. Meaning that the respondent satisfied with the condition regarding the survey. The reward system minimum value is 1.8, the maximum value is 4.8, and the standard deviation is 0.5667. The third,

innovation has it mean at 3.8898. The minimum value is 1.4, the maximum value is 4.8 and the standard deviation is 0.5612. The forth, performance oriented point out the value of mean at 3.8763, the minimum value is 1.4, the maximum value 4.8, and the standard deviation is 0.5365. The fifth, communication value mean is 3.8203, the minimum value is 2, the maximum value is 4.80, and the standard deviation is 0.4696. The last point, the mean of job performance is 4.2561, with minimum value is 2.89, the maximum value is 4.89, and the standard deviation is 0.3625.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Supportiveness	118	2.40	5.00	4.1983	.4578
Reward System	118	1.80	4.80	3.5525	.5667
Innovation	118	1.40	4.80	3.8898	.5612
Performance Oriented	118	1.40	4.80	3.8763	.5365
Communication	118	2.00	4.80	3.8203	.4695
Job Performance	118	2.89	4.89	4.2561	.3625
Valid N (listwise)	118				

Table 4.3.2 Foreign Originated Bank Descriptive Statistics

4.4 Correlation Analysis

Table 4 provides a summary of the results from correlation analysis. The computation of the Pearson product-moment correlation coefficients was performed to obtain an understanding of the relationship between all the variables in the study.

The values of the correlation coefficients (r) given in Table 4.4.1 and 4.4.2 indicate the strength of the relationship between variables. As shown in Table 4.4.1 and 4.4.2, overall correlation values of the variables for local bank and multinational bank showed both positive correlations, have differences in organizational culture

4.4.1 Local Bank

Table 4.4.1 shown the correlation coefficients in between of organizational culture on job performance from local bank. Stated in table 4.4.1 organizational culture dimension have significant correlation on job performance, organizational culture dimension (supportiveness) has correlation on job performance ($r=.235$), organizational culture dimension (reward system) has correlation on job performance ($r=.301$), organizational culture dimension (innovation) has correlation on job performance ($r=.378$), organizational culture dimension (performance oriented) has correlation on job performance ($r=.569$), and organizational culture dimension (communication) has correlation on job performance ($r=.665$) whereby the strength of those correlations are in range of small and moderate / medium.

Correlations						
Org. Culture	Spvnes	Rwrđ	Innov	Perform	Comm	Job Perform
Spvnes	1					
Rwrđ 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**	

Table 4.4.1 Pearson Product Moment Correlation Between All Study Variables From Local Bank

4.4.2 Foreign Originated Bank

Table 4.4.2 shown the correlation coefficients in between of organizational culture on job performance from multinational bank. Presented in the table 4.4.2 between organizational culture and job performance, there are significant correlations between the independent variable and dependent variable. The correlations are in dimensions of organizational culture (reward system, innovation, performance oriented, and communication) on job performance at the point of .244, .276, .289, .222 whereby the strength of the correlations are small or moderate.

Correlations	Spvnes	Rwrd	Innov	Perform	Comm	Job Perform
	1					

Spvnes						
Rwrds sys	.345**	1				
Innov	.156	.285**	1			
Perform	.195*	.372**	.435**	1		
Comm	0.142	.434**	.263**	.404**	1	
Job Performance	0.119	.244**	.276**	.289**	.222*	1

Table 4.4.1 Pearson Product Moment Correlation Between All Study Variables From Foreign Originated Bank

4.4.3 The Difference

Shown in the table 4.4.1 and 4.4.2 a difference between local bank and multinational bank organizational culture on job performance. In local bank organizational culture dimensions, every dimensions have positive correlation on job performance, while in multinational bank organizational culture dimensions, there's one dimension (supportiveness) has no correlation on job performance amongst the other organizational culture dimensions on job performance. All correlations or relationship based on the analysis, may suggest the strength of the relationship are small and medium.

4.5 Hypotheses Testing

In order to answer the research questions, those are:

Research question 1 - Does Supportiveness / Participation has positive influence towards job performance between local bank and foreign originated bank?

