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What's Up with Organizational Culture & Organizational Commitment?

Seeing from the Lens of Hotel Employees in Jakarta, Indonesia

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ABSTRACT

This book attempts to evaluate the relationships between organizational culture and organizational commitment in hotel industry during the pandemic since end of 2019. It becomes interesting to see the general impact unto the organizational commitment based on the employees of the hotel industry. The perspective used is the organizational culture utilizing the combination of the country's cultural index and other prevailing studies concerning control systems, leadership and communication.

The base of this analysis is on the employees of the hotel industry, who are currently active, including those who may have been forced into early retirements, part-time, staying home without pay, reduced working hours, contractual part-time based, or even laid-off. Particular selections relied on employees across different hotels in the regions, and types of hotels.

The results reveals that the relationship between organizational culture and commitment becomes negative. This finding appears to be in contradictory to what the theory and previous studies have found. The negative result is interesting while it displays the urgent need for hotels to immediately change their attitude toward handling daily operational matters, at least, during the pandemic since 2019/2020

Keyword: organizational culture, organizational commitment, control systems, power distance, collectivism, leadership, communication, attitudinal commitment, normative commitment, calculative commitment

INTRODUCTION

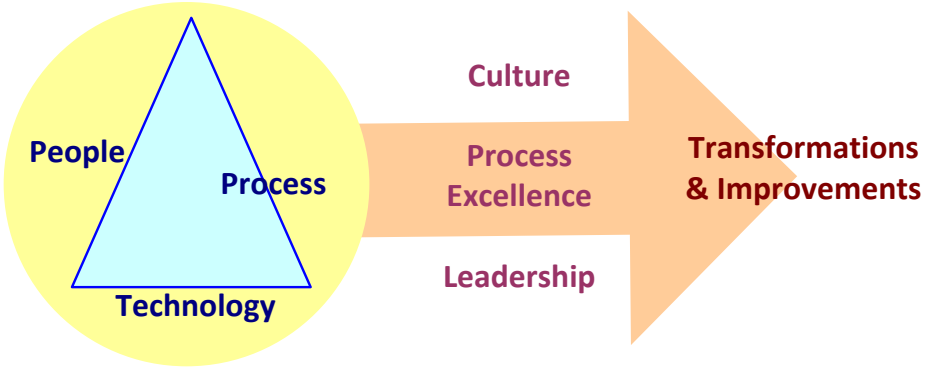
The presence of organizational culture is vital for the going-concerns organizations. This serves as the organizational identity for its members (Ravasi & Schultz, 2006). Organizational culture (Gorton & Zentefis, 2020) definitely evolves over time. It consists of important elements from shared beliefs, norms, values, traditions, symbols, language, jargons, attitudes, rituals, or systems, which are likely to be taking shapes and forms in symbols (Lazzari, 2019), or guidance (Martin, 2012). Somehow, the various manifestation of the organizational culture, as mentioned above, creates an identity, sense of purpose, sense of meaning, and sense of belonging to the organizational members (Martin, 2012; Ravasi & Schultz, 2006).

The organizational culture starts when the top management communicates their desires (Gorton & Zentefis, 2020). For example, the top management wishes for improvements on customer focus, and product development. Members of the organization are likely to interpret such desires from their own analogy and perspectives, which will be discussed with their team members. The discussions and action plans shape the agreed-upon rules in handling the customer focus and product development. These agreed-upon rules become the tacit knowledge for all members. the presence of an organizational culture can explicitly show the reasons for actions. Also, the presence of an organizational culture can direct actions to really take place. This is the reason why people hear the expression “that is how we do things around here” (Lazzari, 2019). Organizational culture should be shared among members that will eventually govern their behaviors (Gorton & Zentefis, 2020).

From the field of study in industrial and system engineering, it is believed that the trio of people, process and technology are mandatory to ensure the successful creation of organizational culture (Ramakrishnan & Testani, 2011). The trio of people, process and technology serves as the basic triangle for organizations to start formulating its efforts. Undoubtedly, the “setting” of organizational culture, though it evolves over time, will re-shape and re-format itself depending on the level of readiness of the people, the

presence of the internal process, and the availability of the technology within organizations. The lacking of any of such elements may eventually create imbalance toward organizational growth and transformation.

Figure 1: People, Process & Technology



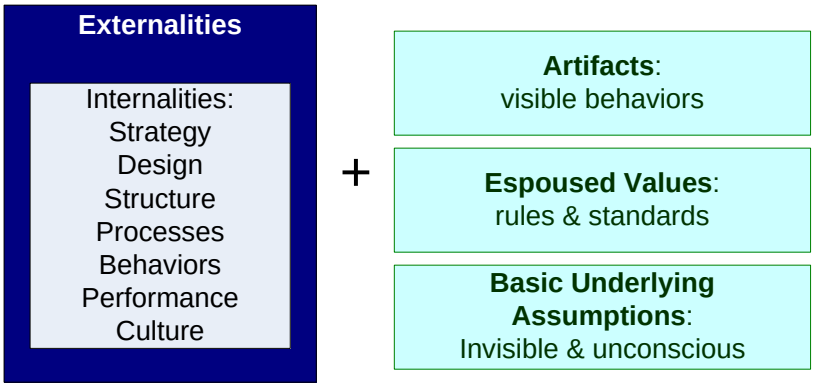
Source: (Ramakrishnan & Testani, 2011)

As one can see from a simple illustration Figure 1: People, Process & Technology, the simultaneous presence of people, process and technology are mandatory as the basic successful ingredients for organizations. When technology is available, but there are no people to do the process and maintain the technology, nothing is properly running. When the process is taken out from the picture, it is clear that people and technology alone cannot guarantee the smooth operation of the organizational activities. Undoubtedly, without the people, nothing is produced and achieved, particularly toward the organic formulation of the organizational culture, process excellence and leadership to constantly bring the organizations toward the necessary continuous improvements and transformation. Let us put that into perspective. Manual-based organizations rely on papers where the electronic-based organizations are paperless. Bank Permata, and BII/May Bank, for instance, have their monthly transactions details on customers' savings accounts sent via email where other banks remain book-based accounts. Bank BCA has gone semi-automated in terms of their customer services and various type of services. BCA's new accounts can be accessed online though the final verification still require the bank's personnel to handle. Gojek has offered the online verification process where other organizations remain holding tight to the manual verifications. The example above show the drastic need for the people to change to allow the organizational process become faster and smooth. The people need to change their concepts from manual-

based into online. The culture, leadership and how things are done inside organizations will be substantially different. Hence, the direction for improvements and transformation will also different. Given the hard-push toward online these days due to the CoVid pandemic, of course, the continuous improvements and transformations become crucial for the organizational sustainability.

If one looks into the history of an organizational culture, there are differences on approach and definitions. If Elliot Jacques in 1951 perceived the organizational culture as the description, analysis, and development of group behaviors (Jacques, 1951; Kummerow & Kirby, 2013), Edgar H. Schein, as the leading researcher in the field of organizational culture, defined around the interactivities among elements or problems within organization; externalities and internalities (Schein, Organizational Culture, 1990; Dauber, Fink, & Yolles, 2010). Another researchers defined organizational culture as the shared assumptions to guide behaviors of members (Ravasi & Schultz, 2006). From such definitions, at least, there are 2 categories; dimension approach, which dependent on the quantitative approximation on the paradigm shift of cultural dimension, and inter-related approach on organizational culture, which dependent on the directional interdependence among cultural elements (Dauber, Fink, & Yolles, 2010; Schein, 2004). The combination of both categories should provide the holistic views onto the organizational culture, as shown in the illustration.

Figure 2: Holistic Approach on Organizational Model



Source: (Dauber, Fink, & Yolles, 2010; Schein, 2004, p. 26; Hatch & Cunliffe, 2013)

Figure 2: Holistic Approach on Organizational Model shows the externalities, internalities and ingredients on organizational culture. On one side, organizations

constantly face the complex push and pull interactions internally and externally. On the other side, organizations need to ensure the proper development and formulation of the basic assumptions, espoused values and artifacts (Schein, 2004, p. 26). Organizations without the artifacts, espoused values and basic assumptions may likely interacting differently internally with the members of the organization, and externally with the interested parties.

Though organizational culture should be common for all organizations in the world, nonetheless, people-based organizations, such as the hospitality industry tend to be overlooked (Tepeci & Bartlett, 2002). It is relatively ironic as the human interactions are mandatory and necessary in comparison to other industries. This makes the process of selections and hiring become difficult for the hospitality industry as the industry needs to find individuals with similar values, beliefs and culture with the organization with the passion toward services (Nugraha, 2018; Reinhart, 2018)

Figure 3: Statistics on Organizational Culture

%	Notes
91%	Organizations look for job seekers' alignment with the company culture (equal or more important than skills and experience)
46%	Job seekers pay attention to the company culture when they are applying for a job
47%	Company culture becomes the driving-reason for job seekers

Source: (Heinz, 2021)

From the Figure 3: Statistics on Organizational Culture, the importance of organizational culture is obvious, not only for job seekers, but also for managers who are looking for candidates in the market. It appears that the issue on organizational culture direct the formulation of level of commitment of members of the organization as there are prominent domains for the organizational culture (Dauber, Fink, & Yolles, 2010; Hatch & Cunliffe, 2013), such as; (a) organizational strategy, (b) organizational design and structure, (c) organizational behaviors and performance, including (d) organizational culture and identity. What it is called as "the best-fit culture" may well be very much individual, however. This cannot be generalized and assumed rightfully applicable to every workers. For instance, the vision and mission, including the strategy and action

plans of the organization are superb. However, if the staff members are relatively unproductive, slow responses, inefficient and uneffective, this will influence others to either stay with the company following the prevailing "culture", or get out of the company to search for a new place of employment that is perceived better in terms of productivity, efficiency, effectiveness and fast responses.

The commitment of members, in this case, is actually the logical results of the fulfillment of the 4 domains as stated by Hatch & Cunliffe (2013), particularly the organizational behaviors and performance, and the culture and identity. Employees tend to overlook the other 2 domains on organizational strategy, design and structure. This is particularly true for the majority of employees, who are not directly tied into the formulation of strategies, design and structure. Nonetheless, the commitment of members will eventually result in the overall organizational commitment[1].

From the fields of organizational behaviors and industrial psychology, commitment from members and organization represents the individuals' psychological attachment to the organizations (Cohen, 2013; Anantadjaya, Finardi, & Nawangwulan, 2010). Meyer and Allen model of organizational commitment (Jaros, 2007; Meyer & Allen, 1991) explicitly mentioned 3 types of commitment; affective (to represent desire), continuance (to represent needs) and normative (to represent obligation). Nikpour (2017) includes the emotional element as the criteria of organizational commitment. Others are seeing the organizational commitment from different angles. One perspective is from the primary and secondary dimensions of the organizational behavior (Griffin & Moorhead, 2012) by considering the gender, age, educational level, position, income, and experience (Giao, Vuong, & Tung, 2020), or welfare, environment, co-workers, and opportunities (Vuong, Tung, & Hoa, 2020) are likely influencing the level of organizational commitment.

When people look closer into some elements of organizational commitment, for instance, what has been studied previously provide guidance and evidence of the

[1] The term "organizational commitment" in this study is used interchangeably with the term "employee commitment" as the collective commitment of the employees will eventually result in organizational commitment (Alkadash, 2020; Aziz, et al., 2021; Cohen, 2013; Nikpour, 2017)

relationship. Borowing from the elements on Hofstede Cultural Index (Hofstede Insights, 2021), it is interesting to note the relationship of the elements of the cultural index (McShane & Glinow, 2010; Kurcharska & Bedford, 2019), particularly power distance and collectivism unto the organizational commitment. The higher the power distance, the more tendency that people will treat others differently. This means that organizational teamwork may become unlikely to take place. Nonetheless, the higher the collectivism the more willing people will work together based on conformity of norms, values, beliefs, standards, and perhaps, ways of doing things inside organizations. The push for common attitudinal commitment (Cohen, 2013) from employees are created. This eventually increases over time. As the attitudinal commitment is closely tied into the individual attitude, this type of commitment is derived from the personal attitude of employees. Organization can simply influence the presence of positive elements toward shaping ones' attitude. For example, positive news, strikingly forward-looking and trendy vision and missions, exciting organizational goals, inter-personal relationships among staff members, agreed-upon values, or encouragement of active participations. Hence, the attitudinal commitment may direct employees to have the commitment to stay with the organization from the perspectives of involvement, aligned goals, agreed-upon vision, or fitness of organizational values

From the view of procedures and systems, for instance, when the organization has the Standard Operating Procedures (SOP) set up, implemeted and practiced daily, the culture toward compliance is likely formed among employees. Eventually, all members of organization will live and act accordingly in the environment of compliance. As deviations from the spirit of compliance may be enforced strictly, otherwise. this encourages the higher level of sense of obligation and sense of ownership for all employees. This pushes for both the normative commitment and calculative commitment over time (Cohen, 2013), particularly when penalties and/or punishments are introduced into the schemes. Employees, who have substantial attachments to the organizations from the perspectives on compensation packages, penalties/punishments, roles, or positions within organizations, for example, will be intriqued to constantly fall-back into the calculative commitment. This is to say that as long as I have the acceptable compensation packages, roles, status or positions, I will always show the organizational

commitment.

This analysis seeks to evaluate the relationship between the organizational culture and organizational commitment to verify the theoretical connections of the variables. This study seeks to note whether the betterment of the organizational culture will likely influence the better results also unto the organizational commitment. The intended scope of this study encircles in hotel establishments, particularly the employees, who are currently working under any arrangements (full-time, part-time, reduced hours, contractual-based), including those, who have been requested to stay home and/or laid-off since 2020.

This research tries to investigate the problem between the organizational culture with the level of organizational commitment. With the trend showing that people are changing jobs and companies over time, it is actually wonder if there are relationships and how much are the influence among variables used in this study. Or, there are no influence among variables and employees are only acting on their individuals' minds without regards to any of the surrounding factors. Hence, it is wondered if the organizational culture has any significant contribution to the organizational commitment during the pandemic

This analysis becomes important in terms of the following reasons;

1. For hotels, it becomes interesting to find out the level of strength of influence among variables. As this research tries to evaluate the statistical results, hotel managers can formulate the action steps toward strengthening the organizational culture, and organizational commitment

2. For other business across industrial sectors, it becomes the evidence to re-formulate the companies' policies to eventually improving the level of organizational culture and organizational commitment.

This analysis has certain limitations to ensure the completion of the work following the specfic time frame. Some of the prominent limitations are as follows;

1. The timeframe is during the pandemic, particularly in the second semester of 2021
2. The analysis focuses to the hotel employees in Jakarta without trying to specify the types of hotel in terms of the star-rated category. Those hotel employees are currently working under any arrangements, including those, who have been requested to part-time, reduce working hours, contractual-based, stay home and/or laid-off since 2020.

3. Since the chosen perspectives are relatively popular, the selected dimensions rely on multiple studies in the fields of organizational culture and organizational commitment

WHAT IS AN ORGANIZATIONAL CULTURE?

Culture as a concept has had a long and checkered history. It has been used by the amateurs as a word to indicate sophistication, as when we say that someone is very "cultured". Culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior. When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, evolved, stabilizes, and provides structure and meaning to the group members (Schein, 2004).

Some scholars have classified culture on the basis of values, assumptions, symbols and organizational process in terms of strong cultures, weak culture and work cultures, such as; soft, technocratic and work-centric cultures (Shea, Usman, Arivalagan, & Parayitam, 2021). Ouchi & Wilkins (1985) advocated three types of culture – clan culture, market culture and bureaucratic culture (Hassan, Shah, Ikramullah, Zaman, & Khan, 2011). A clan culture is people-focused in the sense that the company feels like one big happy family. This is a highly collaborative work environment where every individual is valued and communication is a top priority. Clan culture is often paired with a horizontal structure. This kind of structure helps to break down barriers between the C-suite executives and employees and encourage mentorship opportunities. These companies are action-oriented and embrace change (Heinz, 2021). Market culture prioritizes profitability (Heinz, 2021). Everything is evaluated with the bottom line in mind that each position has an objective that aligns with the company's larger goal. These are results-oriented organizations that focus on external success rather than internal satisfaction. A market culture stresses the importance of meeting quotas, reaching targets and getting results. A bureaucratic culture is a hierarchical and formal organization that has several levels where tasks, authority and responsibilities are delegated between departments, offices or people (Ask Media Group, 2020). This structure is held together by a central or main administration, and it has led to the development of modern civilization.

Buono, Bowditch & Lewis (1985) have advocated two types of culture; objective culture (or it is also referred to as material culture) and subjective culture (or it is also called ideational culture) cultures (Shea, Usman, Arivalagan, & Parayitam, 2021). The concept of subjective culture comprises ideas, attitudes, assumptions and beliefs. On the other hand, objective culture is the tangible aspects of culture such as food, costumes and outfits, and even the names people give to things. It is typically found in the form of practices, such as; ways of talking or walking, objects, and ritual or religious objects (material culture). Material culture are man-made things.

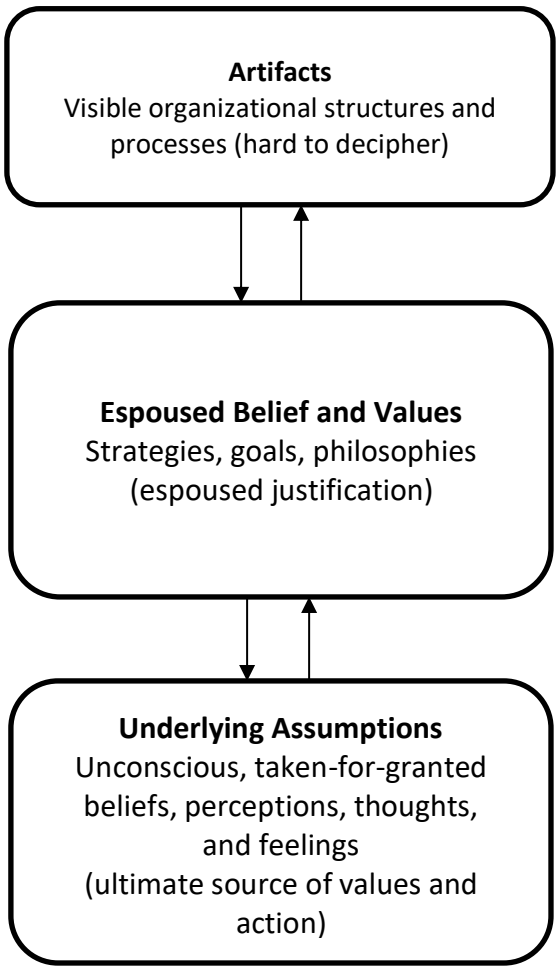
From another perspective following years of studies, Hofstede (2011) created four dimensions; power distance, individualism-collectivism, uncertainty avoidance, and masculinity-femininity to note the cultural differences among countries (Lee & Herold, 2016; Hofstede Insights, 2021). Since its original publication, there have been several attempts to replicate Hofstede's multidimensional framework. All these studies focus on replicating one or more of the dimensions as such, but they have not addressed cultural change over time (Beugelsdijk & Welzel, 2018). Though the differences are among countries, however, it can also be used to approximate the cultures within organizations. For instance, power distance (PDI) refers to degrees of understanding, expectation and compliance with unequal power distribution. This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. Companies in the nations which rate higher in power distance display a lack of equal opportunities for minorities and women, and a lack of personal or professional development within organizations. Collectivism shows the expression of pride, loyalty and cohesiveness within organizations and/ or families. High collectivism indicates that people are closely tied and may have preferred to work together inside organizations. On the extreme, low collectivism indicate that people are "distance" from others, or relatively loosely-knit social closeness. The masculinity dimension of national culture represents preferential forms of social behavior that privilege either competition, materialism and wealth, and cultures where society at large is more competitive, while femininity stands for a preference for cooperation, modesty, caring for the weak, quality of life, and a more consensus-oriented society. The

uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. Uncertainty is one of the key determinants of market transactions, and plays a critical role in business. Based on the explanations above, Beugelsdijk & Welzel (2018) concluded that power distance versus closeness reflects the extent to which people reject (distance) or appreciate (closeness) hierarchies and the authority of a few over the many. Uncertainty avoidance versus acceptance indicates how strong a need people have to operate under well organized and highly predictable circumstances (avoidance) or how much they are able to improvise and to cope with unplanned settings (acceptance). Individualism versus collectivism denotes the extent to which people see themselves primarily as autonomous personalities (individualism) or primarily as members of tightly knit communities (collectivism). Masculinity versus femininity reflects an emphasis on caring for others, solidarity, and cooperation (femininity), as opposed to achievement, success, and competition (masculinity).

UNESCO defined culture as a complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by a human as a member of society (Giao, Vuong, & Tung, 2020). The culture of a group can be defined as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2004; Verburg, et al., 2018). Since the 1980s, managers and scholars has considered organizational culture as an essential determinant of organizational success (Seo & Lee, 2021). Culture plays a significant role in determining organization's performance and effectiveness. Organizational culture consists of values, beliefs and norms that are shared among the members of the organization as a guidance for employees along with expected behavior and norms to follow. In order to survive and thrive, companies need to build and sustain great organizational cultures through these five essential elements; purpose, ownership, community, effective communication, and good leadership (Cabistan, 2017). Culture inside helps employees obtain and understand their identity, that they belong to a community that has certain values, beliefs and ideology (Austen & Zacny, 2015).

This identity may result in a commitment not only to the individual interests but also to some necessary values. Commitment can take form as a strong belief in and acceptance of the organization's goals and values as well as a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.

Figure 4: Levels of Culture



Source: (Schein, 2004)

Culture can be analyzed at several different levels. These levels range from the very tangible manifestations that one can see and feel to the deeply embedded, unconscious, basic assumptions that is defining as the essence of culture. In between these layers are various espoused beliefs, values, norms, and rules of behavior that members of the culture use as a way of depicting the culture to themselves and others. The major levels of cultural analysis are shown in Figure 4: Levels of Culture.

Any group's culture can be studied at these three levels—the level of its artifacts, the level of its espoused beliefs and values, and the level of its basic underlying assumptions. The essence of a culture lies in the pattern of basic underlying assumptions, and once one understands those, one can easily understand the other more surface levels and deal appropriately with them. In analyzing cultures, it is important to recognize that artifacts are easy to observe but difficult to decipher and that espoused beliefs and values may only reflect rationalizations or aspirations. To understand a group's culture, one must attempt to get at its shared basic assumptions and one must understand the learning process by which such basic assumptions come to be.

The concept of organizational culture usually refers to the organizational structure in which are embedded values, beliefs, and assumptions that serve as a guide for its members. Each organization is characterized by a specific culture. Some cultures contribute to the effective functioning of companies while others hamper their effectiveness. Organizational culture is an essential factor of organizational performance and a source of sustainable competitive advantage under the conditions of the contemporary economy (Kurcharska & Bedford, 2019). In a suitably shaped organizational culture, the members of a given organization can work in harmony with others to achieve some shared goals. It may encourage knowledge sharing and learning, which are decisive for innovation. At the organizational level, organizational culture identified with certain assumptions, values, and norms of behaviors can be decisive for knowledge-sharing practices (Tong, Tak, & Wong, 2013).