Research Question 2 - Does Reward System has positive influence towards job performance between local bank and foreign originated bank?

Research Question 3 - Does Innovation has positive influence towards job performance between local bank and foreign originated bank?

Research Question 4 - Does Performance Oriented has positive influence towards job performance between local bank and foreign originated bank?

Research Question 5 - Does Stability and Openness to Communication has positive influence towards job performance between local bank and foreign originated bank?

The use of regression for subsequent analysis is appropriate. The interpretation of the regression analysis is based on the standardized coefficient beta (β) and R^2 , which

provides evidence whether to support or not to support the hypotheses stated earlier in the chapter.

4.6 Regression Analysis

Multiple regression analyses were conducted to test the hypotheses. In this analysis, Organizational Culture Dimensions treated as independent variables and the Job Performance as the dependent variable.

4.6.1 Local Bank

Through regression analysis procedure, the model explains 29.3 percent ($R^2 = .293$) of the variance in Job Performance. Moreover, the model reaches statistical significance (Sig. = .000, $p < .05$). Table 4.6.1 shows the level of influence of Organizational Culture dimensions have on Job Performance. Therefore H1, H2, H3, H4, and H5 are supported.

	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	β		
(Constant)	2.423	.210		11.517	.000
Organizational Culture	.390	.056	.541	6.930	.000

In details each of organizational culture dimensions coefficient on employees job performance are shown in the next table in comprehensively to show the relationship and in order to address the hypothesis tested:

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

Table 4.6.1 Regression Analysis of Local Bank

4.6.2 Foreign Originated Bank

Through regression analysis procedure, the model explains 12.3 percent ($R^2 = .123$) of the variance in Job Performance. Moreover, the model reaches statistical significance (Sig. = .000, $p < .05$). Table 4.6.2 shows the level of influence of Organizational Culture dimensions have on Job Performance and only one

Organizational Culture dimensions (supportiveness) is not support the Job Performance. Therefore, H2, H3, H4, and H5 are supported.

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	sig.
(Constant)	2.843	.353		8.062	.000
Organizational Culture	.365	.091	.350	4.024	.000

In details each of organizational culture dimensions coefficient on employees job performance are shown in the next table in comprehensively to show the relationship and in order to address the hypothesis tested:

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	sig.
(Constant)	2.952	.394		7.495	.000
Org.Culture					
Supportiveness	.095	.073	.119	1.295	.198
Reward System	.156	.058	.244	2.706	.008
Innovation	.178	.058	.276	3.096	.002

Performance Oriented	.196	.06	.289	3.256	.001
Communication	.172	.07	.222	2.458	.015

Table 4.6.1 Regression Analysis of Foreign Originated Bank

4.7 Summary

In general, based on the descriptive statistics, respondents showed moderate response or towards neutrality for Organizational Culture and Job Performance. To examine the relationship between Job Performance and the independent variables, correlation analyses were conducted.

Given the findings presented in the above paragraphs, in terms of Local Bank there is sufficient evidence to accept that Organizational Culture (Performance Oriented and Communication) influence employee Job Performance. However, in terms of Multinational Bank there is no significant correlation between Organizational Culture and Job Performance. Table 4.6.1 and 4.6.2 summarizes the findings of the hypotheses testing.

4.7.1 Local Bank

HYPOTHESIS	SUPPORT / NOT SUPPORT
H1: There is positive relationship between supportiveness and job performance	SUPPORT
H2: There is positive relationship between compensation and job performance	SUPPORT
H3: There is positive relationship between innovation and job performance	SUPPORT
H4: There is positive relationship between performance oriented and job performance	SUPPORT
H5: There is positive relationship between stability and communication and job performance	SUPPORT

Table 4.7.1 Summary of The Findings From Hypotheses Testing of Local Bank

4.7.2 Foreign Originated Bank

HYPOTHESIS	SUPPORT / NOT SUPPORT
H1: There is positive relationship between supportiveness and job performance	NOT SUPPORT
H2: There is positive relationship between compensation and job performance	SUPPORT
H3: There is positive relationship between innovation and job performance	SUPPORT
H4: There is positive relationship between performance oriented and job performance	SUPPORT
H5: There is positive relationship between stability and communication and job performance	SUPPORT

Table 4.7.2 Summary of The Findings From Hypotheses Testing of Foreign Originated Bank

CHAPTER 5

DISCUSSIONS AND CONCLUSIONS

5.1 Overview of The Chapter

This chapter targets to provide an explanation rationally for the results presented in the previous chapter, in particular for the hypotheses tested. The discussions of the results will be presented according to the hypothesized relationship in accordance with the research objectives that were presented in the earlier chapters. The discussions will consist of the following investigated variables; organizational culture on employees job performance. The discussions of each variable will cover all findings to address the hypotheses. The order of discussions presentation will be according to the order of the research objectives in chapter one. Previous studies have been presented and drawn upon to elaborate the findings obtained in this research and support the significance of each hypothesized relationship.

5.2 Organizational Culture on Employees Job Performance

5.2.1 Local Bank

In addressing the first research objective to local bank, to investigate whether the Organizational Culture would positively influence Employees Job Performance, it was found that the organizational culture has significant influence on the employees job performance. Based on the preceding chapter, in particular for the hypotheses tested revealed that every single organizational culture dimensions (5 dimensions; supportiveness / teamwork, reward system, innovation, performance oriented, and stability and openness to communication) has positive correlations and significant influence on employees job performance.

In this study, it is predicted that Organizational Culture is positively correlated to the employees' job performance. Based on the regression and correlations results, the hypotheses were supported by the findings, which resulted in the positive link between organizational culture and employees' job performance. The results show significance between each of organizational culture dimensions on employees job performance at the point of each dimensions; supportiveness / participation at sig of .010, reward system at sig of .001, innovation at sig of .000, performance oriented at sig of .000, and openness to communication at sig of .000 and organizational culture dimensions have positive relationship on employees job performance, with the correlations for the highest is openness to communication at .665, performance oriented at .569, innovation at .378, reward system at .301, and the last supportiveness / participation at .235.

The findings of the present study are consistent with findings of previous studies (Di Tomasso, 1992; Nystrom, 1993; Fey & Denison, 2000; Kartiningsih, 2007; Yin, 2011; Shahzad, Iqbal, Gulsar, 2013), which showed that organizational culture has

influence on employees' job performance and have positive relationship for each of the variables. The organizational culture have an influence on employees job performance because of the organizational culture can lead in creating the employees commitment to achieve the organizational goals with common path and especially the organizational culture of organization is a strong culture, it is very helpful to increase the employees performance, and which also provide opportunity to employees to grow in the organization (Deal & Kennedy, 1982).

Regarding the organizational culture dimensions, based on the first results of the analysis supportiveness / teamwork has influence on employees' job performance. The statement is supported by Zairi (1999) stated that supportiveness / teamwork is a key attribute which can give positive contribution to overall organization effectiveness and delegating tasks as per responsibilities of individual. The second, hypotheses tested had revealed the influence of reward system on employees job performance as stated by Bovee et al (1993) which he defines the theory of reinforcement that the rewards should be exploited in order to strengthen the appropriate behaviors and Bucker (1997) demonstrates that the reward system considered as powerful tool for reinforcing an organizational culture.

Meanwhile, Innovation also have association to influence employees job performance and have a positive relationship, it is consistent with Bucker (1997), innovation is almost a divine power as consideration of environment or culture that exists in the organization and drive value creation can enhance the quality of employees job performance. The forth, the employees observe the organizations procedure as their path to perform well and have wisdom in the workplace, while

they will get response from the quality of service, and also high service quality will be achieved when organizational culture communicate advanced customer service at the top (Joel & Michelle, 2000), supporting the results of this research which performance oriented as organizational culture dimensions have influence to employees job performance.