Control Systems

Organizational control comprises the specification of organizational standards for aligning and monitoring the actions of employees with the goals of the organization, as well as rewarding of the extent to the standard achievement (Verburg, et al., 2018). In a simple understanding, control system can be defined as processes in order to monitor things that are going on (Sułkowski, 2012). Control system involves management controls that consist of processes and mechanisms managers use to influence the behaviors of individuals and groups toward the predetermined objectives and goals of

the organization that are derived from the organization's long-term plans and strategies on how it will compete in its industry and adapt to its environment. These controls consist of personal supervision, performance measurement or reward systems, that are merged and used together as management control systems. The control targets consist of outcome controls that focuses on attaining goals and results, process controls are concerned with compliance with procedures, and normative controls that targeted toward value congruence among employees (Verburg, et al., 2018). The control practices are done generally to ensure that employees are provided with and received information on performance standards, to make correction on deviant behavior, and to stimulate effective performance. Different types of management control systems can be applied according to how control in an organization is imposed by management. Organizational control systems allow executives to track how well the organization is performing, identify areas of concern, and then take action to address the concerns. Three basic types of control systems are: (1) output control, (2) behavioral control, and (3) clan control (Edwards, 2014). Output control focuses on measurable outcomes within an organization, behavioral control focuses on controlling the behavior that ultimately led to results, and clan control relies on shared traditions, expectations, values, and norms to lead people to work toward the good of their organization. Different organizations emphasize different types of control, but most organizations use a mix of all three types. The success implementation of strategies and control systems type may determine the organization's performance (Jukka, 2021).

Cultural and control, played an important role in achieving the organizational goals. Culture is of relevance as it can provide a synergistic element to the control system (Andersen & Lueg, 2016). By managing the perfect rates of control, the company will be able to improve the performance and gain the more competitive advantage because the company gives enough motivation to the employees who can lead them to use their best ability in the workplace and generates profitable results in the end for the company. However, the studies on the relationship between organizational culture and management control are still very rare (Alharbi, Jamil, Mahmood, & Shaharoun, 2019). A scholar of organizational culture, like Hofstede, noted that the management control system is based on culture, where culture is observed as an element that creates

particular forms of control (Andersen & Lueg, 2016).

The strategy of an organization determines the way managers should apply control (Lill, Wald, & Munck, 2021). To be first to the market requires other mechanisms than a quick response. While the former sets a business-oriented culture over an inventive one and therefore needs a higher management involvement, the latter applies a less dominated supervision and a loose organizational coupling. Successful organizations use cultural control mechanisms such as personality and competency mapping to enhance the effectiveness and create an innovative culture. Thereby, warranting a certain degree of internal and external transparency is one of the main tasks of an effective management control system.

Power Distance

Power distance is an important cultural dimension. As a cultural dimension, power distance affects individual's thoughts and behaviors that may affect one's perception on objects. Terms of power distance in general speaking can be defined as the extent to which the less powerful members in an organization accept the unequally power distribution on the basis of the members' action who have more power (Duran-Brizuela, Brenes-Leiva, Solis-Salazar, & Torres-Carballo, 2016). The concept of power distance measures the power inequality between bosses and its subordinates that assumes as the less powerful individuals. In high power distance- oriented culture, employees tend to perceive that they are heavily dependent on their bosses or in other words, the employees' relationship degree with their bosses will affect the distribution of valuable resources (Wei, Sun, Liu, Zhou, & Xue, 2017). In organizations, employees' perceptions of power distance can also affect employees' attitudes and behaviors (Uzun, 2020). The level of the power distance describes how the culture tolerates and fosters cultivate hierarchy. The high-power distance societies are characterized by the tolerance for inequality and accept people with higher social position obtain numerous privileges and it is considered as something right and natural (Białas, 2009). The acceptance of a hierarchy of power and wealth by the individuals can be measured by using the power-distance index (PDI). Highly structured institutions often have high indices. A high index indicates that the hierarchy is clearly defined and unchallenged. A low index indicates a

less rigid or authoritarian system. The member of a low index society or group are willing to challenge authority and readily interact with authority with an expectation that they can influence decisions (Kenton, 2021). Employees who perceive high power distances are showing obedient attitude and strong respect to their managers. These employees do not want to participate in the decisions, the work that will be done is strictly defined and limited discretion are given. Table 1 lists differences between societies that showed to be associated with the Power Distance dimension (Hofstede, 2011).

Table 1: Differences Between Small and Large Power Distance Societies

Small/Low Power Distance	Large/High Power Distance
• Use of power should be legitimate and is subject to criteria of good and evil	• Power is a basic fact of society antedating good or evil: its legitimacy is irrelevant
• Parents treat children as equals	• Parents teach children obedience
• Older people are neither respected nor feared	• Older people are both respected and feared
• Student-centered education	• Teacher-centered education
• Hierarchy means inequality of roles, • established for convenience	• Hierarchy means existential inequality
• Subordinates expect to be consulted • Pluralist governments based on	• Subordinates expect to be told what to do
• majority vote and changed peacefully	• Autocratic governments based on co-optation and changed by revolution
• Corruption rare; scandals end political careers	• Corruption frequent; scandals are covered up
• Income distribution in society rather even	• Income distribution in society very uneven
• Religions stressing equality of believers	• Religions with a hierarchy of priests

Source: (Hofstede, 2011)

Collectivism

Collectivism means that people identify with groups and are willing to work as a team, which protects them in exchange for loyalty and compliance (Kurcharska & Bedford, 2019). Employees in a collectivist culture tend to share knowledge more because they place the organization's success as a priority at work. In collectivist cultures, groups are priority and individuals are secondary. In this culture, individuals acknowledge the

contributions of others to their success. Individuals may sacrifice self-interest to support the interest of the group (Fatehi, Priestley, & Taasoobshirazi, 2020). Togetherness in finding solutions to problems with coworkers become more important so that the group's goals are achieved. The well-being of the group over (or at least as much as) individual well-being (Cummins, 2016). In a collectivist culture, things like decision making often happen within a family, younger members look to and respect the advice of elders. Some general traits of collectivist cultures are individuals define themselves in relation to others ("I am a member of…"), group loyalty is encouraged, decisions are based on what is best for the group, working as a group and supporting others is essential, greater emphasis is placed on common goals than on individual pursuits, and the rights of families and communities comes before those of the individual (Cherry, 2021). Table 2: Indicators of Collectivism Society lists a selection of indicators to be associated with collectivism.

Table 2: Indicators of Collectivism Society

Collectivism
• People are born into extended families or clans which protect them in exchange for loyalty • "We" – consciousness • Stress on belonging • Harmony should always be maintained • Others classified as in-group or out-group • Opinions and votes predetermined by in-group • Transgression of norms leads to shame feelings • Languages in which the word "I" is avoided • Purpose of education is learning how to do • Relationship prevails over task

Source: (Hofstede, 2011)

Organizational culture and collectivism contact base on three basic levels: cultural, organizational, and individual (Vadi, Allik, & Realo, 2002). First, collectivism influences organizational culture through the dominant culture of the society in which the organization locates. Second, organizations themselves, usually through the cultivated organizational culture, promote cooperation and collective spirit between their members. Third, the organizational culture depends on the collectivist attitudes that organizational members have toward different social realities. For example, treating

different groups, such as; friends, family, and customers, as the sources of social information at the workplace.

Leadership

Leadership defines as a process to achieve common goals by influencing members of a group (Northouse, 2019). There are four central phenomena of leadership according to Northouse (2019). First, leadership is a process that involves leaders and followers. The process emphasizes that leadership is not a one-way event, but rather an interactive event. Second, leadership involves influencing followers. Third, leadership occurs in groups or take place in groups. Fourth, leadership involves common goals which means that mean that the leaders and followers have mutual purposes. Leaders may impact organization culture in five ways (Nelson, 2018). First, spread motivations which means the motivations and wants as a leader trickle down to the staff as if they are your soldiers, employ to carry out the leaders' will. Second, a strong vision and shares the values on work with the subordinates to act as a compass to follow. Third, becoming a coach in developing a framework that outlines goals, strategy and details necessary to reach the goals. Fourth, responsible in forming rules to follow by subordinates. Fifth, becoming a role model in morale.

When culture and leadership are examined closely, they are two sides of the same coin; neither can really be understood by itself. Cultural norms define how an organization will define leadership which means who will get promoted and attention of followers. On the other hand, the only thing of real importance that leaders do is to create and manage culture. The unique talent of leaders is that they have the ability to understand and work with culture as well as to destroy culture when it is viewed as dysfunctional. If one wishes to distinguish leadership from management, it can be said that leadership creates and changes cultures, while management act within a culture (Schein, 2004). The study of leadership, at least, can be referred to from 2 different broad angles; transformational leadership and transactional leadership (Michigan State University, 2021), where each one has specific target with particular focus. Undoubtedly, such styles contribute to the formation of the organizational culture.

Table 3: Main Characteristics of Transactional & Transformational Leadership

Transactional leadership	Transformational Leadership
Responsive	Proactive
Good to work within the organizations and pre-set organizational culture	Good to change the organizational culture by modifying ways of doing things, or new ideas
Pushing for all employees to reach the organizational goals, which mostly accompanied by rewards and punishment	Motivating and empowering employees to reach the organizational goals, which mostly accompanied by focusing on ideals and values
Appealing to followers' own self-interests	Encouraging followers to go beyond their own interests for the benefits of the group

Source: (Michigan State University, 2021)

Communication

Communication is at the core of most international business operations (Szkudlarek, Osland, Nardon, & Zander, 2020). Communication plays a major role in knowledge exchange, relationships development and maintenance, the business negotiation, and the establishment of partnerships. During organizational creation, staffing and hiring, creating and developing the organization's products and services, organizational members are communicating with one another. Organizations also need to communicate with stakeholders, such as customers, suppliers, and regulators (Keyton, 2017). Thus, organizational communication covers a wide variety of communicative activity across several different types of senders and receivers—as individuals, groups, or teams— and the organization as a whole. A good communication is a critical factor in the successful operations of organizations. There are four types of communication (Spaho, 2012) that organizations can perform. First, downward communication, a communication that flows from top management to employees. This communication performs in companies with extremely authoritative style of management. Second, upward communication that flows from employees to top management. The main task of this communication is to inform top management about the situation on the lower levels. Third, horizontal communication that flows between employees and departments, which are on the same organizational level, and it enables coordination and integration of activities between departments. Fourth, diagonal communication flows between people which are not on the same organizational level and are not in

direct relationship in organizational hierarchy. For example, when labor unions organize direct meetings with employees and top management of a company. A strong organizational culture, backed by an open communication is an impulse for the implementation of the organization' strategy (Şomacescu, Barbu, & Nistorescu, 2016). Every organization has its own set of cultural elements such as languages, traditions, symbols, practices, history and social facts that makes that organization unique. The organizational culture and organizational communication are reciprocal influence. The culture is being transmitted using communication and the communication is decisively influenced by organizational culture. The organizational culture is important because it affects the way communication is taking place within organizations. Improving the organizational culture using adequate communication practices leads to both motivating the employees of the organization and improving the performances of the organization. Organizations in which an effective communication can lead to satisfied and happy employees, which can perform at high standards. On the contrary, the organizations in which communication does not work effectively from various reasons can lead the employees feel a state of discouragement that negatively affects the organization.

WHAT IS AN ORGANIZATIONAL COMMITMENT?

One of the keys to the sustainable development of an organization is the employee's commitment to the organization. None of the big or even small organizations can win the business competition without its energetic employees who believe in the company's mission, know how to, and willing to achieve it. Organizational commitment is influenced by organizational culture in a way organizational culture can influence how people set personal and professional goals, carrying out tasks and use of resources in its achievement. Thus, it can be said that, organizational culture associated with the success of the organization (Hakim, 2015). Organizational culture specifies and indicates the common perceptions of a firm's employees, and affects their behavior. They also consider it to be a very important factor for the success of any organization. Although organizational culture is not the only aspect in achieving organizational success, developing a culture substitute these factors (Aranki, Suifan, & Sweis, 2019). Organizational commitment is a force that connect an employee to a course of action relevant to certain purposes. As a result, committed employees become hard workers and more active; therefore, organizations with committed employees are more effective. This concept also identifies as the strengths of individual implications and identifications in an organization. Organizational commitment is obtained when the organization and its members have an interest in maintaining their working relationship. John Meyer and Natalie Allen developed their Three Component Model of Commitment and published it in the 1991 version of Human Resource Management Review (Mind Tools Content Team, 2021a). The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for. The three distinct types of organizational commitment are attitudinal commitment, continuance commitment, and normative commitment. employees with higher organizational commitment will have different behaviors. Some additional benefits for the organization from having committed employees are listed (Kartika & Pienata, 2020). First, committed employees are less likely to withdraw. Employees who are highly bonded to their organization will tend to be less likely to absent from work or even resignation. High commitment and satisfaction to work cause no reason for the employees to leave the organization.

Second, committed employees are willing to make sacrifices for the organization in order to develop and achieve organization's goals. Kartika & Pienata (2020) constructs employees' organizational commitment into three parts;

Table 4: Organizational Commitment

Emotion-based commitment	Obligation-based commitment	Cost-based commitment
I feel comfortable with coworkers, which makes it hard to leave the organization	My superior has invested a lot of time in guiding me, and providing training for me	The organization promises promotion that will be done soon, will I get the same chance if I move to another organization?
I feel comfortable with the current working atmosphere that makes me happy and comfortable	My organization has provided me with opportunity to work while the others are doubting my abilities	Compensation provided by my organization is sufficient to live in a better appropriate place which requires high cost of living
I feel satisfy with the tasks given by organization, so I enjoy doing my daily job	My superior has helped me when I am in trouble, which make me reluctant to withdraw from the organization	Getting a job and good education system, makes it comfortable to stay at the organization
The reason to stay in the organization because of desires from within	The reason to stay in the organization because I feel that I should maintained to stick out in the organization	The reason to stay in the organization because of necessity

Source: (Kartika & Pienata, 2020)

Corporate culture is a significant tool for improving organizational commitment, and the better the adjustment between stated and perceived values, the better the organizational commitment (Aranki, Suifan, & Sweis, 2019). In another words, there is a positive relationship between organizational culture and organizational commitment. Employees that were committed to a group culture were more committed to their organizations. According to Aranki, Suifan & Sweis (2019), there are three different dimensions of organizational commitment that need to be studied: attitudinal commitment which is also known as affective commitment, normative commitment, and calculative commitment which is also known as calculative commitment. This three-component model is one of the most widely researched models on organizational

commitment. Noraazian & Khalip (2016) found that organizational measures are equally applicable to an international setting and are not culturally sensitive.

Attitudinal Commitment

The first type of organizational commitment, attitudinal commitment, relates to how much employees want to stay at their organization (Van Der Werf, 2020). Employees strongly associates their self with the goals of the organization and seeks to stay with it because they wish to do so (Aziz, et al., 2021). Affective commitment occurs when individuals fully embrace the goals and values of the organization. Employees become emotionally involved with the organization and feel personally responsible for the level of organizational success. Employees with high affective commitment usually exhibit high levels of performance, positive work attitudes, and a desire to stay with the organization. This aspect is shown by behavioral indicators such as; make the realization of organizational goals a top priority, involve themselves in organizational activities, and are willing to perform tasks to realize organizational success. The emotional attachment that affective commitment entails translate into strong attitudinal loyalty both through the attitude strength and the extent to which the employee is willing to lock into a specific relationship with the organization. They will typically feel fit with the organization. They are also enjoying the work, feel good about it and feel satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations. These all-good feelings will increase job satisfaction and likely to add feeling of attitudinal commitment. Attitudinal commitment is often related with motivation that comes from the job itself, not related to monetary matter. It is also related with socioemotional needs arise from personal positive experiences during working. Attitudinal commitment and normative commitment are concepts that both contain moral elements that form employees' involvement towards organization's value and goals.

Since attitudinal commitment (Cohen, 2013) is influenced by individual attitude and his/her identification-relatedness inside organizations. This type of commitment is heavily characterized by beliefs and values, including willingness to contribute efforts, and a have aspirations to become the members of organizations (Cohen, 2007).

Therefore, this attitudinal commitment is expected to show positive contributions to the organizational-wide commitment, nonetheless.

Affective commitment builds up from positive experiences in the organization, out of which the employees perceive themselves as being supported and treated fairly by the organization. In addition, affective commitment could build up from events which are psychologically rewarding. Such as making employees feel at ease, whether in satisfying their needs or in helping attaining their personal goals (Nasr, 2012). Affective commitment takes into account three main aspects; the development of psychological affinity to a firm, association with the organization, and the wish to remain as a member of the organization (Noraazian & Khalip, 2016). Affective commitment has been linked to a wide range of positive outcomes in relation to absenteeism, turnover, organizational behavior and job performance (Noraazian & Khalip, 2016). Positive results can be achieved through affective commitment which can be observed through reduced absenteeism, reduced turnover, better organizational behavior and organizational effectiveness. Individuals, by developing emotional affinity toward a firm, tend to associate themselves with the objectives of the firm and support the firm in achieving these objectives. When the employees' own values are consistent with the organization's values, then the employees are able to identify with the organization and this will enable the individuals to assimilate the values and goals of the organization.

Normative Commitment

The normative commitment can be linked with the loyalty aspect which is strong- either due to individualized value perceptions that direct behavior or due to social norms. Normatively committed employees feel that leaving their organization would have bad consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues (Van Der Werf, 2020). Employees with a high normative commitment will tend to concerned about what others think for the decision to quit from the organization. The higher an employee's normative commitment, the worrier the employee will be regarding to what others think and disappointment that could

appear from their colleagues (Kartika & Pienata, 2020).

Since the normative commitment (Nikpour, 2017) encircles about individual guilts if he/she plans to leave the organization. This means that employees with a relatively high level of normative commitment may likely believe that leaving the organization lead to negative consequences, such as; operational disturbances. Leaving the organization leads to higher pressures to colleagues to cover the tasks. These types of employees are very much concerned on what others think, including the potential dissatisfaction that will emerge from colleagues. Hence, it is expected that normative commitment leads to a positive contribution to the organizational commitment.

Employees with high normative commitment also tend to act ethically and do what is asked to be done. They score high on job performance, attendance and organizational citizenship. However, they might not be innovative, or risk takers; they prefer to go with the flow, due to the feeling of obligation they have towards the organization (Nasr, 2012).

Normative commitment demonstrates an obligation by an employee to continue employment with the organization. Individuals with a high level of normative commitment feel that they should continue providing their services to the firm. O'Reilly and Chatman in 1986 found that when there is congruence between company's values and employees' values, the latter tend to display a higher level of organizational commitment (Noraazian & Khalip, 2016). When employees accept the company's values, they exhibit increased in organizational commitment. Normative commitment exists when the employee feels obligated towards the firm which has invested in them. Employees feel that when an organization has invested a lot of time and money in training and developing them, they have a moral obligation to continue to provide their services to the company. For example, when an organization has paid for the employees' education while they were continuing their studies to improve their qualifications, they feel obligated to reimburse the organization by continuing to provide their services.

Normative commitment is found to be similar to moral commitment (Noraazian &

Khalip, 2016). Normative commitment is a sense of obligation or duty towards the organization. Normative commitment differs from continuance commitment because it is not dependent on the investments that the employees have put into the organization in the form of time and effort.

Calculative Commitment

Calculative commitment or some resource mention it as a continuance commitment occurs when employees weight-up the pros and cons of leaving the organization (Mind Tools Creative Team, 2021b). The employees may feel that they need to stay at the company, because the loss they would experience by leaving it is greater than the benefit that might gain in a new role. A good example of calculative commitment is when employees feel the need to stay with their organization because their salary and fringe benefits will not increase if they move to a new company. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization (Van Der Werf, 2020).

According to Nasr (2012), calculative commitment is the degree to which an employee realizes of the costs related to quitting the organization. An employee with a high calculative commitment has a need to remain with the organization due to cost of leaving in comparison to what he/she receives in the compensation package (Nasr, 2012). Employees tend to evaluate their investments by looking at what they have contributed towards the organization and what they would gain by remaining in the organization and what they would lose if they leave the firm. When an employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop continuance commitment and becomes more committed to the organization because of the limited opportunities and alternatives. Investment means the loss incurred by the employees in leaving the organization. Investment can be either work or non-work related. Examples of work-related investments are losing a senior position and rewards associated with the position, loss of benefits and incentives. Referring to what Noraazian & Khalip (2016) had mention based on the findings of Meyer and Allen in 1997, there is a negative correlation

between opportunity to be employed in another organization and continuance commitment. This directs also the negative relation for the calculative commitment. Employees who may have perceived that they have employment alternatives may eventually show a relatively weak continuance commitment. Hence, a minimal calculative commitment.

Since, this calculative commitment (Cohen, 2013; 2007; Lewicka & Rakowska, 2017) concerns about potential exchanges between employees and organization, this leads to a constant transactional-based exchanges that organization have to offer to employees. It certainly mirrors the cost-benefit considerations between the two parties. In comparison to attitude and normative commitment as mentioned above, this calculative commitment appears dynamic following the situations and conditions of the organizations over time. Logical employees are likely to arrive into a new job with commitment-driving attitude. As time progresses, the initial commitment-driven attitude may improve alongside the improvements on his/her expectation, experience and values obtained from the organization (Cohen, 2013; 2007). Therefore, it is expected that the calculative commitment provides a positive contribution to organizational-wide commitment.