As the openness to communication as a part of organizational culture dimensions which has influence and has the highest positive correlation with employees job performance, the results of findings statement supported by Luthans (1998) whilst he offers his thought about communication as a key shaping strength in organization, the good communication provides tools and helps the employees to run the internal process consistently, and helpful to create superior association with the people, within and outside the organization.

Every Organizational Culture dimensions have significant influence on employees job performance might also considered from the relationship of the work values of Indonesia worker values and personal values, which specialized that Indonesia culture according to Hofstede and Hofstede (2005) are more to have high power distance, low uncertainty avoidance, collectivist, femininity, and long term orientation.

5.2.2 Foreign Originated Bank

In terms of addressing the first objective for foreign originated bank, which is to investigate whether the Organizational Culture would positively influence Employees Job Performance. The result was found from the analysis showed that the

organizational culture has significant influence on the employees' job performance. However, from the result of analysis showed that only one of organizational dimensions did not have influence on employees' job performance. The details shown; supportiveness / participation at sig of .198, reward system at sig of .008, innovation at sig of .002, performance oriented at sig of .001, and openness to communication at sig of .015, also organizational culture dimensions have positive relationship on employees job performance, with the correlations for this study are supportiveness / participation at .119, reward system at .244, innovation at .276, openness to communication at .222, and the last is the highest of organizational culture dimension which has correlation on employees job performance, performance oriented at .289. In general, the correlations between organizational culture dimensions towards employees' job performance are small.

This result is inconsistent with the findings of Yin (2011) and Shahzad, Iqbal, Gulsar (2013) who conducted a study to examine the impact of organizational culture on employees job performance found that organizational culture have significant influence on employees' job performance and each of organizational dimensions have positive relationship between them.

This inconsistency is might be affected by the challenge and demand to have high performance in the tight competition within the foreign originated bank. Putting the employee tends to focus and think about themselves rather than for others or communities. As a helpful explanation in this condition which as a surprise, Mangundjaya (2011) found on her research in Indonesia banking sector, which Indonesia work values shifting from the Collectivist to Individualist and Feminine to

Masculine as a result of the impact of organizational culture on employee. The shifting Indonesia work values from the Collectivist to Individualist, resulting the employees tend to work on their task solely rather than to be collective or as a teamwork to achieve the goals and objective and also just focus for their own self compared from the Collectivist which their perform their tasks by supporting each other to achieve their each other objective and goals, which can increase the company performance.

From the results can be concluded that people's work values are different from the perceived values (stereotyping of people based on ethnicity). In this circumstance, the research from various foreign originated organizations should be conducted, especially in banking sector.

The deep understandings of the results also suggest that socio-cultural factors (social, economic, historical, ideological) can shape and influence the human behavior. That was an interesting and important are to research to enhance the acknowledgement regarding organizational culture on employee job performance, which employee influence by the socio-cultural factors as the determinants of behavior.

There is no society or cultures that are homogeneous. Cultures are very dynamic, inconsistent, and multifaceted. They are something difficult to categorize and compare. Thus, the individual's or group's behaviors, which influence by the culture are far from clear (Furnham, 2006).

5.3 The Strong Predictors of Organizational Culture on Employees Job Performance

5.3.1 Local Bank

In order to address the next objective, which is to identify which Organizational Culture Sub-construct is the strongest predictor of Employees Job Performance, it was found for the local bank comprehensively have significant relationship between all organizational culture dimensions on employees job performance and all of the dimensions have positive relationships to employees job performance. The result of this study is consistent with the study of Shahzad, Iqbal, Gulsar (2013) who conducted a study to examine the impact of organizational culture on employees job performance in software industry in Pakistan and found that organizational culture have influence on employees job performance and have positive relationship between them.

Regarding the strong predictors of the organizational culture dimensions on employees' job performance, the strongest correlation is openness to communication with the correlation point of .665 and significance level .000. The possible explanation of the results are the majority of Indonesian workers are in Asian culture

which having a highly socialized culture and prefer to be collective. Hofstede and Hofstede (2005) conducted a research in Indonesia explain Indonesia has a low score (14) in a individualism aspects, this means there is a high preference for a strongly defined social framework in which individuals are expected to fit to the ideals of the society and the in-groups to which they belong, which communication is the main important factor and tool to perform the social framework in order to enhance their performance for the majority of Indonesian workers.

5.3.2 Foreign Originated Bank

In addressing the second research question, to identify which Organizational Culture Sub-construct is the strongest predictor of Employees Job Performance. The result shown for foreign originated bank organizational culture dimensions have 4 dimensions which are correlated to employee job performance; reward system, innovation, performance oriented, and openness to communication. The strongest dimension, which has correlation to employees' job performance, is performance oriented.

This result is consistent with Shazarulazwan, Mohd (2001) he explains the employees' job performance influenced by performance oriented of organizational culture dimensions. This can be caused from the foreign originated bank applied the tight competition within the organization to enhance the employees job performance to perform at their best and be the best among the employees and having good or such as expected performance is the main objective to be achieved for the organization.

As the foreign originated is the bank from western country, it might be the organizational culture of the foreign originated bank also influenced by their home country culture which have a direct communication, individualism, masculinity which is a performance oriented, everything should be efficient and effective, and have a clear path to achieve goals and objective.

5.4 The Comparisons between Local and Foreign Originated Bank

In terms of addressing the third research objective, to compare the influence between Organizational Culture Dimensions on Employees Job Performance in Local Bank and Foreign Originated Bank. It is shown from the previous section, between local bank and foreign originated bank results are having a slight different. Although there are differences between them, in general local bank and foreign originated bank have similarities, which are most of the organizational culture dimensions have influence on employees' job performance.

First, every single local bank organizational culture dimensions have significant influence on employees' job performance. This result not came as a surprise while from the previous studies, researchers already determined of this influences on organizational culture towards employees job performance (Di Tomasso, 1992: Nystrom, 1993; Fey & Denison, 2000; Kartiningsih, 2007; Yin, 2011; Shahzad, Iqbal, Gulsar, 2013). From the result findings, it could be as consideration that employees' job performance is highly affected from the organizational culture, which the culture provides tools and path for employees to perform such as expected

performance and enhance the employees' ability to be more effective and efficient in order to finish up their task to achieve the goals and objectives.

The findings of organizational culture dimensions toward employees job performance are supported from previous studies, which supportiveness / teamwork has influence on employees job performance (Zairi, 1999), reward system provide powerful tool to enhance employees job performance (Bovee et al, 1993; Bucker, 1997; Luthans, 1998), innovation increase the creativity to enhance employees job performance (Robbins, Stephen, & Mary, 1996; Bucker, 1997), performance oriented has influence and correlation with job performance (Joel and Michelle, 2000; Shazarulazwan, Mohd, 2011) and openness to communication give directions and clear information to increase employees job performance (Luthans, 1998).

Second, almost all of the foreign originated bank organizational culture dimensions have significant influence on employees' job performance. There is one organizational dimension did not have significant influence on employees job performance; supportiveness / teamwork. This is a surprise and inconsistent from the majority of previous studies. This inconsistency might be from the influence of nation culture of the foreign originated bank home country, which a western country who have more to individualist rather than collectivist, and make employees pursue their own goals and objectives by themselves and do not think about others (Mangundjaya, 2011).

Third, in comparison between local bank and foreign originated bank is the different results between them. The difference is focus from the foreign originated bank which

has one organizational culture dimension (supportiveness / teamwork) did not have influence on employees' job performance. This different considered as a surprise, because of the inconsistency from previous studies. This result might be caused from the different Indonesia culture and western country culture, which gives effects on the foreign originated bank organizational culture. Hofstede and Hofstede (2005) explains that majority of the Asean cultures are more to high power distance, low uncertainty avoidance, collectivist, femininity, and long term orientation, which are different from the majority of the most of western countries. From this cultural dimensions it can be offered that foreign originated bank organizational culture have difference with nation culture of Indonesia. Despite of this circumstance, the foreign originated bank also adjusted their organizational culture to fit in the Indonesia work culture, while there is still have some difference between them.