PREVIOUS STUDIES

This section focuses on the studies on the organizational culture & organizational commitment in the past. The following table shows the selected previous studies, which have been undertaken by researchers worldwide in relations to the culture & commitment

Table 5: Previous Studies

Title & Authors	Variables and Sub-Variables	Findings
Employee Commitment: The Relationship Between Employee Commitment and Job Satisfaction (Aziz, et al., 2021)	Employee Commitment: Affective Commitment, Continuation Commitment, Normative Commitment Job Satisfaction: Trust, Nature of Work, Affective Job Satisfaction, Cognitive Job Satisfaction	Employees are committed due to remuneration and lack of alternatives. When employees are satisfied, job satisfaction increases
A Model of Organizational Culture for Enhancing Organizational Commitment in Telecom Industry: Evidence from Vietnam (Giao, Vuong, & Tung, 2020)	Organizational Culture: Communication, Teamwork, Training and Development, Reward and Recognition, Innovativeness, Empowerment Organizational Commitment: Gender, Age, Educational Level, Position, Income, Experience	The explanatory power of the parameters of the organizational culture shows at least 13% influence in describing the formation of organizational culture
An Empirical Assessment of Organizational Commitment and Job Performance: Vietnam Small and Medium-Sized Enterprises (Vuong, Tung, & Hoa, 2020)	Organizational Commitment: Income, Reward, Welfare, Working Environment, Co-Worker, Direct Manager, Promotion Opportunity Job Performance: Duties, Job Descriptions	73% variation around the mean of the organizational commitment can be explained by the sub-variables. However, though positive, but the level of influence of the organizational commitment toward job performance is only about 14%

Title & Authors	Variables and Sub-Variables	Findings
Corporate Culture as a Theory of the Firm: The Role of Values, Customs and Norms (Gorton & Zentefis, 2020)	Corporate Culture: Values, Customs, Norms Theory of The Firm: Make-or-Buy Decision, Mergers and Acquisitions	Corporate culture causes the employee to work together. The corporate culture becomes the governing force to allocate resources inside firms. Corporate culture impacts other key decisions within firms
Mediating Role Between Authentic Leadership, Organizational Commitment on Talents Turnover Intention: in Palestine Higher Education (Alkadash, 2020)	Organizational Commitment: Affective Commitment, Normative Commitment, Continuance Commitment Authentic Leadership Job Satisfaction Turnover Intention	The use of SEM-PLS shows significant relationships among variables
The Influence of the Work Environment, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance and Motivation as Intervening (Studies in the Matahari Department Store Tbk Tunjungan Plaza in Surabaya, Indonesia) (Widyaningrum & Rachman, 2019)	Work Environment: Physical, Non-Physical Organizational Commitment: Affective, Continuance, Normative Organizational Citizenship Behavior: Altruism, Conscientiousness, Sportsmanship, Courtesy, Virtue Motivation: Physiological, Safety, Affiliation, Esteem, Self-Actualization Employee Performance: Quality, Quantity, Timeliness, Effectiveness, Presence	All of the hypotheses are acceptable to show the impact among variables
Effect of Organizational Culture on Employee Performance in Selected Deposit Money Banks in Enugu State (Nwakoby, Okoye, & Anugwu, 2019)	Organizational Culture: Bureaucratic Culture, Innovative Culture	Bureaucratic culture and innovative culture have a positive influence on the employee performance.
Knowledge Sharing and	Organizational Culture:	Job satisfaction and

Title & Authors	Variables and Sub-Variables	Findings
Organizational Culture Dimensions: Does Job Satisfaction Matter? (Kurcharska & Bedford, 2019)	Power Distance, Uncertainty Avoidance, Collectivism, Masculinity, Long-Term Orientation Knowledge Sharing: Company Size, Staff Position Job Satisfaction Organizational Performance: Annual Results, Company Benefits	knowledge sharing are more visible for managers in bigger companies. Job satisfaction between the company culture and knowledge sharing is significant.
The Impact of Organizational Culture Towards Employee Engagement: A Case Study of X Hotel in Bali (Nugraha, 2018)	Organizational Culture: Level of Cohesiveness, Ongoing-Onboarding, Work Norms, Social Motivation, Guest Focus, HRM Practices, Job Variety, Communication, Innovation Employee Engagement: Physical, Emotional, Cognitive	Except for the "Guest Focus" and "Job Variety", the correlations are considered strong between Organizational Culture and Employee Engagement
Elements of Organizational Culture Leading to Business Excellence (Štok, Markič, Bertoncelj, & Meško, 2010)	Organizational Culture: Communication, Interpersonal Relations, Employee Motivation, Stimulation, Value Business Excellence	Communication structure, interpersonal relationships, motivation, stimulation and values as part of organizational culture are impacting positively to the level of organizational business excellence
Analyzing Perceived Organizational Support on Frontline Employees' Affective Commitment in Hotel X (Septiana, 2017)	Perceived Organizational Support: Fairness, Supervisor Support, Organizational Rewards and Job Conditions Affective Commitment: Identification, Emotional Attachment	There is about 19% impact of the perceived organizational support to toward the affective commitment in Hotel X
The Five Elements of Great Organizational Cultures (Cabistan, 2017)	Organizational Culture: Purpose, Ownership, Community,	These elements provide purpose for the formation of organizational culture

Title & Authors	Variables and Sub-Variables	Findings
	Communication, Leadership	
The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Employee's Organizational Commitment (Nikpour, 2017)	Organizational Culture: Involvement, Consistency, Adaptability, Mission Organizational Commitment: Emotional, Continuous, Normative Organizational Performance: Effectiveness, Efficiency, Productivity, Quality, Innovation	Organizational culture has direct positive influence toward organizational performance, but also has indirect positive impact via employee's organizational commitment. The indirect positive impact of the organizational culture is higher than direct positive influence toward organizational performance
Elements of Organizational Culture – Theoretical and Methodological Problems (Sułkowski, 2012)	Organizational Culture: Paradigm, Control Systems, Organizational Structures, Structures of Power, Symbols, Rituals, Stories & Myths	Different types of cultural components are identified to support the organizational elements. Researchers should formulate the clear definitions prior to the field/empirical research activities to allow the smooth operationalization of the variables within
Organizational Commitment Theory (Cohen, 2013)	Organizational Commitment: • Calculative Approach (Pay, Status, Responsibility, Job Freedom, Promotion), • Attitudinal Approach (Affective & Value Commitment), • Multidimensional Approach (Affective Commitment, Continuance Commitment, Normative Commitment)	The differences in approach are proven to define the level of organizational commitment

Title & Authors	Variables and Sub-Variables	Findings
A Generic Theory of Organizational Culture (Dauber, Fink, & Yolles, 2010)	Organizational Culture: Dimension Approach, Inter-related Structure Approach	This research provides a new, dynamic & generic model of organizational culture
Organizational Culture and Leadership (Schein, 2004)	Organizational Culture: Artifacts, Espoused Beliefs and Values, Underlying Assumptions	All the visible organizational structure and processes, strategies, goals, philosophies and unconscious beliefs, perceptions, thoughts and feelings form and define what the organizational culture really is across companies

Qualitative Results

The qualitative results in this analysis are based on the program NVivo.

Figure 5: Word Cloud - Black

Source: (QSR International Pty. Ltd, 2014)

From the word cloud illustrations, it is obvious that the topics used from available references are encircling around organizational culture, which most likely involved the employee, and organizational commitment. The “black” word cloud illustration is also

confirmed by the following word cloud. Though taking a different shape, the "white" word cloud shows the resemblance of obvious words as the chosen topics in this research; organizational, culture, commitment, and employee.

Figure 6: Word Cloud - White

Source: (QSR International Pty. Ltd, 2014)

The following table shows the correlations among sources used in this research. As seen, the Pearson correlation coefficients are at least 0.5036 between the terms "organizational culture" and "organizational commitment". This shows that the sources used for this research are considered appropriate.

Table 6: Pearson Correlation Coefficients – References/Sources Used

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-SSRN-id3333078-Org Culture	0.751398
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3672875-Org Commitment	0.734077
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.708956
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3683218-Org Commitment	0.69621

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3672875-Org Commitment	0.692186
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3683218-Org Commitment	0.660609
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.646615
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.645886
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.645467
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.617888
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.604069
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.601449
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.598242
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.594457
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.593489
Internals\\Herda-organisationalcultureinhotelindustry	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.58605

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-SSRN-id1744040-Org Culture	0.580442
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-IJIPSD-S-2-2017	0.578239
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3751065-Org Commitment	0.574612
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3672875-Org Commitment	0.574341
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.571884
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3672875-Org Commitment	0.566328
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.561723
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.561264
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.559214
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-organisationalcultureinhotelindustry	0.557368
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.557212
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3672875-Org Commitment	0.557042
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-SSRN-id1744040-Org Culture	0.552306
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.546504

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-organisationalcultureinhotelindustry	0.544866
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.543025
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.540493
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-organisationalcultureinhotelindustry	0.536702
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.533949
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.530715
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.529409
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.527066
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.525342
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3751065-Org Commitment	0.521801
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-SSRN-id3333078-Org Culture	0.521607
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3683218-Org Commitment	0.520442
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.520131
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.514379

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.511091
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3333078-Org Culture	0.510102
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.508922
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-organisationalcultureinhotelindustry	0.508817
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.508653
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.507337
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3672875-Org Commitment	0.506908
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.505361
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.503635
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-IJIPSD-S-2-2017	0.497131
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.496469
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.493649
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id3333078-Org Culture	0.490218

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.489289
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.486554
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.484788
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.482198
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.480068
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.477221
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-SSRN-id1744040-Org Culture	0.475562
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.473361
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.472276
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.47124
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.468745
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.467688
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-organisationalcultureinhotelindustry	0.467244
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3683218-Org Commitment	0.466511

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.463204
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.460701
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.458819
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.455887
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.455373
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.454505
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id1744040-Org Culture	0.453902
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-IJIPSD-S-2-2017	0.452044
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3672875-Org Commitment	0.451983
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.451911
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.451648
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.448358
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.447005

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.441406
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-organisationalcultureinhotelindustry	0.440237
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.440034
Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	Internals\\Herda-organisationalcultureinhotelindustry	0.439959
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-SSRN-id3333078-Org Culture	0.43992
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.439711
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3683218-Org Commitment	0.439556
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-IJIPSD-S-2-2017	0.437357
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.435539
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.434394
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.430608
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.430364
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-organisationalcultureinhotelindustry	0.426994

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.42373
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.418634
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.418413
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.416321
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.412787
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-organisationalcultureinhotelindustry	0.411114
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-SSRN-id3333078-Org Culture	0.409525
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.405412
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.402258
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3661369-Org Culture	0.40158
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3693906-Org Commitment	0.401099

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.399702
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.398343
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3751065-Org Commitment	0.394283
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id1744040-Org Culture	0.390615
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.385415
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.385184
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3693906-Org Commitment	0.382471
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.381232
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-SSRN-id1744040-Org Culture	0.376995
Internals\\Herda-IJIPSD-S-2-2017	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.374746
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.372003
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.371986

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3683218-Org Commitment	0.370459
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.370228
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.368555
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-PeopleProcessTechnology_030211	0.364767
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	0.362288
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.362006
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.361314
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3851329-Org Commitment	0.357974
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-IJIPSD-S-2-2017	0.352899
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.349504
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3693906-Org Commitment	0.341154
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-IJIPSD-S-2-2017	0.34032
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	0.33851

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.336423
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-IJIPSD-S-2-2017	0.336047
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3333078-Org Culture	0.335635
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3333078-Org Culture	0.331506
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-organisationalcultureinhotelindustry	0.331082
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.33087
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.324934
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-PeopleProcessTechnology_030211	0.320615
Internals\\Herda-organisationalcultureinhotelindustry	Internals\\Herda-IJIPSD-S-2-2017	0.317397
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3693906-Org Commitment	0.316131
Internals\\Herda-PeopleProcessTechnology_030211	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.310818
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.307268

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-PeopleProcessTechnology_030211	Internals\\Herda-organisationalcultureinhotelindustry	0.305564
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.305191
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.304943
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3730166-Org Culture	0.299473
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-IJIPSD-S-2-2017	0.289421
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.284211
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-SSRN-id1744040-Org Culture	0.283033
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.281416
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	0.279841
Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	Internals\\Herda-PeopleProcessTechnology_030211	0.278573
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.272686
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-PeopleProcessTechnology_030211	0.271004
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.270832
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.269813

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.269541
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.269281
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.268717
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3661369-Org Culture	0.268309
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-PeopleProcessTechnology_030211	0.265387
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.262649
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-organisationalcultureinhotelindustry	0.261812
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-PeopleProcessTechnology_030211	0.261271
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3730166-Org Culture	0.259776
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.258294
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3672875-Org Commitment	0.258054
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.257308

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-organisationalcultureinhotelindustry	0.254595
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-PeopleProcessTechnology_030211	0.253618
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	0.253519
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3693906-Org Commitment	0.250941
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.24828
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3510644-Org Culture Adhocracy Clan Hierarchy Questionnaire	0.247059
Internals\\Herda-SSRN-id3661369-Org Culture	Internals\\Herda-PeopleProcessTechnology_030211	0.245245
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.24048
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-IJIPSD-S-2-2017	0.24023
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.236944
Internals\\Herda-SSRN-id3672875-Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.235072
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3661369-Org Culture	0.234147
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.233817

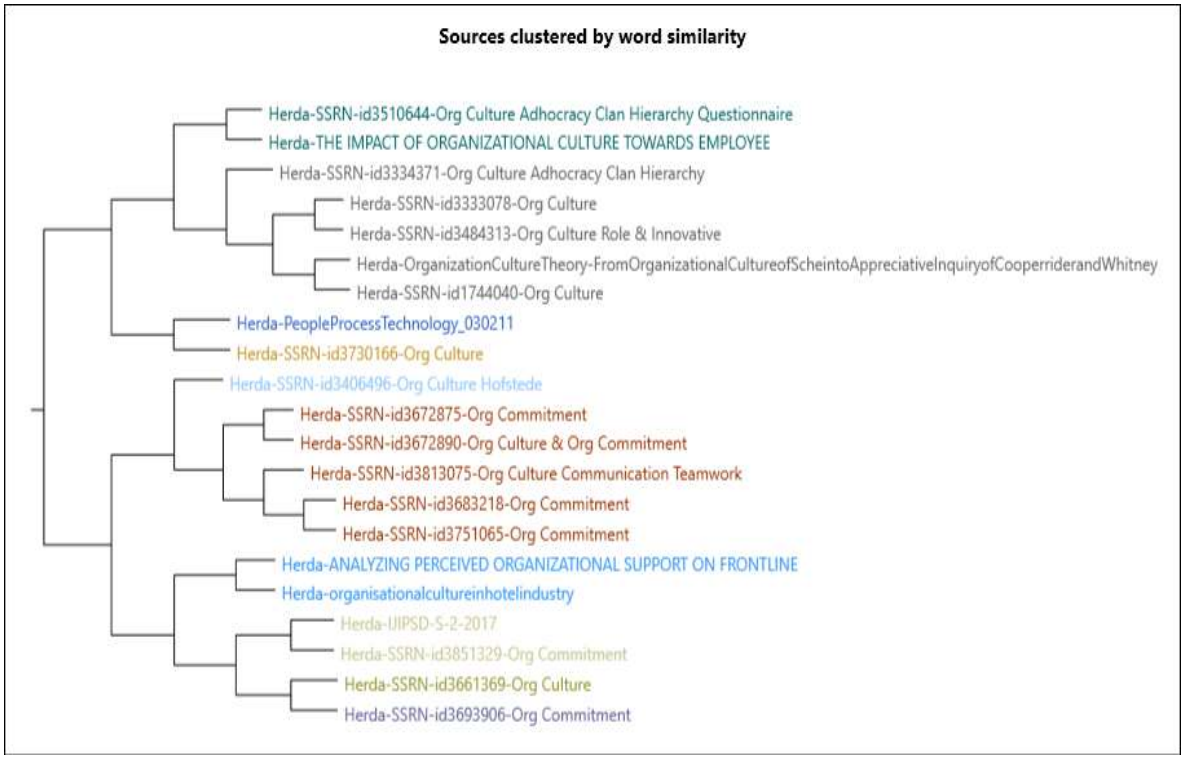
Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-IJIPSD-S-2-2017	0.231433
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.229387
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-IJIPSD-S-2-2017	0.228946
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id1744040-Org Culture	0.22586
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.224277
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.220204
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-SSRN-id3730166-Org Culture	0.219086
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.218605
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id1744040-Org Culture	0.217575
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.216839
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.216489
Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	Internals\\Herda-IJIPSD-S-2-2017	0.213252
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id1744040-Org Culture	0.203928

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.202918
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	0.200728
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.197948
Internals\\Herda-PeopleProcessTechnology_030211	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.197449
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-PeopleProcessTechnology_030211	0.197244
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.195857
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.190428
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.178543
Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiryofCooperriderandWhitney	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.17596
Internals\\Herda-PeopleProcessTechnology_030211	Internals\\Herda-IJIPSD-S-2-2017	0.162118
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.158456

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id3730166-Org Culture	0.149557
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-PeopleProcessTechnology_030211	0.144773

The following illustration shows the diagram of the word clustered based on word similarities concerning the selected topics on organizational culture & organizational commitment

Figure 7: Word Similarity



Source: (QSR International Pty. Ltd, 2014)

DIFFERENCES OF STUDIES

Referring to the various studies on organizational culture & organizational commitment, it is worth noted to show some differences. In relations to this current analysis, the differences of studies can be summarized as follows;

1. Though the variables used are relatively similar to the previous studies above, however, the sub-variables are obtained from several studies. This study uses the variables "Organizational Culture" and "Organizational Commitment", which have been previously studied. However, the used of sub-variables are combined from previous studies; control systems (Sułkowski, 2012), power distance (McShane & Glinow, 2010; Kurcharska & Bedford, 2019), collectivism (McShane & Glinow, 2010; Kurcharska & Bedford, 2019), leadership (Cabistan, 2017), communication (Cabistan, 2017), attitudinal commitment (Cohen, 2013), normative commitment (Nikpour, 2017), and calculative commitment (Cohen, 2013). The ultimate purpose to combine the sub-variables from several studies are to minimize the direct application of previous model into the topic of this study about the hotel employees in Jakarta
    a. Control systems (Sułkowski, 2012) is expected to show a positive relationship to organizational culture as people are going to be accustomed to the target on managerial controllership on each of the organizational activities. This means that if the organizational "rituals" are prioritizing the control systems, all employees attempt to adhere to this norm. As more employees adhere to this control systems norm, the organizational culture will eventually take shape.

    b. Borrowing from the Hofstede cultural index (Hofstede, 2011), power distance (McShane & Glinow, 2010; Kurcharska & Bedford, 2019) is expected to show a negative relationship to organizational culture as people are going to be looking for low level power distance inside organizations that regard all employees in a similar manner/treatment. The higher power distance indicates different treatments to employees of different structural positions.

Particularly, this is expected to be true during the period of pandemic as employees may be received lower wages/salaries, offered temporary working arrangements, offered part-time working arrangements, or even laid-off due to drastic economic slowdown.

c. Similar to the above, collectivism (McShane & Glinow, 2010; Kurcharska & Bedford, 2019) is borrowed from the Hofstede cultural index (Hofstede, 2011). The higher level of collectivism inside organizations shows the closeness among employees to carry-on the job together. They will likely work together despite their differences on departments and/or expertise. On the contrary, the lower level of collectivism means that employees tend to work individually and disregard their counterparts in performing tasks on-hand.

d. Depending on the type or style of leadership (Cabistan, 2017) inside organizations, it is expected to contribute some degrees of relationships to the formation of organizational culture. To just name a few, there are types or styles of leadership, such as; transformation leadership, transactional leadership, authoritative leadership, participative leadership, supportive leadership, instrumental leadership, ethical leadership, charismatic leadership, and servant leadership (Murugan & Sujatha, 2020; Cohen, 2007). The transactional leadership (Northouse, 2019; Schein, 2004), for instance, may be longing-forth more by employees during the pandemic as employees may be confused on performing tasks on-hand with the reduction numbers of full-time employees. Workloads are divided with relatively minimal consultation with employees in exchange for rewards (Cohen, 2007). The transformational leadership, on the other hand, though it is wonderful to instigate growth and expansion as it boosts one's charisma, inspiration, intellectual and creativity, may not be preferred during the pandemic as employees are looking forward for clear and assertive directions from leaders of organizations. During the pandemic, undoubtedly, leaders would like to have subordinates who can follow the transformational leadership.

However, it is relatively costly.

e. The better ways and methods in organizational communication (Cabistan, 2017), the better influence toward forming the organization-wide culture. Referring to the transformational leadership, the "style" of communication is most likely be either "participating" or "delegating" to employees. During the period of the pandemic, of course, these styles of communication may be difficult to understand for most employees. Particularly, when the middle managers may have been let-go as a way to conserve available funds and keep the organization from stalling. Depending on the style of communication, this parameter can provide a positive or negative contribution to organizational-wide culture.

f. Attitudinal commitment (Cohen, 2013) is highly influenced by ones' attitude and identification in a particular organization. This type of commitment is characterized by a strong belief in goals and values, willingness to put efforts for the organizations, and a strong aspiration to become the members of organizations (Cohen, 2007). This attitudinal commitment is expected to show a positive contribution to the organizational-wide commitment, nonetheless.

g. As the normative commitment (Nikpour, 2017) concerns about one's guilt upon leaving the organization. Employees with a relatively high level of normative commitment tend to believe that leaving the organization may likely create negative consequences and/or lapses in knowledge, skills, and operational disturbances. Leaving the organization leads to higher pressures to colleagues to cover the tasks. These types of employees are concerned on what others think, including the potential dissatisfaction that will emerge from colleagues. Hence, it is expected that normative commitment leads to a positive contribution to the organizational commitment.

h. Calculative commitment (Cohen, 2013; 2007; Lewicka & Rakowska, 2017) is

about exchanges between employees and organization. This signals the transactional-based exchanges that organization may have to provide to its employees. It is a constant cost-benefit consideration and analysis between the organizations and the workers. It is expected that the calculative commitment provides a positive contribution to organizational-wide commitment.

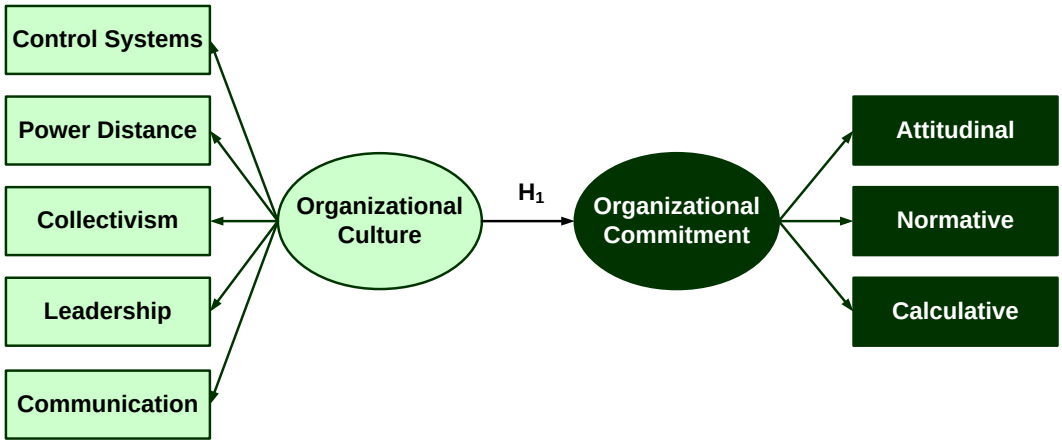
2. This study is concentrated in the hotel establishments in Jakarta and its surrounding vicinities with the time span of this study is between August to December 2021.

3. It is targeted into the hotel employees, who are currently working with various arrangements (full time, part-time, flexible time, daily, on-call, and others), including who have been requested to stay home and/or laid-off since 2020.

RELEVANT MODEL

Considering the previous studies and differences of studies, as mentioned above, this study uses the popular variables of "organizational culture" and "organizational commitment", and their respected sub-variables of "control systems", "power distance", "individualism", "communication", "attitudinal", "normative", and "calculative".

Figure 8: Research Model



From the research model, it is wondered if the organizational culture, in fact, show relevance unto the organizational commitment, as hypothesized in the model above;

H_1 : Organizational culture positively influences the organizational commitment for hotel employees in Jakarta

HOW CAN WE APPROACH THE TOPIC?

This section shows details on the particular approach in trying to analyze the topic with the relevant issues concerning the organizational culture & organizational commitment. For sure, particular methods are necessary to be laid-out as if to show the route on how things are done and analyzed.

Approaches

The following diagram shows the process in this study.

Table 7: Approaches

Steps	Notes
Preliminary research, topic discussion, selection, main concerns, facts, stories & phenomena surrounding the selected topics	Introduction
Analysis on Organizational Culture	Theoretical review on culture
Analysis on Organizational Commitment	Theoretical review on commitment
Investigations on Previous studies	Searching for previous studies about culture and commitment
Approaching the topic	Details on the analysis process
Data gathering & data analysis using quantitative and/or qualitative approach	Obtaining & exploring data
Conclusions & Impacts	Summary

The analysis follows the academic writing to ensure the appropriateness of the field activities and all necessary supporting analysis, including the statistical measures to enhance the credibility of this report.

Type of Research

This analysis seeks forth to utilize the causal-explanatory research which tries to explain the relationships between variables (Cooper & Schindler, 2014). On one hand, this research tries to investigate the causal relationships among variables as a way to find out the strength of influence. However, on the other side, this research tries to explains the inter-relations among variables as a way to learn about the managerial implications thereafter.

Causal

The causal research method is incorporated in this report (Anantadjaya & Nawangwulan, 2018; Cooper & Schindler, 2014; Sekaran & Bougie, 2016). This means that this analysis tries to find out the correlations between two different things, at least, and finding out their significances. In this causal research method, theoretically, this study needs to provide one variable which has a significant effects toward the other variable (Bains, 2010). This study plans to find out the causal relationships among variables used.

Explanatory

Explanatory research seeks to elaborate and a deeper study into certain topics (Anantadjaya & Nawangwulan, 2018; Cooper & Schindler, 2014; Sekaran & Bougie, 2016). In this explanatory type of research, the study tries to use a perspective to approach the topic. In most cases, explanatory research is done to be the base research that will act the foundation of future research (Education Portal, 2014).

This study plans to explain the topic encircling the issues around organizational culture and organizational commitment

Type of Data

The data is obtained directly and indirectly, which is called primary and secondary data. Primary data refers to the directly obtained data by the researcher(s) to answer specific topics, issues, or problems arisen by the research intention (Cooper & Schindler, 2014). This study, primary data is obtained directly via the distribution of online questionnaire and online interview sessions.

- The questionnaire is based on the Likert 5-scale with the following ranges categories; Strongly Disagree, Disagree, Neutral/No Opinion, Agree, and Strongly Agree.

- The interview sessions rely on the previously sets of questions to understand the level of understanding on certain topics

The secondary data refers indirectly obtained data. This means, the actual process of data collection has been done by someone else for their purposes (Cooper & Schindler, 2014). However, though the initial data collection may have different purposes, the data set can be used for the purpose of this research. Examples of secondary data include; books, journals, articles, internet sources and other documents that related to the research. The secondary data relies on the publicly-available data online, including offline-materials, which are conveniently available in the personal libraries.

Population

Population refers to the group of people or items as the unit of analysis in this research with specific characteristics, as prescribed herein. The unit of analysis can be a person, group, organization object or other object that want to be studied (Bhattacherjee, 2012; Cooper & Schindler, 2014).

Due to the presence of CoVid-19 since 2019, the economy has certainly suffered. Since hotels are also forced to lock themselves down, hotel businesses have substantially slowed-down. This situation has certainly forced hotels around the world to reduce the numbers of employees. In fact, tour and travel industry, including its "derivatives" industries have been heavily hit. Hotel employees have been requested to stay home and/or even laid-off by hotels. Many hotels have also been forced to close their doors permanently and offered to the market for potential buyers/investors. Given this situation, it becomes relatively difficult to target potential hotel employees as the population. Nonetheless, this study targets the hotel employees in Jakarta. Specifically, this study targets the hotel employees, who are currently working, under flexible time arrangement, part-time arrangements, or even have been let-go by the hotels since 2020

Sample

A sample represents a group of cases, participants or events that carefully selected to represent the population (Cooper & Schindler, 2014; Bhattacherjee, 2012). Since the

total population size in this research is relatively unknown, Microsoft Excel Plug-in PHStat4 is chosen to perform the calculation. This is combined with the readily-available online sample size calculator.

In order to find out how much sample is required, using the PHStat4, here are the steps;

- Click on the PHStat plug-in menu
- Select “Sample Size” and click “Determination for the Proportion”
- For the “Estimate of True Proportion”, put value of 0.5
- For the “Sampling Error”, put value of 0.1
- Set the “Confidence Level” at 95%
- Click “OK”

Table 8: PHStat4 Sample Size

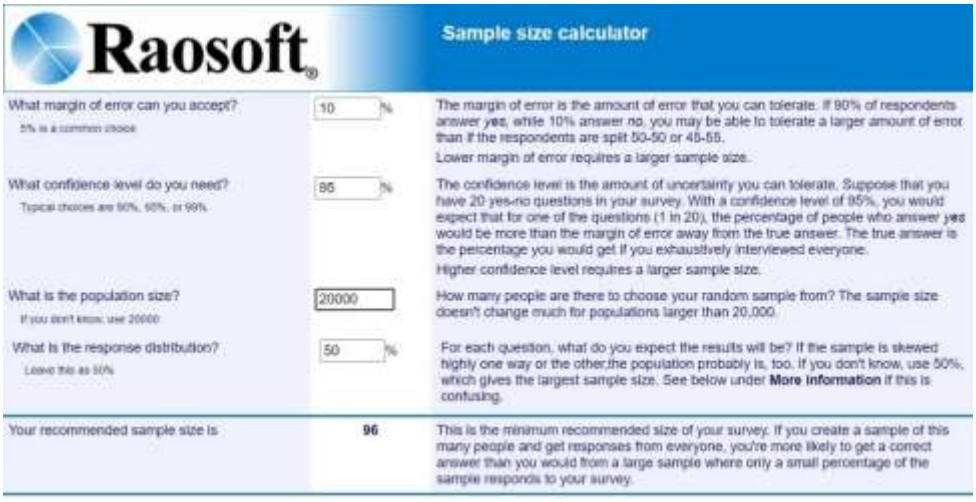
Data	
Estimate of True Proportion	0.5
Sampling Error	0.1
Confidence Level	95%

Intermediate Calculations	
Z Value	-1.95996398
Calculated Sample Size	96.03647052

Result	
Sample Size Needed	**97**

Source: (Pearson Education, Inc, 2019)

Figure 9: Raosoft Sample Size Calculator



Source: (Raosoft, Inc, 2004)

Based on the above calculation on PHStat4, it is obvious that a minimum of 97 respondents are considered sufficient to ensure 95% confidence, and only tolerating 10% potential sampling errors in the targeted population. As a comparison, the readily-available online sampling calculator is also used to verify the minimum sample size required for this research. The results on sample size based on PHStat and Raosoft are confirmed to the Slovin formula, as shown below;

Equation 1: Slovin Formula

$$n = \frac{N}{(1 + Ne^2)} = \frac{20{,}000}{(1 + 20{,}000 * (0.1^2))} = 99.5$$

Source: (Andale, 2021)

Where; n is the sample size, "N" denotes the total population, and "e" represents the error tolerance. From the Slovin formula above, the suggested sample size is 99.5 when the population is assumed to be 20,000 hotel employees in Jakarta. If the assumption is changed to be only 2,000 hotel employees in Jakarta, the suggested sample size become 95.24. Hence, it is evident that the calculations on sample size for this study shows no significant differences using the available plug-in of PHStat (Pearson Education, Inc, 2019), online sample size calculator (Raosoft, Inc, 2004), and the famous Slovin formula (Andale, 2021)

Based on the above approximation from PHStat (Pearson Education, Inc, 2019), Raosoft Sample Size Calculator (Raosoft, Inc, 2004), and the Slovin sample size formula (Andale, 2021), this study decides to use at least 100 respondents as the sample size. This is to ensure the proportion on the sampling process, as mentioned below

Sampling method

Cooper and Schindler (2014) stated that a sampling method is divided into two types, which are probability and non-probability sampling. Probability sampling is sampling method where all of the elements in the population has equal chance to be chosen as sample. While, the non-probability is sampling method where all of the elements did

not have equal chance to become sample. This study utilizes the probability sampling due to the presence of calculations and/or consideration of probability (Anantadjaya & Nawangwulan, 2018).

Based on Cooper and Schindler (2014), probability sampling is divided into five types, which are simple random, systematic, stratified, cluster, and double sampling. This research relies on the combination of both the stratified and cluster probability sampling to segregate the 5-star hotels in Jakarta. A stratified sampling is used when the population is divided into sub-groups to represents different levels. A cluster sampling is used to divide the population into subgroups to represents different locations (Cooper & Schindler, 2014). This research relies on a probability-based stratified sampling method to segregate the levels of hotels, the star-rated hotels and non-star-rated hotels, or referred to as the boutique hotels in this study. Likewise, a cluster sampling method is to account for the city of Jakarta with its 5 divisions of North, South, West, East, and Central of Jakarta. The questionnaires are distributed to the employees of those star-rated hotels in Jakarta proportionately to ensure the equal or similar representatives from each of the hotels, as shown below;

Table 9: Sampling Process

Areas	Star-Rated Hotels	Boutique Hotels or Others	Total Respondents
Jakarta	25	25	**50**
Bogor	15	15	**30**
Depok	5	5	**10**
Tangerang	5	5	**10**
Bekasi	5	5	**10**
Total	**55**	**55**	**110**

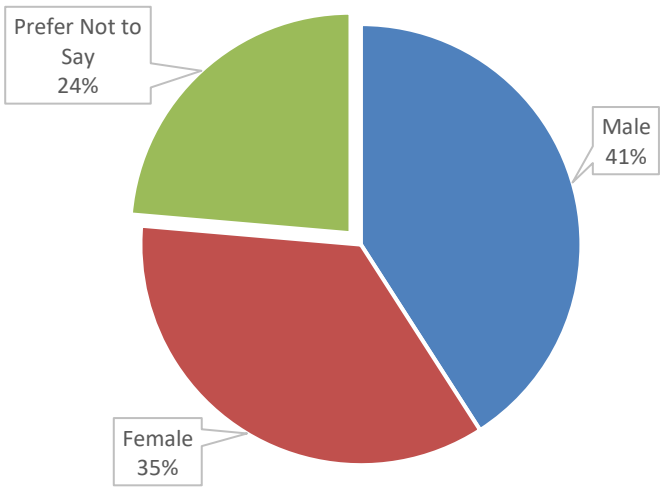
Referring to the sample process, this study distributes questionnaires to employees for the star-rated hotels and employees to the boutique hotels. This means that this research tries to maintain the proper proportion of employees to present the balanced data. The overall total sample size in this study is 110 respondents, and this total sample is more than the minimum suggested sample size, as shown above based on PHStat (Pearson Education, Inc, 2019), Raosoft (Raosoft, Inc, 2004), and Slovin (Andale, 2021).

Respondents' Characteristics

Following the distribution of the questionnaire, the table below shows the statistics of respondents;

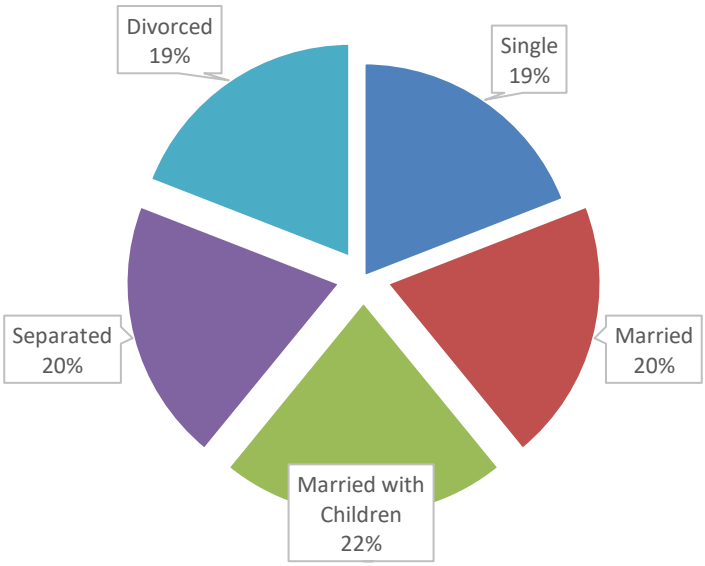
- The majority of respondents' gender is male (41%) with 35% female and 24% respondents prefer not to say the gender.

Figure 10: Respondents' Characteristics - Gender



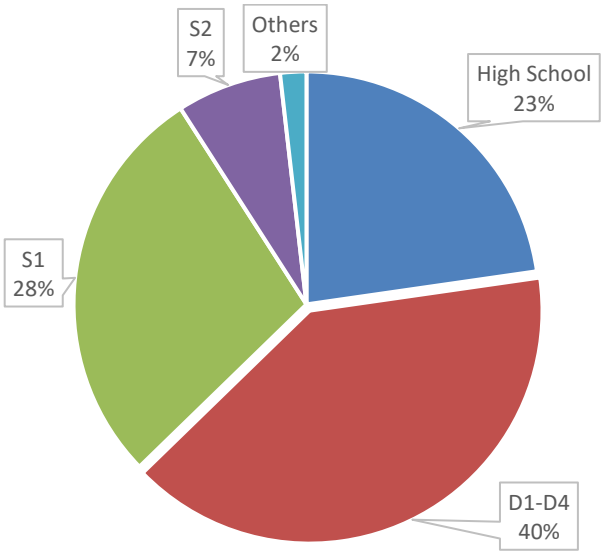
- There are 39% respondents who are separated and/or divorced while 19% of the respondents are single.

Figure 11: Respondents' Characteristics - Status



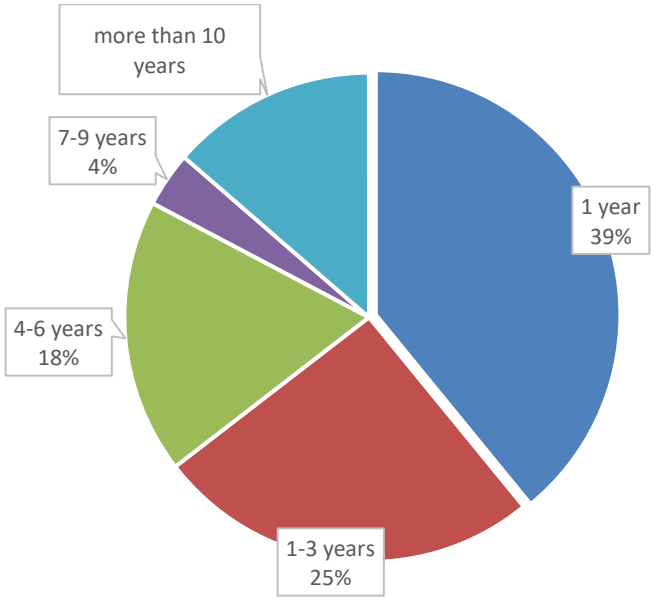
- The majority of respondents have the educational level of Diploma 1 to Diploma 4 (40%). This is consistent with the fact that employees of hotels have the tendency of pursuing diploma educational background for practical use into the hotel establishments

Figure 12: Respondents' Characteristics – Educational Background



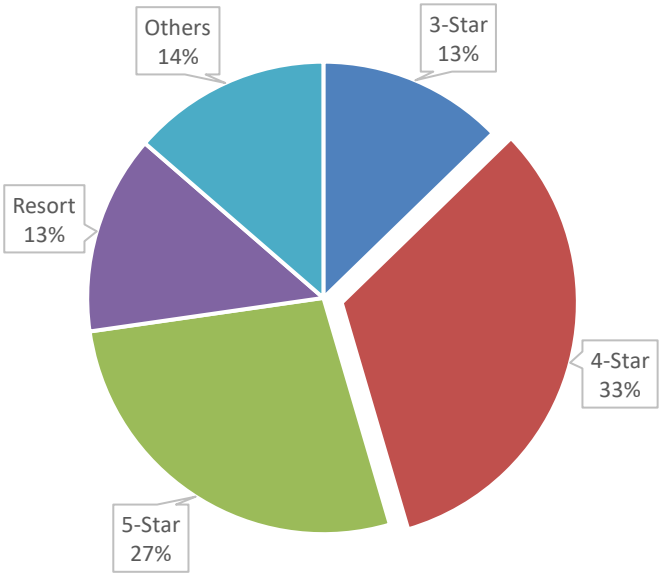
- There are only 18% respondents who have working experience of more than 7 years. This indicates that the respondents are likely the younger generation who are working in the hotel establishments

Figure 13: Respondents' Characteristics – Working Experience



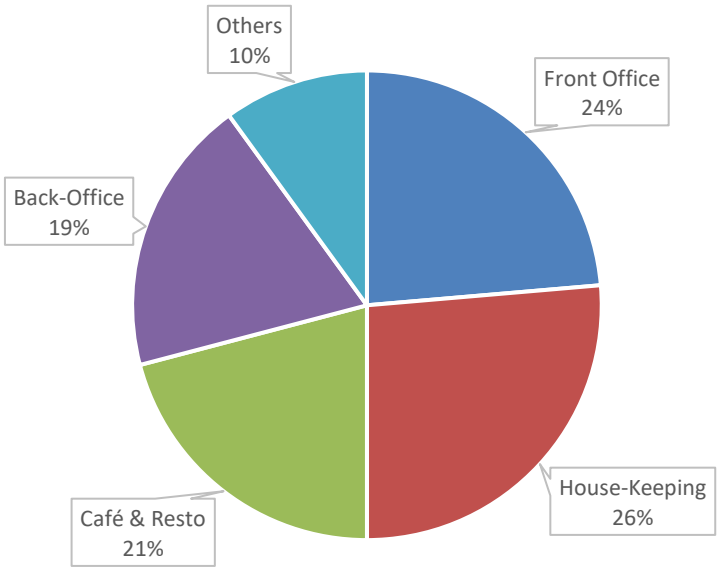
- There are only 27% respondents who are working in the resort or non-star rated hotels

Figure 14: Respondents' Characteristics – Type of Hotel



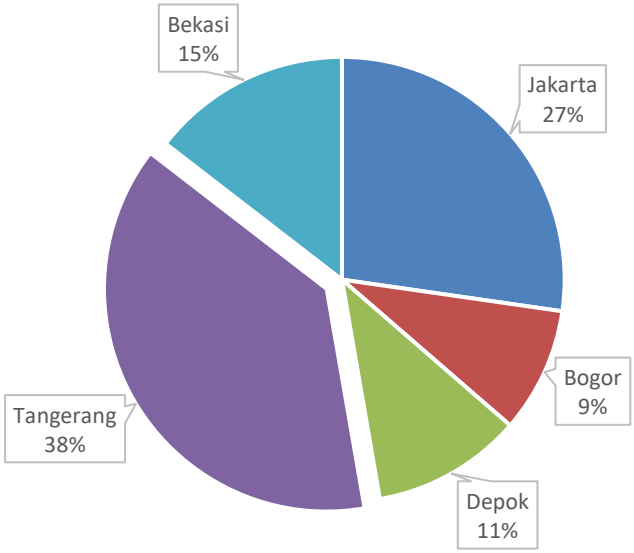
- There are 81% respondents who are working in the front-office, house-keeping, café and restaurants

Figure 15: Respondents' Characteristics – Division



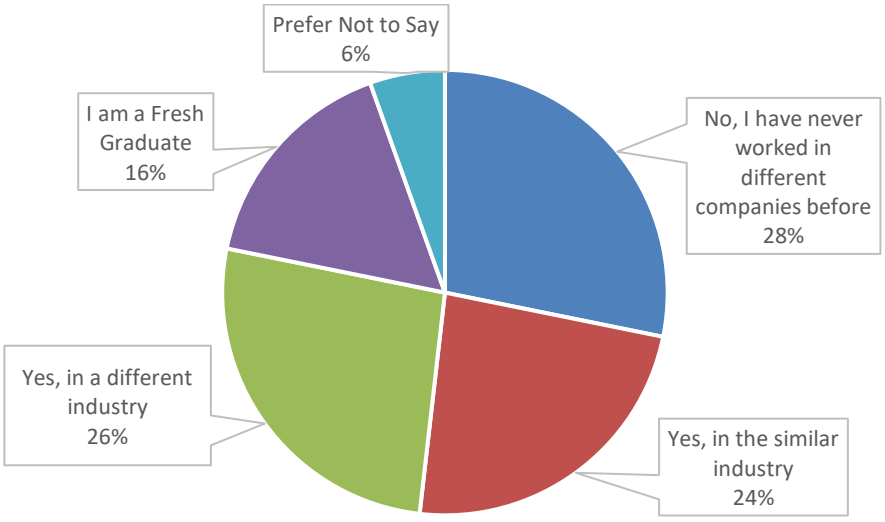
- There are 53% respondents who are working in the hotel establishments in Tangerang, Bekasi, including other locations

Figure 16: Respondents' Characteristics – Location



- There are 16% respondents who are fresh graduates and 6% respondents that prefer not to reveal their previous working experience

Figure 17: Respondents' Characteristics – Previous Industry Experience



The statistical figures on the respondents' characteristics are shown in Table 10: Respondents' Characteristics

Table 10: Respondents' Characteristics

	N	Mean	Std. Dev	Var	Responses per Category				
	Stat	Stat	Stat	Stat	1	2	3	4	5
Gen	110	1.83	0.788	0.621	45	39	26		
Stat	110	3.00	1.395	1.945	21	22	24	22	21

	N	Mean	Std. Dev	Var	Responses per Category				
	Stat	Stat	Stat	Stat	1	2	3	4	5
Edu	110	2.25	0.952	0.907	25	44	31	8	2
Exp	110	2.27	1.374	1.888	43	28	20	4	15
Type	110	2.83	1.226	1.502	14	36	30	15	15
Div	110	2.65	1.302	1.696	26	29	23	21	11
Loc	110	3.04	1.471	2.164	30	10	12	42	16
Worked	110	2.47	1.217	1.481	31	26	29	18	6

Source: (IBM SPSS, 2021a)

In addition to the distribution of questionnaire, this study attempts to organize interview session with managers of organizations to learn their insights on organizational culture and organizational commitment, including to evaluate the likelihood of direct correlations to the sub-variables used in this study. Those managers are expected to have different industrial background to note the relative differences on their opinions on organizational culture and organizational commitment of the comparative industries.

Operationalization of the Variables

This table below shows the list of questions for the online interview with the representatives of respondents. The questions on "measurements" are necessary to see any direct correlations between the parameters used in this study, and the results of the interview sessions. Undoubtedly, it is expected that the interview sessions can potentially reveal slight correlations toward the parameters of this study, provided that the interview sessions are targeted to managers of organizations, at least.

Table 11: Interview Questions

Topic	Questions
Organizational Culture	1. What is your understanding about "organizational culture"? 2. What is the importance of "organizational culture"?
Organizational Commitment	1. What is your understanding about "organizational commitment"? 2. What is the importance of "organizational commitment" or "employee commitment"?
Employee Engagement	1. What is your understanding about "employee commitment"? 2. What is your understanding about "employee engagement"? 3. Are there any differences between "employee commitment" and "employee engagement"?

Topic	Questions
Influence of the Pandemic	1. Do you think that there is a drastic influence of the pandemic into the elements that make-up the organizational culture and organizational commitment?
Measurements	1. What are the measurements of “organizational culture”? 2. What are the measurements of “organizational commitment”?

Interview Scripts

The following shows the notes from the interview sessions with representatives of star-rated hotels and other non-star-rated hotels, such as; city hotels, budget hotels, resort hotels, airport/transit hotels, and others. These interview sessions are mainly targeted to the middle-up managers of hotels based on previous acquaintances.