Another explanation explained also about the shifting of Indonesia work values which from Collectivist to Individualist and Feminine to Masculine (Mangundjaya, 2011), which mean supporting the difference between organizational culture of local bank and foreign originated bank. This means some of the Indonesian employees are more focusing on the individual performance rather than a group performance.

5.5 Limitations and Future Research: Direction and Implications

This study has certain limitations that provide information can be used for the future research. First, the samples for this research are only selected from one local bank and one foreign originated bank. It makes the results of both banks have difficulties in order to be generalized as exact information because of the minimum

organizations to be surveyed. Suggestion for the future research is to increase the number of organizations that surveyed in order to solve the bias problem and can be generalized the findings and result.

Second, only one method was used in data collection, which is a self-report questionnaire. We acknowledge some concerns could be existing from the self – reported measures that have subjective answers, personal desirability, and a bias problem. It is possible that some participation didn't put the high attention in order to fulfil the questionnaire or even provided the inaccurate information. Thus, the future research should include other methods to have deeper information such as interview or observation to ensure more stable data. Therefore, future research should include other methods such as interview or observations to ensure more stable data.

There are several limitations of the present study that needed to be acknowledged. Another suggestion and direction for future studies are to examine the interaction and effect between gender, nation culture, and the social activity. Investigation of demographic variables on the chosen construct might be offer a better explanation of the employees' job performance since the demographic variables also have their own traits, which can give a new acknowledgement.

Third, this study did not consider the possible moderating effects on employees' job performance. The limitation for this research is just research and describe the influence of organizational culture towards employees job performance, whereas would be another variable can be constructed for the future research such as national culture, decision making (Gamble & Gibson, 1999) and productivity (Kopelman, Brief & Guzzo, 1990) which have correlation to organizational culture.

5.6 Conclusion

This study was intended to investigate on local bank and foreign originated bank organizational culture on employees' job performance. In summary, the results of the findings are more towards to organizational culture have significant influence on employees' job performance. However, as explained in the comparison section came with different results from local bank and foreign originated bank, which every local bank organizational culture dimensions have significant influence and positive relationship on employees job performance while the foreign originated shown a different result which is one organizational culture dimension (supportiveness / teamwork) did not have significant influence on employees job performance. Although it would be a surprise, as the difference it also worth considering the "western organizational culture" is prone to be individualist and more on the performance oriented. And also good to considered that the Indonesia work values are slightly shifting from Collectivist to Individualist and Feminine to Masculine, which can give a support to the results.

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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 Brisyarlah 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

.....

Ilham Rizky Gana Saputra

Master of International Business

Universiti Utara Malaysia

Matric no: 814489

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

	SUPPORTIVENESS (TEAMWORK)	
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
	COMPENSATION	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
	INNOVATION	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
	PERFORMANCE ORIENTED	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
	STABILITY AND COMMUNICATION	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
	ADMINISTRATION LEVEL	57	48.3	48.3	100.0
	Total	118	100.0	100.0	

g. LENGTH OF SERVICE

LENGTH OF SERVICE

		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
Valid 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
Valid LESS THAN 5 YEARS	51	43.2	43.2	78.8
Valid 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
Valid FEMALE	46	39.0	39.0	100.0
Total	118	100.0	100.0	

b. NATIONALITY

NATIONALITY

	Frequency	Percent	Valid Percent	Cumulative Percent
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	INDONESIAN	102	86.4	86.4	86.4
Valid	OTHERS	16	13.6	13.6	100.0
	Total	118	100.0	100.0	

c. AGES

AGES

		Frequency	Percent	Valid Percent	Cumulative Percent
	23-35 YEARS	75	63.6	63.6	63.6
Valid	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
	SINGLE	51	43.2	43.2	43.2
Valid	MARRIED	67	56.8	56.8	100.0
	Total	118	100.0	100.0	

e. EDUCATION LEVEL

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
	HIGH SCHOOL	1	.8	.8	.8
	BACHELOR DEGREE	67	56.8	56.8	57.6
Valid	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	Rwrđ	Innov	Perform	Comm	Job Perform
Spvnes	1					
Rwrđ 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	Rwrđ	Innov	Perform	Comm	Job Perform
Spvnes	1					
Rwrđ sys	.345**	1				
Innov	.156	.285**	1			
Perform	.195*	.372**	.435**	1		
Comm	0.142	.434**	.263**	.404**	1	
Job Performance	0.119	.244**	.276**	.289**	.222*	1