Table 12: Interview Scripts with an HR Manager & a Financial Controller

Questions	Interviewee: HR Manager	Interviewee: Financial Controller
1. What is your understanding about "organizational culture"?	Organizational culture is a set of norms and some habits inside an organization. Everyone as the members of the organization should behave in such a way	It is the value system which is agreed and adopted by the people in the organization that drives and shapes the behavior and carrying-out actions in the common beliefs
2. What is the importance of "organizational culture"?	It is very important to have the common idea or knowledge or even the agreed-upon accepted behaviors	Organizational culture is useful to make everyone in the organization feels that they have guidance in behaving and acting. With the culture internalized in the organization, everyone is sure that they do things all right with the same parameters set
3. What is your understanding about "organizational commitment"?	Organizational commitment is the set of commitment toward employees/members of the organization. Perhaps, this includes the considerations of interests of public. In a way, it considers the stakeholders of the organizations, and not just the employees or members of the organization, but to government, suppliers, community, and others	Organizational commitment is the organizational intentions to provide great rewards to the employees in the forms of good salary systems, bonuses and other facilities to the committed employees

Questions	Interviewee: HR Manager	Interviewee: Financial Controller
4. What is the importance of "organizational commitment" or "employee commitment"?	I believe this is the synonym. The organizational commitment represents the combined commitment from employee. The terms can be used interchangeably	Organizational or employees' commitments are needed to carry out the mission of the organization well because without the commitment both the organization and employees will feel insecure that if they succeed or fail, they cannot be sure of the consequence
5. What is your understanding about "employee commitment"?	It should mean the level of commitment of employees to the organization. Whether employees are willing to carry-out work/task beyond what are prescribed as their job descriptions.	Employees' commitment is the connection between the employees with the organization whereby the employees is committed to do their best because they feel that the organization has given them good services. It the kind of good deeds due to the feeling and proves that the company has been rewarded them with good things such as career, lives and many other thing
6. What is your understanding about "employee engagement"?	The word "engagement" should mean the same as "commitment", I believe. It can be measured by their willingness to participate in various events or meetings or even ad-hoc projects.	Employees Engagement is the concept or ideas or system that make the employees feel engaged by and with the organization. The employees' engagement is measured qualitatively or quantitatively in understanding the intensity. With the employees' engagement programs, the employees will be driven to exceed the expectation in reaching organizational targets
7. Are there any differences between "employee commitment" and "employee	Should not have any major differences. Those terms can be interchangeably. Slight differences, perhaps, only the "type" of contribution. For employee commitment, it tends to be a bit more	Employees' commitment to give their best has come from themselves as the consequences of great things from the organization; while employees engagement shall be both ways and the system is created by the organization. And the system is created with

Questions	Interviewee: HR Manager	Interviewee: Financial Controller
engagement"?	verbal and intangible. However, an employee engagement directs for more tangible outputs with some actions.	contribution of ideas from the employees as well.
8. Do you think that there is a drastic influence of the pandemic into the elements that make-up the organizational culture and organizational commitment?	Pandemic brings a very drastic impact to organizational culture and commitment. Particularly, the negative influence to all elements. Leadership is easier to see, of course. It is a bit naïve to expect anyone to lead us away from the pandemic since everyone is not even having any experience of the previous pandemic. So, the organizational leadership becomes chaos, or at least stagnant. It means they can only deal with something routine. About organizational control, including audits, evaluations, and compliance, may also become problematic. Everyone is just trying to secure their jobs and positions. Money is tight for all organizations. Performing regular control may have been just a mere SOP and plans. The implementation may well be in the far distant future. The impact to individual differences is drastically negative too. People's experience is disregarded. Years of experience do not count. Tastes and preferences are altered, not only into the digital mode, but also in terms of conceptual of thinking. This worsens the	Yes, the pandemic brings a negative influence toward all elements of the organizational culture and commitment. The pandemic destroys what we have believe to happen for years. This may seem to disturb the theory, or at least, the basic expectation we have learn & experience before. Communication becomes a huge problem as nobody knows what to expect during the pandemic, but organizations want people to keep buying the products and services. Little to know that the purchasing power has dropped significantly. The Economists say that inflation will likely follow the pandemic and/or any crises in the world. Experience of people across industry becomes worthless. Years of experience also do not contribute to the understanding on survivals. However, flexibility and agility enhance as the pandemic forces us to do so. Less flexibility and minimal agility only direct to losing the competition. With less wages and salaries, not only the buying

Questions	Interviewee: HR Manager	Interviewee: Financial Controller
	getting-things-done attitude as people are trying to avoid additional tasks and responsibilities with less wages and salaries. Perhaps, working in team may also be considered unattractive as there are employees, who may prefer to just provide minimal contribution to the team, but may still demand the highest possible recognition. For elements of the organizational commitment may have not been altered as much as these elements have become somewhat standardized across industries and countries	power is diminished, but also the employees' morale and attitude are altered. Another issue to consider is the chances that employees are becoming too sensitive toward any positive action plans and/or initiatives. Employees may believe that those initiatives may only be formulated and/or implemented to win the employees' hearts without any genuine interests. Group work inside organizations may be seen as positive before the pandemic. However, these days, working together in groups and teams, may be regarded as troublesome since there are employees who may want to just hanging-on tightly without major contribution to the group/team. The term "individualistic" appears appropriate, perhaps, during this time of pandemic Elements of the organizational commitment may have stayed positive despite the pandemic. The better the SOPs, and the better the rewards and punishments, for example, the better the level of organizational commitment.
9. What are the measurements of organizational culture?	Individual differences (background, exposures, framework of individual thinking, culture, tastes & preferences), organizational leaderships, including who is/are the leader(s), getting-things-done attitude,	Background of employees & owners (experience, industrial sectors, international settings, living abroad, and many others), flexibility, agility, communication channel used among managers, owners, and

Questions	Interviewee: HR Manager	Interviewee: Financial Controller
	organizational structure, internal control, frequency of audit, frequency of group evaluation, rewards & punishments	employees
10. What are the measurements of organizational commitment?	Compliance, reward & punishments on achievement, Standard Operating Procedures, periodic evaluation (individual & group), vision & mission of the organization, striving for world-class organization, continuous improvement	Standard Operating Procedures, rewards & punishment, transparency, independent, benefits, competitive wages & salaries

Table 13: Interview Scripts with a Hotel Chef & Front Office Manager

Questions	Interviewee: Hotel Chef	Interviewee: Front Office Manager
1. What is your understanding about "organizational culture"?	Organizational culture is a culture, socio-human relation practiced in an organization, which can be constructed upon collective agreement or instilled by the leader.	Particular characteristics which define an organization which are reflected by the way the Organization think and react to particular action.
2. What is the importance of "organizational culture"?	It is important because it is the 'heart and soul' of the organization, if organization's core competence or competitive advantage is described as the 'mind' of the organization. Like human body, organization need these two components as fuels.	Organizational culture benefits the organization as an attitude to achieve organizational vision & mission.
3. What is your understanding about "organizational commitment"?	Organizational commitment is a fellowship psychological attachment to their organization	Some kind of agreement among members in organization to achieve particular goals.
4. What is the importance of "organizational	It is importance in a sense that organization need all the effort provided by their fellowship to operate, and	Organizational commitment and employee commitment are beneficial for organizations to

Questions	Interviewee: Hotel Chef	Interviewee: Front Office Manager
commitment" or "employee commitment"?	that human effort is impossible without commitment.	stimulate the sense of dedication from members to achieve goals and maintain the discipline principle among members
5. What is your understanding about "employee commitment"?	The employee commitment is basically the same as the organizational commitment, so from the first time that the employee joints to the company, the employee have to make an agreement with the company to maintain all the job desk.	Agreement between organization and its employees to particular task and vision & mission to be fulfilled
6. What is your understanding about "employee engagement"?	The employee engagement is a one way by a company to hire an employee or an expert with a specialized in certain job.	The way organization facilitate employees to getting involve on important task
7. Are there any differences between "employee commitment" and "employee engagement"?	The differences are based on the requirement of the employee, experiences and rate of salary.	Employee commitment may mostly come from the contract or agreement between organization & employees Meanwhile, employee engagement, in my point of views, should be facilitated by the organization itself through reward, recognition and incentives
8. Do you think that there is a drastic influence of the pandemic into the elements that make-up the organizational culture and organizational commitment?	There has been a drastic influence of the pandemic. Elements of the organizational culture and commitment, such as leadership, may have been distracted. As people have not even had any experience of the pandemic before, people do not know how to lead and/or formulate alternatives and decisions. It just appears that every single alternative and decision may have been wrong to build-up the fortress against the	Of course, the pandemic has a drastic influence toward all elements of the organizational culture and commitment. For instance, the level of communication among employees may well be disturb as people are confuse on how to deal with the prolonged pandemic. Products and services are not even sellable. Though reductions on prices have been frequently announced to public, the demand were just not there. From the

Questions	Interviewee: Hotel Chef	Interviewee: Front Office Manager
	survivability. This is just from the leadership perspective. From another perspective, such as internal control or willingness to comply, it is actually worse and confusing, as well. Organizations may well be intended to push-for internal control and willingness to comply, however, their hands are also tied. Their funds are diminishing as revenues are dwindling down. Thus, negative relationships may likely occur among the dimensions or elements of the organizational culture and commitment during the period of the pandemic. If this is combined with the less wages, salaries, and benefits, people will try to avoid additional jobs, tasks, and responsibilities. To those employees, the pandemic becomes the survival periods where they have to reduce their expenses. Reducing expenses lead to altering their work attitudes. Watch for the level of sensitivity of employees. Employees are now becoming watchful and highly concerned for any nice/positive gestures. Employees now are doubtful for any plans of improvements, particularly when the managerial team has never been discussing those improvements ever before.	perspective of communication, as the organization is confused in communicating their products and services, the public is also confused on how to buy them as their buying power has reduced due to laid-off, closures, reduction of employees, part-time schemes, and other arrangements. Employees with less wages and salaries will try to go into the survival mode. This directs employees to reduce their expenses, but also reduce the working morale and attitude. Nonetheless, dimensions for the organizational commitment should have shown positive relationships anyway. Public can see if the organizations remain focus in carrying their visions and missions, and still taking care the compensation packages, benefits, social interaction, rewards and punishments, people see this focus as a positive contribution to the organizational commitment, regardless of the pandemic.

Questions	Interviewee: Hotel Chef	Interviewee: Front Office Manager
	In terms of the organizational commitment, those elements may appear to be having positive relationships despite the pandemic. It seems that the pandemic may not affect the elements of commitment as it affects negatively on culture. For instance, the employee benefits, interactions among employees, the friendly environment, or scheduling should have positive impact regardless.	
9. What are the measurements of organizational culture?	Internal control, willingness to comply, managerial styles, managerial orientation, leaderships, experience of the employees and owners	Communication via briefing and meeting, leadership and systems should be the back-bone of the organizational culture
10. What are the measurements of organizational commitment?	Interactions among employees, friendly environment, employee benefits, flexible schedules, implementation of rules and regulations of the organization	Vision, mission, compensation packages, rewards and punishments

This table below shows the variables, indicators, questionnaire statements and measurement scales used in the questionnaire. This questionnaire will be distributed in accordance with the targeted samples of the hotel employees in Jakarta, Indonesia

Table 14: Questionnaire Design

Variable	Sub-Variables	Statements	Scale
Organizational Culture (Sułkowski, 2012; Cabistan, 2017; Nikpour, 2017; Kurcharska & Bedford, 2019)	Control Systems (Sułkowski, 2012; Verburg, et al., 2018; Jukka, 2021)	1. I have to frequently use the control systems checklist in my organization 2. I am frequently involved with the SOP and control system inside my organization 3. I have always upheld the rules and standards of my organization	Likert 5-scale
	Power Distance (McShane & Glinow, 2010; Kurcharska & Bedford, 2019)	1. I frequently seek for advices from an older or a person who I look up to for many occasions 2. I frequently seek for advises only from my superior(s) 3. I believe supervisors and managers should listen to subordinates before making decisions	Likert 5-scale
	Collectivism (McShane & Glinow, 2010; Kurcharska & Bedford, 2019)	1. I believe that working alone is faster and more efficient 2. I believe that working with people together achieve a much better result 3. I prefer to work alone	Likert 5-scale
	Leadership (Cabistan, 2017; Alkadash, 2020)	1. My supervisor has always shown clear objectives and targets for us to achieve 2. My organization has frequently conducted briefing and management meeting 3. There are no leader and leadership in my organization	Likert 5-scale
	Communication (Cabistan, 2017; Giao, Vuong, & Tung, 2020; Nugraha, 2018; Štok, Markič, Bertoncelj, & Meško, 2010)	1. I believe that the communication inside my organization is effective 2. During meeting, all participants have equal chances to speak and express ideas/problems 3. My colleagues and supervisor(s) are not willing to listen and consider my opinions	Likert 5-scale

Variable	Sub-Variables	Statements	Scale
Organizational Commitment (Alkadash, 2020; Aziz, et al., 2021; Giao, Vuong, & Tung, 2020; Nikpour, 2017; Cohen, 2013; Widyaningrum & Rachman, 2019)	Attitudinal Commitment (Cohen, 2013)	1. I am committed to stay with the organization 2. I want to stay with the organization because I belief in the organizational goals and values 3. I enjoy the involvement inside my organization	Likert 5-Scale
	Normative Commitment (Nikpour, 2017; Aziz, et al., 2021; Alkadash, 2020; Widyaningrum & Rachman, 2019)	1. It is my obligation to stay with the organization 2. I need to stay with the organization to see it grows 3. The organization needs me and this becomes my duty to stay	
	Calculative Commitment (Cohen, 2013; Lewicka & Rakowska, 2017)	1. I like my responsibilities in my organization 2. I like the compensation and benefits from my organization 3. I enjoy the status in my organization	

Data Testing

Pre-Testing

Questionnaires are tested before fully distributed to the targeted sample. This is called pre-testing of the data set. The purpose of pre-testing is to make sure that respondents fully understood of the questionnaire. This is also to make sure that the questions are valid and reliable prior to the distribution to the targeted sample. Reliability is important to evaluate the consistent responses from the sample of respondents. Validity is also vital to gauge the level of understanding of the respondents to the actual statements written on the questionnaire. During the pre-testing period, the questionnaire is distributed to a minimum of 30 respondents.

In Table 15: Reliability & Validity Statistics, the results of the pre-tests are 0.504 and 0.561 for the validity and reliability, respectively. The pre-test validity means that there is a chance of about 50% that the questionnaire is considered able to measure the variables used in this study. Similarly, the reliability result means that there is a chance

of about 52% of the respondent provided the consistent responses on the questionnaire. Though the results are minimal than initially expected, these results indicate that the further processes can be considered.

Post-Testing

After the result has shown that the questionnaire is considered valid and reliable, this research can go further into the post-testing stage. Using the same questionnaire, now the distribution is to the remaining balance of the targeted sample size. If the result shows that the acceptable levels of validity and reliability, the next process can be undertaken.

Validity and Reliability

In order to get the accurate data, the questionnaire is tested for its validity and reliability prior to go for the next process.

Pre-Test Validity & Reliability

The pre-tests are based on the 30 responses received. The purpose of the pre-tests is ensuring the acceptable level of reliability and validity. Reliability is important to evaluate the consistent responses from the sample of respondents. Validity is also vital to gauge the level of understanding of the respondents to the actual statements written on the questionnaire.

In Table 15: Reliability & Validity Statistics, the results of the pre-tests are 0.504 and 0.561 for the validity and reliability, respectively. The pre-test validity means that there is a chance of about 50% that the questionnaire is considered able to measure the variables used in this study. Similarly, the reliability result means that there is a chance of about 52% of the respondent provided the consistent responses on the questionnaire. Though the results are minimal than initially expected, these results indicate that the further processes can be considered.

Post-Test Validity & Reliability

The post-tests are based on all 110 respondents in this study. As shown in Table 15: Reliability & Validity Statistics, the levels of validity and reliability are 0.521 and 0.594, respectively. These results are much better than the pre-tests though the levels still appear relatively minimal than expected. As previously mentioned, there is a chance of 52% that the elements considered in the questionnaire can actually be used to approximate the variables organizational culture and organizational commitment. The relatively minimal results on the validity and reliability tests may be due to the fact that the pandemic has certainly impacted the survivability of the hotel establishments from various angles, particularly the ones used as the parameters of the organizational culture and organizational commitment. Also, the drastic managerial decisions since the first semester of 2020 may have likely altered and modified the perspective of employees toward action plans in trying to maintain survivability. From the perspective of employees, including former employees, there must be drastic changes within the hotel establishments to maintain longevity. As visitors are drastically less, hotel management, operators and owners must take extreme measurements and action plans. One of the action plans may well be the changes of status for the pool of employees. This study incorporates current employees, including employees, who are currently not fully employed or having different schemes of employment as they once have prior to the pandemic.

Validity

Validity is a test in order to measure whether the questionnaire can represent what it supposed to be measured (Bhattacherjee, 2012). There are two types of validity that has to be considered: internal validity, which measures regardless of whether the conclusion accurately suggest cause, whereas external validity regardless of measures whether the causal relationship sum up across persons, settings and times (Cooper & Schindler, 2014).

The validity test in this research relies on the Kaiser-Meyer-Olkin (KMO) value. The steps are;

- Open the SPSS Program. Click “File”, “Open”, and choose the excel file which has data input from the questionnaire
- Click ‘Analyze**’,** and choose ‘Dimension Reduction’ then **‘**Factors’.
- Insert relevant items from the left box to the right box. Click ‘Descriptive**’,** check ’KMO and Bartlett’s test of sphericity’ then click ‘Continue’ then ‘OK’**.**

The higher the score, the more valid, however only the minimum score of 0.5 or higher will be considered valid in this research (Kuncoro, 2013; Sarwono, 2012).

Reliability

Reliability is the degree which measure the construct whether or not the data is free from random or unstable error. Reliability shows the consistency of the data not the accuracy (Cooper & Schindler, 2014). Reliability can be measured with Cronbach’s Alpha in SPSS (Anantadjaya & Nawangwulan, 2018). The questionnaire is reliable if the value of Cronbach’s Alpha is above (>) 0.600 (Kuncoro, 2013; Sekaran & Bougie, 2016). The steps in trying to perform the reliability test in SPSS are as follows;

- Open SPSS program. Click “File”, “Open”, and choose the excel file which has data input from the questionnaire
- Chose “Analyze”, “Scale”, “Reliability Analysis” from the menu bar. In “Reliability Analysis” dialog box, block all instrument items in the left box and move them to the right box by clicking the button between the boxes.
- Choose “Alpha” method for model, then click “OK”
- Click on the “Statistic” box and click “Item”, “Scale”, “Scale if item deleted” and then click “Continue”. Click “OK” and the result will be displayed in the output window
- Search for “Cronbach Alpha of Standard” for the reliability values (Kuncoro, 2013)

Table 15: Reliability & Validity Statistics

	Pre-Test	Post-Test
Cronbach's Alpha Based on Standardized Items	0.504	0.521
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.561	0.594

Source: (IBM SPSS, 2021d; IBM SPSS, 2021e; IBM SPSS, 2021c; IBM SPSS, 2021b)

The next step, once the responses obtained are considered valid and reliable, is running

the data to figure-out the fitness of the data in relations to model

Hypothesis Testing

In order to see whether or not the research model is valid, reliable and make sense, hypothesis testing should be done after the validity and reliability testing. This research will be using AMOS software. The software uses to measure the hypotheses.

In the AMOS software there is a standard known as "Goodness to Fit". That criteria needed during hypothesis testing, in order to determine the research model. The research model should be valid, reliable and understood by respondents. Table below is showing the criteria in AMOS software.

Table 16: Goodness Fit Criteria

Criterion and Definition	**Recommended Standard Value**		
	According to Schumacker & Lomax (2004)**; Wijaya** (2009)	**According to Arbuckle** (2011)	**According to Ghozali** (2004; 2012)**; Santoso** (2009)
CMIN/df normed chi squared	CMIN/df ≤ 2 = better	The smaller, the better	CMIN/df ≤ 5 = better
RMSEA Root Mean Square Error of Approximation	RMSEA ≤ 0.08 = better	RMSEA = 0: exact/good fit RMSEA < 0.05: close fit RMSEA>0.08: Reasonable error of approximation	RMSEA ≤ 5 = better
TLI Tucker Lewis Index	TLI value closer to 1 = better	closer to 1 = very good fit	TLI value closer to 0.90 is better
CFI Comparative Fit Index	CFI value closer to 1 = better	closer to 1 = very good fit	CFI value closer to 1 = better
NFI Normal Fit Index	-	closer to 1 = good fit	NFI ≥ 0.90 is better
PNFI Parsimonious Normal Fit Index	-	closer to 1= good fit	Higher PGFI value is better
NCP Non-centrality Parameters	-	-	The smaller the value = better
AIC Akaike Information	-	High value = bad fit	-

Criterion and Definition	Recommended Standard Value		
	According to Schumacker & Lomax (2004)**; Wijaya** (2009)	**According to Arbuckle** (2011)	**According to Ghozali** (2004; 2012)**; Santoso** (2009)
Criteria			
ECVI Expected Cross Validation Index	-	High value = bad fit	-
IFI Incremental Fix Index	-	IFI closer to 1 is better	-
RFI Relative Fit Index	-	RFI closer to 1 is better	-

Source: (IBM SPSS, 2021a; Schumacker & Lomax , 2004; Wijaya, 2009; Santoso, 2009; Arbuckle, 2011; Ghozali, 2004; 2012)

DATA ANALYSIS

Descriptive Statistics

The descriptive statistics of the responses received are as shown in the following table

Table 17: Descriptive Statistics

	N	Mean	Std. Dev	Var	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Std. Error	Stat	Std. Error
Gen	110	1.83	0.788	0.621	0.318	0.230	-1.319	0.457
Stat	110	3.00	1.395	1.945	0.000	0.230	-1.250	0.457
Edu	110	2.25	0.952	0.907	0.505	0.230	-0.026	0.457
Exp	110	2.27	1.374	1.888	0.876	0.230	-0.409	0.457
Type	110	2.83	1.226	1.502	0.368	0.230	-0.783	0.457
Div	110	2.65	1.302	1.696	0.288	0.230	-1.055	0.457
Loc	110	3.04	1.471	2.164	-0.310	0.230	-1.425	0.457
Worked	110	2.47	1.217	1.481	0.329	0.230	-0.909	0.457
CS1	110	3.51	1.217	1.482	-0.441	0.230	-0.713	0.457
CS2	110	3.30	1.267	1.606	-0.283	0.230	-0.983	0.457
CS3	110	3.54	1.123	1.260	-0.429	0.230	-0.580	0.457
PD1	110	3.65	1.019	1.038	-0.298	0.230	-0.566	0.457
PD2	110	3.42	1.207	1.457	-0.219	0.230	-0.978	0.457
PD3	110	3.83	1.065	1.135	-0.760	0.230	0.082	0.457
Coll1	110	3.68	1.141	1.302	-0.479	0.230	-0.790	0.457
Coll2	110	3.65	1.044	1.091	-0.888	0.230	0.467	0.457
Coll3	110	3.73	1.057	1.118	-0.665	0.230	-0.048	0.457
Lead1	110	3.50	1.107	1.225	-0.807	0.230	0.068	0.457
Lead2	110	3.55	1.146	1.314	-0.620	0.230	-0.364	0.457
Lead3	110	3.67	1.076	1.158	-0.707	0.230	-0.017	0.457
Com1	110	3.53	1.318	1.738	-0.684	0.230	-0.628	0.457
Com2	110	3.61	1.220	1.488	-0.629	0.230	-0.542	0.457
Com3	110	3.71	1.280	1.639	-0.932	0.230	-0.152	0.457
Att1	110	3.72	1.307	1.709	-0.841	0.230	-0.419	0.457
Att2	110	3.33	1.250	1.562	-0.416	0.230	-0.726	0.457
Att3	110	3.35	1.398	1.956	-0.412	0.230	-1.149	0.457
Nor1	110	3.35	1.259	1.586	-0.541	0.230	-0.708	0.457
Nor2	110	3.19	1.145	1.312	-0.272	0.230	-0.691	0.457
Nor3	110	3.55	1.154	1.333	-0.459	0.230	-0.586	0.457
Cal1	110	2.95	1.323	1.750	-0.036	0.230	-1.164	0.457
Cal2	110	3.78	1.259	1.585	-0.954	0.230	-0.080	0.457
Cal3	110	3.26	1.290	1.664	-0.507	0.230	-0.831	0.457

Source: (IBM SPSS, 2021a)

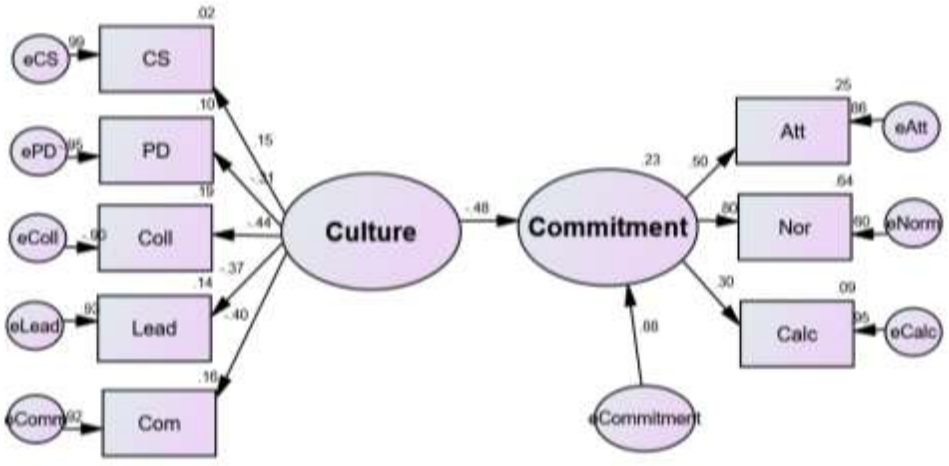
From the descriptive statistics above, it is obvious that all sub-variables used in this study are relatively normal as the values of skewness and kurtosis are below +2 and -2 (Ghozali, 2004; Wijaya, 2009). This means that the process of analysis can be continued.

Structural Equation Modeling

The following figure shows the results of the relationships among variables and sub-variables used in this research. As previously mentioned, this structural equation modeling is run in IBM Amos to study the simultaneous relationships across variables.

As shown in Figure 18: Structural Equation Modeling, the relation between organizational culture and organizational commitment in this study shows a negative relationship of -0.48. With the negative relationship, it indicates that the improvement in 1 variable leads to reduction in the other variable. In this study, any improvement in organizational culture leads to about 48% lower organizational commitment. In a glimpse, this appears confusing and/or contradictory to our common knowledge and understanding.

Figure 18: Structural Equation Modeling



The common knowledge and understanding direct us to believe that improvements in organizational culture across companies worldwide will likely boost the level of commitment, not only in the level of employees, but also in the level of organization. However, the results of this study shows the opposite outcomes. This means that the

betterment in the organizational culture leads to reduction in the level of organizational commitment. This study shall analyze these results more closely.

Relationships Between Organizational Culture & Its Parameters

This section concentrates on the organizational culture and its parameters used in this study; control systems, power distance, collectivism, leadership and communication.

a. Control Systems

Referring to the structural equation modeling, it shows that the control systems have the explanatory power of 0.15 toward the formation or an improvement of an organizational culture. It means that every 1% improvement in the organizational control systems eventually brings about 15% improvement[2] in the organizational culture. This result mirrors what is actually occurring in organizations, undoubtedly. When the tradition inside organizations is upholding the control and monitoring, over time, the result is shown in the level of compliance. The regular and periodic control and explicit control systems eventually becomes the habits for every single member of the organization. This pushes forth toward transparency and compliance. Also, this boosts the quality of the corporate governance. Hence, this becomes the influential ingredient for the formation and any improvement actions toward the organizational culture. This result confirms the previous studies on control systems as the influential factor for management decisions, strategies, trust, performance, and organizational culture (Andersen & Lueg, 2016; Jukka, 2021; Sułkowski, 2012; Verburg, et al., 2018)

b. Power Distance

Referring to the structural equation modeling, it shows that the power distance has the explanatory power of -0.21 toward the formation or an improvement of an organizational culture. It means that every 1% improvement in the organizational power distance eventually brings about 21% drops in the organizational culture. On the surface, it appears illogical. However, this is very much true as any improvements in power distance means that the degree of power distance is higher. A higher power distance

[2] The word “improvement” here can also be referred to as strengthening the organizational culture

means that members of the organization treat others differently, or unequally, based on their positions, ranks, seniority, educational background, departments, industrial experience, or years of experience. This is certainly not preferable by employees. All members of the organization look forward for equal treatment regardless of the obvious differences. On the contrary, the less power distance shows that unequal treatment is much less inside the organizations. People will see pass the obvious differences among all members of the organization and they will eventually work closely together and the closely-knit ties emerge and develop over time. These closely-knit ties[3] are the ones contributing to the positive explanatory power into the organizational culture. Hence, the negative explanatory power of the power distance is certainly logical in this study.

The expectation of such a negative relationship of the power distance for the formation and/or improvements of the organizational culture has been also confirmed in many previous studies (Cabistan, 2017; Giao, Vuong, & Tung, 2020; Kurcharska & Bedford, 2019; Nugraha, 2018; Nikpour, 2017; Septiana, 2017; Štok, Markič, Bertoncelj, & Meško, 2010; Widyaningrum & Rachman, 2019). The study in Vietnamese telecommunication industry (Giao, Vuong, & Tung, 2020), for instance, indicated that employees look for empowerment. The higher the level of employees' empowerment, the more satisfied and enjoyable the employees working in the organizations. This leads to a much better the organizational culture. A study in Surabaya's department store (Widyaningrum & Rachman, 2019) has also revealed that the higher level of courtesy among members of the organization is better for the strengthening of the organizational culture. A higher level of courtesy among employees is not going to exist unless the power distance is relatively low. If a study in a Balinese hotel (Nugraha, 2018) revealed that the higher level of cohesiveness is preferred, another study by Septiana (2017) also revealed that fairness should be exercised and practiced by organizations. This higher level of cohesiveness leads to the betterment in the level of employee engagement (Nugraha, 2018). As employees are more engaged among themselves and their work, the organizational culture enhances. Likewise, the higher level of fairness, the better the employee morale and the organizational culture is better (Septiana, 2017)

[3] This is referred to also as "cohesiveness" in many publications (Nugraha, 2018)

c. Collectivism

Referring to the structural equation modeling, it shows that the collectivism has the explanatory power of -0.44 toward the formation or an improvement of an organizational culture. It means that every 1% improvement in the organizational collectivism brings about 44% drops in the organizational culture. This result says that the more collective the employees, the worse the organizational culture. Or, from the contrasting perspective, it simply says that the more individualistic the employees, the better the organizational culture. To analyze this result, it is important to refer back to the original studies on cultural index by Prof. Hofstede (Hofstede, 2011; Hofstede Insights, 2021) to ensure the basic definition of the collectivism and individualism. Collectivism does not refer to working in groups or teams. Individualism does not also refer to personal preference of working alone. A higher degree on collectivism shows that individuals are expected to follow the beliefs, values, principles, standards or morals of the groups. Nonconforming to the beliefs, values, principles, standards and moral of the groups or organization will be regarded as selfish and arrogant, otherwise. During the pandemic, as no one has ever experienced it before, may likely propose arguments from many different angles on how to deal with the pandemic and prolonged the viability of the organizations. If opinions from different angles are proposed during the pandemic, it may likely appear as deviations from the norms, values, beliefs, principals, standards, or morals of the organization. To conform to the definition of the collectivism, such deviations mean a lower level of collectivism, in fact. The results from respondents and interview sessions indicate that the relationship is negative due to the pandemic as employees are expected to think outside the box with lots of creativity, creative thinking, superb analytical thinking and willingness to collaborate with others.

One important term here is “conformance” to what the organization has previously agreed-upon. Some of the variations on the term “collectivism”, which have been referred to in the previous studies, include the following; values (Gorton & Zentefis, 2020; Štok, Markič, Bertoncelj, & Meško, 2010), beliefs (Schein, 1990; 2004), involvement (Nikpour, 2017), virtue (Widyaningrum & Rachman, 2019), and norms (Gorton & Zentefis, 2020; Nugraha, 2018). Those variations show confirmations to what

the results of this study has found. The positive relationships toward the formation and/or betterment of the organizational culture should be existent. However, negative relationship appears to be emerging as well when employees are not following the norms, standards, principals, values and beliefs as they must formulate creative action plans.

d. Leadership

Referring to the structural equation modeling, it shows that the leadership has the explanatory power of -0.37 toward the formation or an improvement of an organizational culture. This means that for every 1% improvement in leadership, the chances on improving the organizational culture drops by 37%. This result appears contradictory with what is originally expected from both the industrial experience and theoretical-based comprehension. Perhaps, this is due to the applicability and the understanding of people of the term “leadership”. Previous studies may have indicated “alias” and/or impact of leadership, though may not have referred to particular styles of leadership. For instance; (a) organizational structure (Sułkowski, 2012) shows the hierarchy inside organization, which can run smoothly with the presence of leaders of the respective business units/departments; (b) empowerment (Giao, Vuong, & Tung, 2020; Cohen, 2013) can only occur with the policies of leaders; (c) authentic leadership (Alkadash, 2020; Kruse, 2013) is all about self-aware, mission-driven, results-oriented, long-term-focus, and heartful of empathy; (d) general leadership (Cabistan, 2017) is all about leading the pool of human resources to achieve the organizational goal, and (e) the wide scope of work of leaders to ensure smooth operational activities of the organizations, which most likely include; duties (Vuong, Tung, & Hoa, 2020; Cohen, 2013), job descriptions (Vuong, Tung, & Hoa, 2020; Cohen, 2007), effectiveness (Widyaningrum & Rachman, 2019; Nikpour, 2017), efficiency (Nikpour, 2017), productivity (Nikpour, 2017), quality (Widyaningrum & Rachman, 2019; Nikpour, 2017), quantity (Widyaningrum & Rachman, 2019), benefits (Kurcharska & Bedford, 2019), results (Kurcharska & Bedford, 2019), positions (Kurcharska & Bedford, 2019), excellence (Štok, Markič, Bertoncelj, & Meško, 2010), job condition (Septiana, 2017), supervisor supports (Septiana, 2017), rewards (Septiana, 2017), punishments (Septiana, 2017), control systems (Sułkowski, 2012; Verburg, et al., 2018; Edwards, 2014; Jukka,

2021) innovation (Nikpour, 2017), and job satisfaction (Alkadash, 2020; Kurcharska & Bedford, 2019). Failure to manage those issues may likely endanger the leadership quality. However, during the time of the pandemic since 2020 where organizations have reduced numbers of employees and additional workload per employees, failure to manage those issues simultaneously appears real.

Though it sounds good to be able to juggle all issues inside organizations together, however, if this is perceived from a slight distant away and use the segregation of either transformational leadership (Anantadjaya S. P., Nawangwulan, Pramesty, & Gunawan, 2015) and transactional leadership (Juneja, 2021), issues mentioned above become impossible to be dealt with simultaneously. Leaders have their own styles and priorities, at least to try to transform the organizations, or making sure that the routine "transactions" are smoothly handled inside organizations. When the leaders prioritize modification and changes for organizations, those leaders are relatively transformational with implementations of new ideas, new policies, new rules, new personnel, or new SOP, for instance, with the long-term expectation that organizations will change for the better and reaching better goals. On the contrary, when leaders prioritize goals, those leaders are relatively following closely each of the transactions inside organizations. Those leaders ensure the proper operational activities to reach the pre-set objectives.

During the pandemic, it is certain that transformational leadership may not be sought for. The pandemic is, of course, not the time to only implement changes. However, this is the period whereby all employees need to keep reaching the targets despite the conditions of lock-downs, restrictions, and drastically reduced traffics and purchasing power. Nevertheless, it appears that leaders may have difficulties in changing their leadership styles to constantly direct employees in doing tasks toward completions of goals. During the pandemic, unfortunately, the transactional leadership is needed more inside organizations to ensure the constant achievements on goals, targets, and objectives. Hence, the negative explanatory power of leadership of -37% appears to indicate that leaders may more likely to modify their styles toward transformational leadership as they may believe that this is the time to change and switch into long-term

goals, of course, sacrificing the short-term goals in survivability. The pandemic is the time for employees to have lots of guidance from leaders for each of the transactions as their counterparts may have been laid-off, retired, passed-away, requested to stay home, or even offered part-time employment. Additional tasks per employees with lesser numbers of employees require guidance and close monitoring from leaders instead of providing them with the opportunities for changes.

e. Communication

Referring to the structural equation modeling, it shows that the communication has the explanatory power of -0.40 toward the formation or an improvement of an organizational culture. This means that for every 1% improvement in communication with and among employees, the chances on improving the organizational culture drops by 40%. This result seems illogical and contradictive to the previous studies used in this study. In the previous study in the telecommunication industry in Vietnam (Giao, Vuong, & Tung, 2020), the betterment in communication brings about positive impact to the formation and creation of organizational culture. The research in Vietnam is supported by other studies in Bali (Nugraha, 2018), for instance, that communication pushes for positive contribution to organizational culture, in addition to studies in Slovenian enterprises (Štok, Markič, Bertoncelj, & Meško, 2010) and the popular article discussing about the crucial ingredients for organizational culture (Cabistan, 2017).

Hence, in this study during the pandemic, it appears that the communication may still be relatively based on vague and unclear instructions. Employees may not have the direct answers they demand for their supervisors. Or, perhaps the steps in problem solving may not be prescribed. As no one has ever experienced the pandemic, it is obvious that the management may still be trapped in the transformational-style of communication.

Relationships Between Organizational Commitment & Its Parameters

This section concentrates on the organizational commitment and its parameters used in this study; attitudinal commitment, normative commitment, and calculative commitment.

a. Attitudinal Commitment

Referring to the structural equation modeling, it shows that the attitudinal commitment has the explanatory power of 0.50 toward the formation or an improvement of an organizational culture. This means that for every 1% improvement in attitudinal commitment, the organizational commitment enhances by 50%.

To better understand the relation between attitudinal commitment and organizational commitment, the elements and/or definition of attitudinal commitment should be referred to for the analysis. A closer look into this attitudinal commitment, employees themselves may likely have decided to stay with the organization (Van Der Werf, 2020) as they believe to have strong associations to the organizational goals, enjoy the work, feel good and satisfied with the work (Aziz, et al., 2021; Cohen, 2007; 2013). Employees with this attitudinal commitment should be considered as great assets for the organization as they will likely assume the role as the organizational ambassador (bestcompaniesaz.com, 2019; Izzo, 2018). According to Izzo (2018), people tend to believe the employees' stories more, as much as 52%, than what the companies' direct information. When it comes to social media feeds, stories by employees are likely to be shared about 10 times more than the companies' direct information. Also, the sharing of organizational purpose is very crucial (Izzo, 2018). Once the employees lost the connection with the organizational purpose, their attitudinal commitment slides. This means that organizations must ensure the work enjoyment and work satisfaction, at least, to maintain a relatively high level of attitudinal commitment of all employees. This pushes-for employees' willingness to start acting as organizational ambassador voluntarily for potential buyers. The big job for the top management is ensuring that the elements of this attitudinal commitment are presence and well-exercised within organizations. Hence, the result on this study is confirmed and in accordance with the previous studies despite differences in industries.

b. Normative Commitment

Referring to the structural equation modeling, it shows that the normative commitment has the explanatory power of 0.80 toward the formation or an improvement of an

organizational culture. This means that for every 1% improvement in normative commitment, the organizational commitment enhances by 80%.

From the previous studies, it is important to note that normative commitment encircles around the feeling of guilt in leaving the organizations (Nikpour, 2017) due to knowledge gaps, skill deficiencies, and operational instabilities, including increasing work pressure to colleagues to cover the tasks on-hand. As normative commitment shows the level of loyalty in terms of context and general environment of the organization (Aziz, et al., 2021), it is important to acknowledge the presence of supervision, promotion, communication channel, competitive wages/salaries, motivational inducements, training and development (Aziz, et al., 2021; Alkadash, 2020; Widyaningrum & Rachman, 2019). This means that not only the employees are looking forward to have the professional supervisions, or chances on promotion, or motivational inducements, or training and development, but they also evaluate the communication channel between employees and managers, along with the competitive wages and salaries. Interpersonal relationships with co-workers are also vital in this case. Any disturbed relationships will drastically reduce individual commitment and negatively contribute to the organizational commitment, undoubtedly. The interview sessions also indicate that improvement in these elements of the normative commitment shall strengthen the organizational commitment, not only from the employees, but also from the management/owners. Therefore, the result of this study confirms the results of the previous studies that normative commitment provides a positive contribution to the organizational commitment

c. Calculative Commitment

Referring to the structural equation modeling, it shows that the calculative commitment has the explanatory power of 0.30 toward the formation or an improvement of an organizational culture. This means that for every 1% improvement in the calculative commitment, the organizational commitment improves by 30%.

Just as the label of “calculative commitment”, it refers to the constant exchanges between employees and the organizations. Calculative commitment (Cohen, 2013;

2007; Lewicka & Rakowska, 2017) mirrors the transactional-based exchanges that the organization can actually provide to employees in exchange for their time, skills, knowledge, and various efforts they have put in to reach the organizational goals. This directs for constant negotiations to reach the satisfactory calculations for the employees whereby employees are making decisions based on the cost-benefit matrices. However, if this calculative commitment is compared against the other types of employee commitment, the calculative commitment should be ranked low as the majority of employees may not actually engage in constant negotiations with the organizations. What actually occurs is that once employees believe that they are not receiving the benefits and their applicable costs are perceived bigger or higher, employees may likely tender their resignation, instead of negotiating with the organizations for any improvements in benefits, both monetary or non-monetary.

Relationships Between Organizational Culture & Organizational Commitment

The result shows that there is a negative relation between organizational culture and organizational commitment in this study of as much as -0.48. This means that for every 1% improvement in organizational culture, the organizational commitment drops by 48%. With this negative result, the hypothesis in this study is rejected.

The diagram shows that the control systems, as one of the parameters chosen in this study, appear to be the only one to positively contribute to organizational culture. Referring to the analysis above on each of the parameters used to approximate the organizational culture, it is apparent that the improvements must be immediately implemented in the areas of power distance (to treat others equally or similarly regardless of differences), collectivism (to have shared value, beliefs, principles, and norms, which needs to be repeatedly enforced), leadership (to assume the transactional-based leadership rather than the long-shot transformational style of leadership during the time of the pandemic) and communication (to use clear and direct answers and instructions, rather than using indirect responses and/or parables). With such negative relationships from the power distance, collectivism, leadership and communication, the organizational culture appears to be worsened. The worsen

organizational culture inversely impact the organizational commitment. Despite the wonderful “package” of the organizational commitment, the worsen

The result of the structural equation modeling above has values of goodness of fit as follows;

Model	NPAR	CMIN	CMIN/df	AIC	BCC
Default model	26	362.777	372.777/18 = 20.15	414.777	419.457

With the results like such, the variables and sub-variables are considered unfit for the research model in this study as according to the values of goodness of fit, the values for CMIN/df should be less than 5, and AIC should be lower (Schumacker & Lomax , 2004; Wijaya, 2009; Arbuckle, 2011; 2004; 2012; Santoso, 2009). Nevertheless, it is important to note the situation of the pandemic since 2020 in the region that hit the Indonesian market harshly, where employees are laid-off, requested to stay home, altered their employment status into contractual agreement, or offered early retirements.

The following tables also provide some supports for the lower goodness of fit of the research model. From the results of the communalities tables, statistically, it is obvious that the majority of sub-variables are only having minimal explanatory powers to approximate the variables of organizational culture and organizational commitment. The lower the explanatory powers of the sub-variables, the lower the values on variables relationships between organizational culture and organizational commitment. Such lower explanatory powers on each of the sub-variables indicate contradictions of the theories and previous studies. However, since the values of reliability and validity are considered acceptable, such lower explanatory powers can be further analyzed and run.

Table 18: Communalities – Questionnaire & Sub-Variables

Communalities (Based on Questionnaire)		
	Initial	Extraction
CS1	1.000	.117
CS2	1.000	.246
CS3	1.000	.202
PD1	1.000	.337
PD2	1.000	.090
PD3	1.000	.181
Coll1	1.000	.163
Coll2	1.000	.139
Coll3	1.000	.023

Communalities (Based on Sub-Variables)		
	Initial	Extraction
CS	1.000	.626
PD	1.000	.245
Coll	1.000	.334
Lead	1.000	.316
Com	1.000	.445
Att	1.000	.633
Nor	1.000	.335
Calc	1.000	.522

Lead1	1.000	.152
Lead2	1.000	.339
Lead3	1.000	.107
Com1	1.000	.128
Com2	1.000	.523
Com3	1.000	.002
Att1	1.000	.235
Att2	1.000	.000
Att3	1.000	.012
Nor1	1.000	.228
Nor2	1.000	.481
Nor3	1.000	.088
Cal1	1.000	.300
Cal2	1.000	.430
Cal3	1.000	.299

Extraction Method: Principal Component Analysis.

Extraction Method: Principal Component Analysis.

In the case of control systems, for instance, the communality value is 0.626, which means that the control systems is able to explain the organizational culture. However, the other sub-variables show much lower communality values, which mean that those sub-variables can only explain the existence of the organizational culture minimally. For instance, power distance with a communality value of 0.245 means that power distance can only explain the formation of the organizational culture as much as 24.5%. Collectivism with 0.334 means that it can only explain the formation of organizational culture as much as 33.4%. Leadership with 0.316 communality value means that leadership can only explain the creation of organizational culture as much as 31.6%. Likewise, communication with 0.445 means that internal communication within organizations can only explain as much as 44.5% on the strengthening of the organizational culture. Statistically, all communality values are expected to be above 50% before the results of the study can show a positive relations between variables. Undoubtedly, the current pandemic and the status of the respondents may likely influence the results. Pertinent explanations are mentioned above in each of the parameters used in this study to note the underlying reasons on the negative relationship and lower values of the goodness of fit.

CONCLUDING REMARKS

This part focuses on the conclusions and sets of recommendation based on the results and analysis in this study about the organizational culture and organizational commitment.

Conclusions

The result of this study shows that there is a negative relationship between organizational culture and organizational commitment of -0.48. it means that the hypothesis is rejected.

As previously mentioned, it means that for every 1% improvement in the organizational culture, the organizational commitment drops by 48%. Though this contradicts to what the theories on organizational culture and the previous studies have found, however, when the situation of the pandemic is taken into account, it becomes obvious the underlying reasons of such a negative relationship.

In terms of the control systems, it is apparent that this parameter is align with the control and monitoring activities. The habits on frequent and periodic control and monitoring will eventually bring about the sense of compliance. As the sense of compliance is shared among people inside organizations, transparencies emerge toward the fulfilment of corporate governance. As stated previously, control systems become crucial in developing trust among employees and supporting various management decisions (Andersen & Lueg, 2016; Jukka, 2021; Sułkowski, 2012; Verburg, et al., 2018)

In terms of the power distance, with its negative explanatory power, it suggests that organizational culture is worsened. As explained, improvement in power distance means that it becomes higher. A higher power distance translates into unequal treatments for employees. Of course, employees are unwilling to be treated differently. Hence, the negative explanatory power is logical and confirmed by previous studies (Cabistan, 2017;

Giao, Vuong, & Tung, 2020; Kurcharska & Bedford, 2019; Nugraha, 2018; Nikpour, 2017; Septiana, 2017; Štok, Markič, Bertoncelj, & Meško, 2010; Widyaningrum & Rachman, 2019)

With a negative explanatory power of -0.44 for the collectivism is expected since the beginning of this study. As collectivism refers to the shared beliefs, values, principles, standards or morals of organizations, during the pandemic, non-conformance among employees should likely emerge. Such non-conformance may likely occur as employees' status may have been forced to change and employees need to start thinking creatively to fill-in the gaps on wages and salaries cuts.

With -0.37 for leadership, it seems that the parameter of leadership contains of too many approximated elements. This makes leadership becomes complex to be implemented during the time of the pandemic. On one side, leaders must ensure the organizational structure (Sułkowski, 2012), but on the other side, leaders must empower employees (Giao, Vuong, & Tung, 2020; Cohen, 2013). On one side, leaders must empower employees, but leaders should also focus on organizational goals (Cabistan, 2017) and results-oriented (Alkadash, 2020; Kruse, 2013). On one side, leaders must adhere to duties (Vuong, Tung, & Hoa, 2020; Cohen, 2013) and job descriptions (Vuong, Tung, & Hoa, 2020; Cohen, 2007), but on the other side, leaders must ensure effectiveness (Widyaningrum & Rachman, 2019; Nikpour, 2017), efficiency (Nikpour, 2017), and productivity (Nikpour, 2017), for instance. The reality is grim during the pandemic, but leaders must increase sales during the period of sliding the general buyers' power. Hence, it appears relatively impossible to satisfy all employees.