APPENDIX 5

REGRESSION ANALYSIS

1. LOCAL BANK

a. Organizational Culture on Job Performance

	Unstandardized Coefficients		Standardized Coefficients		sig.
	B	Std. Error	β	t	
(Constant)	2.423	.210		11.517	.000
Organizational Culture	.390	.056	.541	6.930	.000

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organizational Culture ^b		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 ^a	.293	.287	.21898

a. Predictors: (Constant), OrganizationalCulture

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	2.303	1	2.303	48.019	.000 ^b
	Residual	5.563	116	.048		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), OrganizationalCulture

Coefficients^a

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

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SUPPORTIVENESS ^b	.	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 ^a	.055	.047	.25307

a. Predictors: (Constant), SUPPORTIVENESS

ANOVA^a

Coefficients^a

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 ^b
	Residual	7.429	116	.064		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), SUPPORTIVENESS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Reward System ^b	.	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 ^a	.090	.082	.24835

a. Predictors: (Constant), Reward System

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
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Coefficients^a

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.711	1	.711	11.520	.001 ^b
	Residual	7.155	116	.062		
	Total	7.865	117			

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Reward System

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	INNOVATION ^b		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 ^a	.143	.135	.24109

a. Predictors: (Constant), INNOVATION

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), INNOVATION

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
1	Performance Oriented ^b		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 ^a	.324	.318	.21409

a. Predictors: (Constant), PerformanceOriented

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), PerformanceOriented

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
1	Communication ^b	.	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 ^a	.443	.438	.19442

a. Predictors: (Constant), Communication

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Communication

Coefficients^a

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	β	t	sig.
(Constant)	2.843	.353		8.062	.000
Organizational Culture	.365	.091	.350	4.024	.000

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PerformanceOriented ^b		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 ^a	.123	.115	.34099

a. Predictors: (Constant), Organizationalculture

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Organizationalculture

Coefficients^a

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	β			
(Constant)	2.952	.394			7.495	.000
Org.Culture						
Supportiveness	.095	.073	.119		1.295	.198
Reward System	.156	.058	.244		2.706	.008
Innovation	.178	.058	.276		3.096	.002
Performance Oriented	.196	.06	.289		3.256	.001

Communication	.172	.07	.222	2.458	.015
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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Supportiveness ^b	.	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 ^a	.014	.006	.36141

a. Predictors: (Constant), Supportiveness

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Supportiveness

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
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1	Reward System ^b	.	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 ^a	.059	.051	.35304

- a. Predictors: (Constant), Reward System

ANOVA^a

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

- a. Dependent Variable: JobPerformance
b. Predictors: (Constant), Reward System

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
1	Innovation ^b	.	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 ^a	.076	.068	.34985

a. Predictors: (Constant), Innovation

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), Innovation

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
1	PerformanceOriented ^b		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 ^a	.084	.076	.34844

a. Predictors: (Constant), PerformanceOriented

ANOVA^a

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

a. Dependent Variable: JobPerformance

b. Predictors: (Constant), PerformanceOriented

Coefficients^a

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^a

Model	Variables Entered	Variables Removed	Method
1	Communication ^b	.	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 ^a	.049	.041	.35489

a. Predictors: (Constant), Communication

ANOVA^a

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

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

Coefficients^a

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

THE IMPACT OF IMPLEMENTATION OF ORGANIZATIONAL CULTURE TOWARDS JOB PERFORMANCE AT LOCAL BANK AND FOREIGN ORIGINATED BANK IN INDONESIA,

ORIGINALITY REPORT

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