The negative explanatory power of communication of -0.40 contradicts with the findings on theories and previous studies. It appears that clear instructions and direct orders are lacking among employees. During this time, the chaos theory may have to be implemented in internal communication

Recommendations

As the result between the organizational culture and organizational commitment is

negative, and understanding the sub-variables used in this study also show negative explanatory power, the following recommendations are formulated;

1. Distribute the questionnaire into more employees, who have been laid-off, forced to change their employment status, or offered early retirement during the pandemic. It is also interesting to include employees of other industries to note the possible differences in their comprehension on the elements of organizational culture.

2. Distributing questionnaire into more hotels and segragate those hotels into categories. Perhaps, based on the star-rated category, or based on type category to note the potential differences of 3-star, 4-star, city hotel, budget hotel, airport hotel, theme hotel, resort hotel, chain hotel (international or domestic) in terms of the organizational culture. It is logical that such different types of hotels will likely form a totally different organizational culture altogether.

3. As some of organizational culture parameters have minimal explanatory powers, such as; power distance, collectivism, leadership and communication, the future studies can incorporate other parameters, not only the commonly used in previous studies, but also incorporating the full dimensions on the cultural indexes and the McKinsey's 7-S model[4] to study the influential factors on those 7 elements on shared values for organization toward their respective relations to organizational culture. This means that future research activities should incorporate other elements of the cultural index, such as; masculinity, long-term orientation, and indulgence. The leadership element should also be investigated in terms of specific transformational or transactional-based leadership, or even other leadership styles. About communication, future research can incorporate not only the style, but also the flow and content. Emphasizing on high-context or low-context cultures may well be interesting as well to see the potential impact to organizational commitment and organizational performance.

[4] McKinsey 7-S model includes; strategy, structure, systems, style, staff, skills, and shared values (mindtools.com, n.d.)

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APPENDICES

1. Questionnaire

The online distributed questionnaire is shown below;

Greetings from IULI, the International University Liaison Indonesia. My name is Innocentius Herdaruwisnu. I am a student in the Department of Hotel & Tourism Management.

First, I shall extend my thankfulness for your help. I am currently working on my thesis about Organizational Culture and Organizational Commitment. It would be greatly appreciated if you would kindly share your opinion based on what you have experienced in the hotel in Jakarta.

Kindly provide your responses in accordance with your opinion and/or experience. All responses will be combined with the others and will be treated confidentially. Thank you very much for your help.

Respondents' Characteristics					
Gender	Male		Female		
Status	Single	Married	Married with children	Separated	Divorced
Education	<SMA & SMK	Diploma (D1-D4)	S1	>S2	Others
Years of Experience	<1 year	1-3 years	4-6 years	7-9 years	>10 years
Type of Hotel	<3-Star Hotel	4-Star Hotel	5-Star Hotel	Resort Hotel	Others
Division	Front Office	House-Keeping	Café & Resto	Back-Office	Others
Location	Jakarta	Bogor	Depok	Tangerang	Bekasi or Others
Have ever worked in different companies (before this hotel)	No, I have never worked in different companies	Yes, in the similar industry	Yes, in a different industry	I am a fresh graduate	Prefer not to say

	before				

	1 (strongly disagree)	2 (disagree)	3 (neutral & no opinion)	4 (agree)	5 (strongly agree)
Organizational Culture – Control Systems					
1. I have to frequently use the control systems checklist in my organization					
2. I am frequently involved with the SOP and control system inside my organization					
3. I have always upheld the rules and standards of my organization					

Organizational Culture – Power Distance					
4. I frequently seek for advices from an older or a person who I look up to for many occasions					
5. I frequently seek for advises only from my superior(s)					
6. I believe supervisors and managers should listen to subordinates before making decisions					

Organizational Culture - Collectivism					
7. I believe that working alone is faster and more efficient					
8. I believe that working with people together achieve a much better result					
9. I prefer to work alone					

Organizational Culture - Leadership					
10. My supervisor has always shown clear objectives and targets for us to achieve					
11. My organization has frequently conducted briefing and management meeting					
12. There are no leader and leadership in my organization					

Organizational Culture - Communication					
13. I believe that the communication inside my organization is effective					
14. During meeting, all participants have equal chances to speak and express ideas/problems					
15. My colleagues and supervisor(s) are not					

	1 (strongly disagree)	2 (disagree)	3 (neutral & no opinion)	4 (agree)	5 (strongly agree)
willing to listen and consider my opinions					

Organizational Commitment - Attitudinal					
16. I am committed to stay with the organization					
17. I want to stay with the organization because I belief in the organizational goals and values					
18. I enjoy the involvement inside my organization					

Organizational Commitment - Normative					
19. It is my obligation to stay with the organization					
20. I need to stay with the organization to see it grows					
21. The organization needs me and this becomes my duty to stay					

Organizational Commitment - Calculative					
22. I like my responsibilities in my organization					
23. I like the compensation and benefits from my organization					
24. I enjoy the status in my organization					

2. SPSS Results

The following tables are directly taken from SPSS

Descriptive Statistics

The following table shows the descriptive statistics for all sub-variables based on the statements on the questionnaire.

Descriptive Statistics (Based on Questionnaire)

	N	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gen	110	1.83	0.075	0.788	0.621	0.318	0.230	-1.319	0.457
Stat	110	3.00	0.133	1.395	1.945	0.000	0.230	-1.250	0.457
Edu	110	2.25	0.091	0.952	0.907	0.505	0.230	-0.026	0.457
Exp	110	2.27	0.131	1.374	1.888	0.876	0.230	-0.409	0.457
Type	110	2.83	0.117	1.226	1.502	0.368	0.230	-0.783	0.457
Div	110	2.65	0.124	1.302	1.696	0.288	0.230	-1.055	0.457
Loc	110	3.04	0.140	1.471	2.164	-0.310	0.230	-1.425	0.457
Worked	110	2.47	0.116	1.217	1.481	0.329	0.230	-0.909	0.457
CS1	110	3.51	0.116	1.217	1.482	-0.441	0.230	-0.713	0.457
CS2	110	3.30	0.121	1.267	1.606	-0.283	0.230	-0.983	0.457
CS3	110	3.54	0.107	1.123	1.260	-0.429	0.230	-0.580	0.457
PD1	110	3.65	0.097	1.019	1.038	-0.298	0.230	-0.566	0.457
PD2	110	3.42	0.115	1.207	1.457	-0.219	0.230	-0.978	0.457
PD3	110	3.83	0.102	1.065	1.135	-0.760	0.230	0.082	0.457
Coll1	110	3.68	0.109	1.141	1.302	-0.479	0.230	-0.790	0.457
Coll2	110	3.65	0.100	1.044	1.091	-0.888	0.230	0.467	0.457
Coll3	110	3.73	0.101	1.057	1.118	-0.665	0.230	-0.048	0.457
Lead1	110	3.50	0.106	1.107	1.225	-0.807	0.230	0.068	0.457
Lead2	110	3.55	0.109	1.146	1.314	-0.620	0.230	-0.364	0.457
Lead3	110	3.67	0.103	1.076	1.158	-0.707	0.230	-0.017	0.457
Com1	110	3.53	0.126	1.318	1.738	-0.684	0.230	-0.628	0.457
Com2	110	3.61	0.116	1.220	1.488	-0.629	0.230	-0.542	0.457
Com3	110	3.71	0.122	1.280	1.639	-0.932	0.230	-0.152	0.457
Att1	110	3.72	0.125	1.307	1.709	-0.841	0.230	-0.419	0.457
Att2	110	3.33	0.119	1.250	1.562	-0.416	0.230	-0.726	0.457
Att3	110	3.35	0.133	1.398	1.956	-0.412	0.230	-1.149	0.457
Nor1	110	3.35	0.120	1.259	1.586	-0.541	0.230	-0.708	0.457
Nor2	110	3.19	0.109	1.145	1.312	-0.272	0.230	-0.691	0.457
Nor3	110	3.55	0.110	1.154	1.333	-0.459	0.230	-0.586	0.457
Cal1	110	2.95	0.126	1.323	1.750	-0.036	0.230	-1.164	0.457
Cal2	110	3.78	0.120	1.259	1.585	-0.954	0.230	-0.080	0.457
Cal3	110	3.26	0.123	1.290	1.664	-0.507	0.230	-0.831	0.457

The following table shows the descriptive statistics for all sub-variables based on the statements on the questionnaire.

Descriptive Statistics (Based on Sub-Variables)									
	N	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gen	110	1.83	0.075	0.788	0.621	0.318	0.230	-1.319	0.457
Stat	110	3.00	0.133	1.395	1.945	0.000	0.230	-1.250	0.457
Edu	110	2.25	0.091	0.952	0.907	0.505	0.230	-0.026	0.457
Exp	110	2.27	0.131	1.374	1.888	0.876	0.230	-0.409	0.457
Type	110	2.83	0.117	1.226	1.502	0.368	0.230	-0.783	0.457
Div	110	2.65	0.124	1.302	1.696	0.288	0.230	-1.055	0.457
Loc	110	3.04	0.140	1.471	2.164	-0.310	0.230	-1.425	0.457
Worked	110	2.47	0.116	1.217	1.481	0.329	0.230	-0.909	0.457
CS	110	3.4515	0.07275	0.76304	0.582	0.011	0.230	-1.064	0.457
PD	110	3.6273	0.05625	0.58998	0.348	0.375	0.230	-0.454	0.457
Coll	110	3.6909	0.05303	0.55614	0.309	0.016	0.230	-0.392	0.457
Lead	110	3.5879	0.06485	0.68018	0.463	-0.056	0.230	-0.712	0.457
Com	110	3.4667	0.07434	0.77971	0.608	-0.421	0.230	-0.314	0.457
Att	110	3.6424	0.06053	0.63488	0.403	-0.397	0.230	-0.072	0.457
Nor	110	3.5818	0.05587	0.58600	0.343	0.139	0.230	-0.386	0.457
Calc	110	3.3091	0.07829	0.82111	0.674	-0.226	0.230	-0.824	0.457

Reliability Statistics: Pre-Test		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.505	.504	32

Reliability Statistics: Post-Test		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.505	.521	16

Item Statistics (Based on Questionnaire)			
	Mean	Std. Deviation	N
Gen	1.83	.788	110
Stat	3.00	1.395	110
Edu	2.25	.952	110
Exp	2.27	1.374	110
Type	2.83	1.226	110
Div	2.65	1.302	110
Loc	3.04	1.471	110
Worked	2.47	1.217	110
CS1	3.51	1.217	110
CS2	3.30	1.267	110
CS3	3.54	1.123	110
PD1	3.65	1.019	110
PD2	3.42	1.207	110
PD3	3.83	1.065	110
Coll1	3.68	1.141	110
Coll2	3.65	1.044	110
Coll3	3.73	1.057	110
Lead1	3.50	1.107	110
Lead2	3.55	1.146	110
Lead3	3.67	1.076	110
Com1	3.53	1.318	110
Com2	3.61	1.220	110
Com3	3.71	1.280	110
Att1	3.72	1.307	110
Att2	3.33	1.250	110
Att3	3.35	1.398	110
Nor1	3.35	1.259	110
Nor2	3.19	1.145	110

Item Statistics (Based on Sub-Variables)			
	Mean	Std. Deviation	N
Gen	1.8273	.78821	110
Stat	3.0000	1.39462	110
Edu	2.2545	.95241	110
Exp	2.2727	1.37413	110
Type	2.8273	1.22556	110
Div	2.6545	1.30234	110
Loc	3.0364	1.47099	110
Worked	2.4727	1.21692	110
CS	3.4515	.76304	110
PD	3.6273	.58998	110
Coll	3.6909	.55614	110
Lead	3.5879	.68018	110
Com	3.4667	.77971	110
Att	3.6424	.63488	110
Nor	3.5818	.58600	110
Calc	3.3091	.82111	110

Nor3	3.55	1.154	110
Cal1	2.95	1.323	110
Cal2	3.78	1.259	110
Cal3	3.26	1.290	110

Inter-Item Correlation Matrix (Based on Questionnaire)

	Gen	Stat	Edu	Exp	Type	Div	Loc	Worked
Gen	1.000	-0.075	-0.002	0.196	-0.088	0.004	0.053	-0.125
Stat	-0.075	1.000	-0.062	-0.034	0.091	0.162	0.268	0.059
Edu	-0.002	-0.062	1.000	0.311	0.085	0.153	0.013	0.125
Exp	0.196	-0.034	0.311	1.000	0.284	0.366	0.199	0.032
Type	-0.088	0.091	0.085	0.284	1.000	0.336	0.166	0.117
Div	0.004	0.162	0.153	0.366	0.336	1.000	-0.056	-0.064
Loc	0.053	0.268	0.013	0.199	0.166	-0.056	1.000	0.042
Worked	-0.125	0.059	0.125	0.032	0.117	-0.064	0.042	1.000
CS1	0.006	-0.141	0.267	0.190	0.170	-0.085	0.010	0.226
CS2	-0.021	0.078	-0.049	0.111	0.122	-0.037	0.299	0.002
CS3	-0.091	0.152	0.197	0.154	0.095	-0.048	0.060	0.236
PD1	0.014	-0.174	-0.105	0.102	-0.086	-0.031	-0.034	-0.041
PD2	0.038	-0.114	0.018	0.003	-0.075	-0.030	0.053	-0.205
PD3	0.052	-0.031	0.206	0.202	0.110	0.214	-0.101	-0.028
Coll1	0.010	-0.035	-0.043	-0.020	0.137	-0.044	-0.004	0.182
Coll2	-0.051	0.189	0.080	-0.062	0.032	-0.062	0.020	0.007
Coll3	-0.013	-0.056	0.024	-0.258	-0.108	0.038	-0.247	-0.191
Lead1	0.005	-0.036	-0.026	-0.181	-0.071	-0.210	-0.017	0.177
Lead2	-0.066	-0.149	-0.038	-0.126	-0.010	0.074	-0.115	0.021
Lead3	-0.046	-0.226	0.163	0.117	0.124	0.030	-0.016	0.077
Com1	-0.026	0.125	-0.217	-0.171	-0.057	0.016	0.066	0.272
Com2	0.025	0.070	-0.143	-0.166	0.126	-0.051	0.054	0.119
Com3	-0.114	-0.046	0.076	0.192	0.149	0.104	0.088	-0.052
Att1	0.059	0.096	0.124	0.207	0.095	-0.015	0.139	0.085
Att2	-0.035	0.016	0.137	0.092	0.121	0.059	0.018	0.193
Att3	-0.119	-0.047	-0.068	-0.237	-0.167	-0.234	-0.051	-0.040
Nor1	0.061	-0.136	-0.051	0.141	0.093	0.202	-0.165	-0.054
Nor2	0.027	0.178	-0.053	-0.063	0.083	-0.023	-0.026	0.066
Nor3	-0.047	-0.142	0.223	0.218	-0.024	0.151	-0.098	-0.009
Cal1	0.160	-0.104	-0.078	0.007	-0.039	0.113	-0.216	0.025
Cal2	0.091	-0.063	-0.129	0.040	-0.120	0.021	-0.179	-0.046
Cal3	0.126	-0.010	0.132	0.073	0.163	0.279	-0.053	-0.028

Inter-Item Correlation Matrix (Based on Questionnaire)

	CS1	CS2	CS3	PD1	PD2	PD3
Gen	0.006	-0.021	-0.091	0.014	0.038	0.052
Stat	-0.141	0.078	0.152	-0.174	-0.114	-0.031
Edu	0.267	-0.049	0.197	-0.105	0.018	0.206
Exp	0.190	0.111	0.154	0.102	0.003	0.202
Type	0.170	0.122	0.095	-0.086	-0.075	0.110
Div	-0.085	-0.037	-0.048	-0.031	-0.030	0.214
Loc	0.010	0.299	0.060	-0.034	0.053	-0.101
Worked	0.226	0.002	0.236	-0.041	-0.205	-0.028
CS1	1.000	0.108	0.134	-0.075	-0.034	0.090
CS2	0.108	1.000	0.047	0.303	0.055	0.107
CS3	0.134	0.047	1.000	-0.017	-0.309	-0.167
PD1	-0.075	0.303	-0.017	1.000	0.069	-0.150

Inter-Item Correlation Matrix (Based on Questionnaire)						
	CS1	CS2	CS3	PD1	PD2	PD3
PD2	-0.034	0.055	-0.309	0.069	1.000	-0.143
PD3	0.090	0.107	-0.167	-0.150	-0.143	1.000
Coll1	0.025	-0.079	-0.174	0.005	0.331	-0.106
Coll2	-0.019	-0.171	-0.052	-0.211	-0.117	0.136
Coll3	-0.098	-0.082	-0.046	0.003	0.126	0.153
Lead1	-0.082	-0.121	-0.004	0.061	-0.027	0.004
Lead2	0.019	-0.217	-0.212	0.013	0.169	-0.034
Lead3	0.458	0.012	0.093	-0.107	0.036	0.118
Com1	-0.077	0.003	-0.038	0.188	-0.128	-0.052
Com2	-0.124	0.201	-0.127	0.124	0.087	-0.158
Com3	-0.016	0.314	-0.037	0.012	-0.010	0.373
Att1	0.039	0.207	0.104	0.255	0.011	0.103
Att2	0.034	0.076	0.148	0.171	0.006	0.091
Att3	-0.118	-0.092	0.006	-0.162	-0.121	-0.106
Nor1	0.082	-0.043	0.004	0.139	0.031	0.079
Nor2	-0.149	0.156	-0.016	0.263	-0.058	-0.176
Nor3	0.036	0.088	-0.044	0.057	0.039	0.346
Cal1	-0.014	-0.320	-0.280	-0.032	0.133	-0.103
Cal2	-0.011	-0.275	-0.196	0.032	0.030	0.163
Cal3	0.177	-0.116	-0.111	-0.200	0.105	0.200

Inter-Item Correlation Matrix (Based on Questionnaire)						
	Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
Gen	0.010	-0.051	-0.013	0.005	-0.066	-0.046
Stat	-0.035	0.189	-0.056	-0.036	-0.149	-0.226
Edu	-0.043	0.080	0.024	-0.026	-0.038	0.163
Exp	-0.020	-0.062	-0.258	-0.181	-0.126	0.117
Type	0.137	0.032	-0.108	-0.071	-0.010	0.124
Div	-0.044	-0.062	0.038	-0.210	0.074	0.030
Loc	-0.004	0.020	-0.247	-0.017	-0.115	-0.016
Worked	0.182	0.007	-0.191	0.177	0.021	0.077
CS1	0.025	-0.019	-0.098	-0.082	0.019	0.458
CS2	-0.079	-0.171	-0.082	-0.121	-0.217	0.012
CS3	-0.174	-0.052	-0.046	-0.004	-0.212	0.093
PD1	0.005	-0.211	0.003	0.061	0.013	-0.107
PD2	0.331	-0.117	0.126	-0.027	0.169	0.036
PD3	-0.106	0.136	0.153	0.004	-0.034	0.118
Coll1	1.000	-0.139	-0.133	-0.004	0.136	0.109
Coll2	-0.139	1.000	-0.020	0.333	0.139	-0.085
Coll3	-0.133	-0.020	1.000	-0.125	0.043	0.098
Lead1	-0.004	0.333	-0.125	1.000	0.170	-0.031
Lead2	0.136	0.139	0.043	0.170	1.000	0.156
Lead3	0.109	-0.085	0.098	-0.031	0.156	1.000
Com1	-0.040	0.207	-0.074	0.201	0.242	-0.078
Com2	0.187	0.037	-0.062	0.234	0.104	-0.098
Com3	-0.120	0.144	0.009	0.045	0.011	-0.030
Att1	0.099	0.096	-0.083	0.098	-0.029	0.084
Att2	0.042	0.052	0.061	0.086	-0.077	0.074
Att3	0.066	0.097	0.016	-0.050	-0.101	0.041
Nor1	0.186	0.099	-0.025	0.118	0.095	0.077
Nor2	0.096	-0.029	0.066	0.004	-0.046	-0.008
Nor3	0.049	0.112	0.003	0.014	0.192	0.079

Inter-Item Correlation Matrix (Based on Questionnaire)						
	Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
Cal1	0.094	0.002	0.011	0.034	0.235	0.099
Cal2	0.124	0.172	0.058	0.125	0.218	0.089
Cal3	0.114	0.204	0.046	-0.055	0.117	0.109

Inter-Item Correlation Matrix (Based on Questionnaire)						
	Com1	Com2	Com3	Att1	Att2	Att3
Gen	-0.026	0.025	-0.114	0.059	-0.035	-0.119
Stat	0.125	0.070	-0.046	0.096	0.016	-0.047
Edu	-0.217	-0.143	0.076	0.124	0.137	-0.068
Exp	-0.171	-0.166	0.192	0.207	0.092	-0.237
Type	-0.057	0.126	0.149	0.095	0.121	-0.167
Div	0.016	-0.051	0.104	-0.015	0.059	-0.234
Loc	0.066	0.054	0.088	0.139	0.018	-0.051
Worked	0.272	0.119	-0.052	0.085	0.193	-0.040
CS1	-0.077	-0.124	-0.016	0.039	0.034	-0.118
CS2	0.003	0.201	0.314	0.207	0.076	-0.092
CS3	-0.038	-0.127	-0.037	0.104	0.148	0.006
PD1	0.188	0.124	0.012	0.255	0.171	-0.162
PD2	-0.128	0.087	-0.010	0.011	0.006	-0.121
PD3	-0.052	-0.158	0.373	0.103	0.091	-0.106
Coll1	-0.040	0.187	-0.120	0.099	0.042	0.066
Coll2	0.207	0.037	0.144	0.096	0.052	0.097
Coll3	-0.074	-0.062	0.009	-0.083	0.061	0.016
Lead1	0.201	0.234	0.045	0.098	0.086	-0.050
Lead2	0.242	0.104	0.011	-0.029	-0.077	-0.101
Lead3	-0.078	-0.098	-0.030	0.084	0.074	0.041
Com1	1.000	0.141	0.130	-0.057	0.184	0.057
Com2	0.141	1.000	0.050	0.264	-0.138	-0.069
Com3	0.130	0.050	1.000	0.000	0.100	0.109
Att1	-0.057	0.264	0.000	1.000	-0.022	0.020
Att2	0.184	-0.138	0.100	-0.022	1.000	-0.009
Att3	0.057	-0.069	0.109	0.020	-0.009	1.000
Nor1	-0.033	0.041	0.052	0.104	0.108	-0.060
Nor2	0.091	0.415	-0.024	0.410	0.014	0.181
Nor3	0.044	-0.088	0.295	0.085	0.161	-0.047
Cal1	0.145	0.171	-0.116	-0.124	-0.052	-0.090
Cal2	0.136	0.141	0.051	0.141	-0.047	0.044
Cal3	-0.061	-0.004	-0.075	0.066	0.026	-0.123

Inter-Item Correlation Matrix (Based on Questionnaire)						
	Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
Gen	0.061	0.027	-0.047	0.160	0.091	0.126
Stat	-0.136	0.178	-0.142	-0.104	-0.063	-0.010
Edu	-0.051	-0.053	0.223	-0.078	-0.129	0.132
Exp	0.141	-0.063	0.218	0.007	0.040	0.073
Type	0.093	0.083	-0.024	-0.039	-0.120	0.163
Div	0.202	-0.023	0.151	0.113	0.021	0.279
Loc	-0.165	-0.026	-0.098	-0.216	-0.179	-0.053
Worked	-0.054	0.066	-0.009	0.025	-0.046	-0.028
CS1	0.082	-0.149	0.036	-0.014	-0.011	0.177
CS2	-0.043	0.156	0.088	-0.320	-0.275	-0.116

Inter-Item Correlation Matrix (Based on Questionnaire)						
	Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
CS3	0.004	-0.016	-0.044	-0.280	-0.196	-0.111
PD1	0.139	0.263	0.057	-0.032	0.032	-0.200
PD2	0.031	-0.058	0.039	0.133	0.030	0.105
PD3	0.079	-0.176	0.346	-0.103	0.163	0.200
Coll1	0.186	0.096	0.049	0.094	0.124	0.114
Coll2	0.099	-0.029	0.112	0.002	0.172	0.204
Coll3	-0.025	0.066	0.003	0.011	0.058	0.046
Lead1	0.118	0.004	0.014	0.034	0.125	-0.055
Lead2	0.095	-0.046	0.192	0.235	0.218	0.117
Lead3	0.077	-0.008	0.079	0.099	0.089	0.109
Com1	-0.033	0.091	0.044	0.145	0.136	-0.061
Com2	0.041	0.415	-0.088	0.171	0.141	-0.004
Com3	0.052	-0.024	0.295	-0.116	0.051	-0.075
Att1	0.104	0.410	0.085	-0.124	0.141	0.066
Att2	0.108	0.014	0.161	-0.052	-0.047	0.026
Att3	-0.060	0.181	-0.047	-0.090	0.044	-0.123
Nor1	1.000	-0.027	0.223	0.169	0.285	0.311
Nor2	-0.027	1.000	-0.114	-0.006	0.036	-0.047
Nor3	0.223	-0.114	1.000	-0.026	0.064	0.001
Cal1	0.169	-0.006	-0.026	1.000	0.291	0.125
Cal2	0.285	0.036	0.064	0.291	1.000	0.245
Cal3	0.311	-0.047	0.001	0.125	0.245	1.000

Inter-Item Correlation Matrix (Based on Sub-Variables)								
	Gen	Stat	Edu	Exp	Type	Div	Loc	Worked
Gen	1.000	-0.075	-0.002	0.196	-0.088	0.004	0.053	-0.125
Stat	-0.075	1.000	-0.062	-0.034	0.091	0.162	0.268	0.059
Edu	-0.002	-0.062	1.000	0.311	0.085	0.153	0.013	0.125
Exp	0.196	-0.034	0.311	1.000	0.284	0.366	0.199	0.032
Type	-0.088	0.091	0.085	0.284	1.000	0.336	0.166	0.117
Div	0.004	0.162	0.153	0.366	0.336	1.000	-0.056	-0.064
Loc	0.053	0.268	0.013	0.199	0.166	-0.056	1.000	0.042
Worked	-0.125	0.059	0.125	0.032	0.117	-0.064	0.042	1.000
CS	-0.047	0.049	0.211	0.240	0.205	-0.085	0.195	0.236
PD	0.058	-0.204	0.078	0.179	-0.035	0.086	-0.037	-0.178
Coll	-0.025	0.067	0.034	-0.213	0.047	-0.039	-0.154	0.006
Lead	-0.031	-0.197	0.045	-0.098	0.024	-0.038	-0.107	0.141
Com	-0.017	0.121	-0.133	-0.088	0.072	0.043	0.046	0.188
Att	-0.015	0.055	0.081	0.193	0.124	0.042	0.037	0.082
Nor	-0.105	0.094	0.045	0.029	0.197	0.077	-0.199	0.190
Calc	0.164	-0.112	-0.066	0.011	-0.029	0.181	-0.278	0.171

Inter-Item Correlation Matrix (Based on Sub-Variables)								
	CS	PD	Coll	Lead	Com	Att	Nor	Calc
Gen	-0.047	0.058	-0.025	-0.031	-0.017	-0.015	-0.105	0.164
Stat	0.049	-0.204	0.067	-0.197	0.121	0.055	0.094	-0.112
Edu	0.211	0.078	0.034	0.045	-0.133	0.081	0.045	-0.066
Exp	0.240	0.179	-0.213	-0.098	-0.088	0.193	0.029	0.011
Type	0.205	-0.035	0.047	0.024	0.072	0.124	0.197	-0.029
Div	-0.085	0.086	-0.039	-0.038	0.043	0.042	0.077	0.181
Loc	0.195	-0.037	-0.154	-0.107	0.046	0.037	-0.199	-0.278

Inter-Item Correlation Matrix (Based on Sub-Variables)								
	CS	PD	Coll	Lead	Com	Att	Nor	Calc
Worked	0.236	-0.178	0.006	0.141	0.188	0.082	0.190	0.171
CS	1.000	-0.021	-0.233	-0.007	-0.102	0.202	0.166	-0.196
PD	-0.021	1.000	0.152	0.081	0.129	0.332	0.005	0.112
Coll	-0.233	0.152	1.000	0.202	0.199	0.134	0.200	0.120
Lead	-0.007	0.081	0.202	1.000	0.153	0.118	0.126	0.352
Com	-0.102	0.129	0.199	0.153	1.000	0.252	0.275	0.327
Att	0.202	0.332	0.134	0.118	0.252	1.000	0.186	0.011
Nor	0.166	0.005	0.200	0.126	0.275	0.186	1.000	0.205
Calc	-0.196	0.112	0.120	0.352	0.327	0.011	0.205	1.000

Inter-Item Covariance Matrix (Based on Questionnaire)								
	Gen	Stat	Edu	Exp	Type	Div	Loc	Worked
Gen	0.621	-0.083	-0.002	0.213	-0.085	0.004	0.061	-0.119
Stat	-0.083	1.945	-0.083	-0.064	0.156	0.294	0.550	0.101
Edu	-0.002	-0.083	0.907	0.407	0.099	0.190	0.018	0.145
Exp	0.213	-0.064	0.407	1.888	0.479	0.655	0.403	0.053
Type	-0.085	0.156	0.099	0.479	1.502	0.536	0.300	0.174
Div	0.004	0.294	0.190	0.655	0.536	1.696	-0.107	-0.101
Loc	0.061	0.550	0.018	0.403	0.300	-0.107	2.164	0.074
Worked	-0.119	0.101	0.145	0.053	0.174	-0.101	0.074	1.481
CS1	0.006	-0.239	0.310	0.319	0.254	-0.134	0.018	0.335
CS2	-0.021	0.138	-0.059	0.193	0.190	-0.061	0.558	0.004
CS3	-0.081	0.239	0.211	0.238	0.130	-0.070	0.100	0.322
PD1	0.012	-0.248	-0.102	0.143	-0.108	-0.041	-0.051	-0.051
PD2	0.036	-0.193	0.021	0.004	-0.111	-0.047	0.095	-0.300
PD3	0.043	-0.046	0.210	0.295	0.144	0.298	-0.159	-0.037
Coll1	0.009	-0.055	-0.047	-0.032	0.192	-0.065	-0.007	0.253
Coll2	-0.042	0.275	0.080	-0.088	0.041	-0.084	0.031	0.009
Coll3	-0.011	-0.083	0.024	-0.374	-0.139	0.052	-0.384	-0.246
Lead1	0.005	-0.055	-0.028	-0.275	-0.096	-0.303	-0.028	0.239
Lead2	-0.059	-0.239	-0.042	-0.198	-0.013	0.111	-0.195	0.029
Lead3	-0.039	-0.339	0.167	0.173	0.163	0.042	-0.025	0.101
Com1	-0.027	0.229	-0.273	-0.310	-0.092	0.028	0.127	0.437
Com2	0.024	0.119	-0.166	-0.278	0.189	-0.081	0.097	0.177
Com3	-0.115	-0.083	0.093	0.337	0.234	0.174	0.167	-0.081
Att1	0.061	0.174	0.155	0.371	0.153	-0.025	0.267	0.134
Att2	-0.035	0.028	0.164	0.158	0.185	0.096	0.034	0.293
Att3	-0.131	-0.092	-0.091	-0.455	-0.287	-0.427	-0.105	-0.068
Nor1	0.060	-0.239	-0.061	0.244	0.143	0.331	-0.306	-0.082
Nor2	0.024	0.284	-0.058	-0.098	0.116	-0.034	-0.044	0.092
Nor3	-0.043	-0.229	0.245	0.345	-0.033	0.227	-0.167	-0.013
Cal1	0.166	-0.193	-0.098	0.013	-0.063	0.195	-0.420	0.040
Cal2	0.090	-0.110	-0.155	0.069	-0.185	0.034	-0.331	-0.070
Cal3	0.129	-0.018	0.162	0.129	0.257	0.468	-0.101	-0.043

Inter-Item Covariance Matrix (Based on Questionnaire)						
	CS1	CS2	CS3	PD1	PD2	PD3
Gen	0.006	-0.021	-0.081	0.012	0.036	0.043
Stat	-0.239	0.138	0.239	-0.248	-0.193	-0.046
Edu	0.310	-0.059	0.211	-0.102	0.021	0.210
Exp	0.319	0.193	0.238	0.143	0.004	0.295
Type	0.254	0.190	0.130	-0.108	-0.111	0.144
Div	-0.134	-0.061	-0.070	-0.041	-0.047	0.298

Inter-Item Covariance Matrix (Based on Questionnaire)						
	CS1	CS2	CS3	PD1	PD2	PD3
Loc	0.018	0.558	0.100	-0.051	0.095	-0.159
Worked	0.335	0.004	0.322	-0.051	-0.300	-0.037
CS1	1.482	0.167	0.183	-0.093	-0.050	0.116
CS2	0.167	1.606	0.067	0.392	0.084	0.144
CS3	0.183	0.067	1.260	-0.019	-0.419	-0.200
PD1	-0.093	0.392	-0.019	1.038	0.085	-0.163
PD2	-0.050	0.084	-0.419	0.085	1.457	-0.184
PD3	0.116	0.144	-0.200	-0.163	-0.184	1.135
Coll1	0.035	-0.115	-0.222	0.005	0.455	-0.129
Coll2	-0.024	-0.226	-0.061	-0.225	-0.148	0.151
Coll3	-0.126	-0.110	-0.054	0.003	0.161	0.173
Lead1	-0.110	-0.170	-0.005	0.069	-0.037	0.005
Lead2	0.027	-0.315	-0.273	0.015	0.234	-0.041
Lead3	0.599	0.017	0.113	-0.117	0.046	0.136
Com1	-0.124	0.006	-0.056	0.253	-0.204	-0.073
Com2	-0.184	0.311	-0.174	0.154	0.128	-0.206
Com3	-0.025	0.510	-0.054	0.015	-0.015	0.509
Att1	0.062	0.342	0.153	0.340	0.018	0.144
Att2	0.052	0.121	0.208	0.218	0.009	0.121
Att3	-0.201	-0.162	0.010	-0.231	-0.205	-0.158
Nor1	0.125	-0.068	0.006	0.179	0.047	0.106
Nor2	-0.208	0.227	-0.021	0.307	-0.081	-0.214
Nor3	0.050	0.128	-0.057	0.067	0.054	0.425
Cal1	-0.023	-0.537	-0.416	-0.044	0.212	-0.146
Cal2	-0.016	-0.439	-0.276	0.041	0.046	0.219
Cal3	0.277	-0.190	-0.161	-0.263	0.164	0.275

Inter-Item Covariance Matrix (Based on Questionnaire)						
	Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
Gen	0.009	-0.042	-0.011	0.005	-0.059	-0.039
Stat	-0.055	0.275	-0.083	-0.055	-0.239	-0.339
Edu	-0.047	0.080	0.024	-0.028	-0.042	0.167
Exp	-0.032	-0.088	-0.374	-0.275	-0.198	0.173
Type	0.192	0.041	-0.139	-0.096	-0.013	0.163
Div	-0.065	-0.084	0.052	-0.303	0.111	0.042
Loc	-0.007	0.031	-0.384	-0.028	-0.195	-0.025
Worked	0.253	0.009	-0.246	0.239	0.029	0.101
CS1	0.035	-0.024	-0.126	-0.110	0.027	0.599
CS2	-0.115	-0.226	-0.110	-0.170	-0.315	0.017
CS3	-0.222	-0.061	-0.054	-0.005	-0.273	0.113
PD1	0.005	-0.225	0.003	0.069	0.015	-0.117
PD2	0.455	-0.148	0.161	-0.037	0.234	0.046
PD3	-0.129	0.151	0.173	0.005	-0.041	0.136
Coll1	1.302	-0.166	-0.161	-0.005	0.178	0.133
Coll2	-0.166	1.091	-0.022	0.385	0.166	-0.096
Coll3	-0.161	-0.022	1.118	-0.147	0.052	0.112
Lead1	-0.005	0.385	-0.147	1.225	0.216	-0.037
Lead2	0.178	0.166	0.052	0.216	1.314	0.192
Lead3	0.133	-0.096	0.112	-0.037	0.192	1.158
Com1	-0.060	0.285	-0.103	0.294	0.365	-0.110
Com2	0.260	0.047	-0.080	0.317	0.145	-0.129
Com3	-0.176	0.192	0.012	0.064	0.016	-0.041

Inter-Item Covariance Matrix (Based on Questionnaire)						
	Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
Att1	0.148	0.131	-0.114	0.142	-0.044	0.118
Att2	0.059	0.068	0.081	0.119	-0.110	0.099
Att3	0.105	0.142	0.024	-0.078	-0.162	0.062
Nor1	0.267	0.130	-0.033	0.165	0.137	0.105
Nor2	0.126	-0.034	0.080	0.005	-0.061	-0.010
Nor3	0.065	0.135	0.003	0.018	0.254	0.098
Cal1	0.141	0.003	0.015	0.050	0.356	0.141
Cal2	0.178	0.227	0.078	0.174	0.315	0.121
Cal3	0.167	0.275	0.063	-0.078	0.174	0.151

Inter-Item Covariance Matrix (Based on Questionnaire)						
	Com1	Com2	Com3	Att1	Att2	Att3
Gen	-0.027	0.024	-0.115	0.061	-0.035	-0.131
Stat	0.229	0.119	-0.083	0.174	0.028	-0.092
Edu	-0.273	-0.166	0.093	0.155	0.164	-0.091
Exp	-0.310	-0.278	0.337	0.371	0.158	-0.455
Type	-0.092	0.189	0.234	0.153	0.185	-0.287
Div	0.028	-0.081	0.174	-0.025	0.096	-0.427
Loc	0.127	0.097	0.167	0.267	0.034	-0.105
Worked	0.437	0.177	-0.081	0.134	0.293	-0.068
CS1	-0.124	-0.184	-0.025	0.062	0.052	-0.201
CS2	0.006	0.311	0.510	0.342	0.121	-0.162
CS3	-0.056	-0.174	-0.054	0.153	0.208	0.010
PD1	0.253	0.154	0.015	0.340	0.218	-0.231
PD2	-0.204	0.128	-0.015	0.018	0.009	-0.205
PD3	-0.073	-0.206	0.509	0.144	0.121	-0.158
Coll1	-0.060	0.260	-0.176	0.148	0.059	0.105
Coll2	0.285	0.047	0.192	0.131	0.068	0.142
Coll3	-0.103	-0.080	0.012	-0.114	0.081	0.024
Lead1	0.294	0.317	0.064	0.142	0.119	-0.078
Lead2	0.365	0.145	0.016	-0.044	-0.110	-0.162
Lead3	-0.110	-0.129	-0.041	0.118	0.099	0.062
Com1	1.738	0.226	0.219	-0.098	0.303	0.105
Com2	0.226	1.488	0.078	0.421	-0.210	-0.117
Com3	0.219	0.078	1.639	0.000	0.160	0.196
Att1	-0.098	0.421	0.000	1.709	-0.035	0.037
Att2	0.303	-0.210	0.160	-0.035	1.562	-0.016
Att3	0.105	-0.117	0.196	0.037	-0.016	1.956
Nor1	-0.055	0.063	0.083	0.172	0.170	-0.105
Nor2	0.137	0.580	-0.036	0.614	0.020	0.289
Nor3	0.068	-0.124	0.435	0.128	0.233	-0.076
Cal1	0.254	0.276	-0.197	-0.215	-0.086	-0.167
Cal2	0.226	0.217	0.083	0.232	-0.075	0.078
Cal3	-0.104	-0.006	-0.124	0.112	0.041	-0.223

Inter-Item Covariance Matrix (Based on Questionnaire)						
	Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
Gen	0.060	0.024	-0.043	0.166	0.090	0.129
Stat	-0.239	0.284	-0.229	-0.193	-0.110	-0.018
Edu	-0.061	-0.058	0.245	-0.098	-0.155	0.162
Exp	0.244	-0.098	0.345	0.013	0.069	0.129

Inter-Item Covariance Matrix (Based on Questionnaire)						
	Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
Type	0.143	0.116	-0.033	-0.063	-0.185	0.257
Div	0.331	-0.034	0.227	0.195	0.034	0.468
Loc	-0.306	-0.044	-0.167	-0.420	-0.331	-0.101
Worked	-0.082	0.092	-0.013	0.040	-0.070	-0.043
CS1	0.125	-0.208	0.050	-0.023	-0.016	0.277
CS2	-0.068	0.227	0.128	-0.537	-0.439	-0.190
CS3	0.006	-0.021	-0.057	-0.416	-0.276	-0.161
PD1	0.179	0.307	0.067	-0.044	0.041	-0.263
PD2	0.047	-0.081	0.054	0.212	0.046	0.164
PD3	0.106	-0.214	0.425	-0.146	0.219	0.275
Coll1	0.267	0.126	0.065	0.141	0.178	0.167
Coll2	0.130	-0.034	0.135	0.003	0.227	0.275
Coll3	-0.033	0.080	0.003	0.015	0.078	0.063
Lead1	0.165	0.005	0.018	0.050	0.174	-0.078
Lead2	0.137	-0.061	0.254	0.356	0.315	0.174
Lead3	0.105	-0.010	0.098	0.141	0.121	0.151
Com1	-0.055	0.137	0.068	0.254	0.226	-0.104
Com2	0.063	0.580	-0.124	0.276	0.217	-0.006
Com3	0.083	-0.036	0.435	-0.197	0.083	-0.124
Att1	0.172	0.614	0.128	-0.215	0.232	0.112
Att2	0.170	0.020	0.233	-0.086	-0.075	0.041
Att3	-0.105	0.289	-0.076	-0.167	0.078	-0.223
Nor1	1.586	-0.039	0.324	0.282	0.452	0.504
Nor2	-0.039	1.312	-0.151	-0.010	0.051	-0.069
Nor3	0.324	-0.151	1.333	-0.039	0.093	0.002
Cal1	0.282	-0.010	-0.039	1.750	0.485	0.214
Cal2	0.452	0.051	0.093	0.485	1.585	0.397
Cal3	0.504	-0.069	0.002	0.214	0.397	1.664

Inter-Item Covariance Matrix (Based on Sub-Variables)								
	Gen	Stat	Edu	Exp	Type	Div	Loc	Worked
Gen	0.621	-0.083	-0.002	0.213	-0.085	0.004	0.061	-0.119
Stat	-0.083	1.945	-0.083	-0.064	0.156	0.294	0.550	0.101
Edu	-0.002	-0.083	0.907	0.407	0.099	0.190	0.018	0.145
Exp	0.213	-0.064	0.407	1.888	0.479	0.655	0.403	0.053
Type	-0.085	0.156	0.099	0.479	1.502	0.536	0.300	0.174
Div	0.004	0.294	0.190	0.655	0.536	1.696	-0.107	-0.101
Loc	0.061	0.550	0.018	0.403	0.300	-0.107	2.164	0.074
Worked	-0.119	0.101	0.145	0.053	0.174	-0.101	0.074	1.481
CS	-0.028	0.052	0.153	0.252	0.192	-0.084	0.219	0.219
PD	0.027	-0.168	0.044	0.145	-0.025	0.066	-0.032	-0.128
Coll	-0.011	0.052	0.018	-0.163	0.032	-0.028	-0.126	0.004
Lead	-0.017	-0.187	0.029	-0.091	0.020	-0.034	-0.107	0.117
Com	-0.010	0.131	-0.098	-0.095	0.069	0.043	0.053	0.178
Att	-0.007	0.049	0.049	0.169	0.097	0.034	0.035	0.064
Nor	-0.048	0.076	0.025	0.023	0.141	0.059	-0.171	0.135
Calc	0.106	-0.128	-0.052	0.013	-0.029	0.193	-0.336	0.171

Inter-Item Covariance Matrix (Based on Sub-Variables)								
	CS	PD	Coll	Lead	Com	Att	Nor	Calc
Gen	-0.028	0.027	-0.011	-0.017	-0.010	-0.007	-0.048	0.106

Inter-Item Covariance Matrix (Based on Sub-Variables)								
	CS	PD	Coll	Lead	Com	Att	Nor	Calc
Stat	0.052	-0.168	0.052	-0.187	0.131	0.049	0.076	-0.128
Edu	0.153	0.044	0.018	0.029	-0.098	0.049	0.025	-0.052
Exp	0.252	0.145	-0.163	-0.091	-0.095	0.169	0.023	0.013
Type	0.192	-0.025	0.032	0.020	0.069	0.097	0.141	-0.029
Div	-0.084	0.066	-0.028	-0.034	0.043	0.034	0.059	0.193
Loc	0.219	-0.032	-0.126	-0.107	0.053	0.035	-0.171	-0.336
Worked	0.219	-0.128	0.004	0.117	0.178	0.064	0.135	0.171
CS	0.582	-0.010	-0.099	-0.004	-0.061	0.098	0.074	-0.122
PD	-0.010	0.348	0.050	0.033	0.059	0.124	0.002	0.054
Coll	-0.099	0.050	0.309	0.076	0.086	0.047	0.065	0.055
Lead	-0.004	0.033	0.076	0.463	0.081	0.051	0.050	0.197
Com	-0.061	0.059	0.086	0.081	0.608	0.125	0.126	0.209
Att	0.098	0.124	0.047	0.051	0.125	0.403	0.069	0.006
Nor	0.074	0.002	0.065	0.050	0.126	0.069	0.343	0.099
Calc	-0.122	0.054	0.055	0.197	0.209	0.006	0.099	0.674

Summary Item Statistics (Based on Questionnaire)			
	Mean	Variance	N of Items
Item Means	3.272	.255	32
Item Variances	1.460	.110	32
Inter-Item Covariances	.045	.036	32
Inter-Item Correlations	.031	.016	32

Summary Item Statistics (Based on Sub-Variables)			
	Mean	Variance	N of Items
Item Means	3.044	.356	16
Item Variances	.996	.438	16
Inter-Item Covariances	.060	.022	16
Inter-Item Correlations	.064	.019	16

Item-Total Statistics (Based on Questionnaire)					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Gen	102.87	90.699	.007	.207	.508
Stat	101.70	89.680	-.008	.405	.518
Edu	102.45	87.644	.161	.363	.493
Exp	102.43	83.403	.244	.561	.478
Type	101.87	84.075	.260	.373	.478
Div	102.05	85.420	.179	.487	.489
Loc	101.66	88.317	.034	.367	.512
Worked	102.23	86.342	.159	.386	.492
CS1	101.19	87.183	.121	.431	.497
CS2	101.40	87.563	.095	.534	.501
CS3	101.16	91.441	-.060	.443	.520
PD1	101.05	89.300	.056	.505	.505
PD2	101.28	90.149	-.008	.402	.515
PD3	100.87	86.773	.177	.531	.491
Coll1	101.02	87.046	.144	.395	.494
Coll2	101.05	87.218	.160	.409	.493
Coll3	100.97	92.816	-.123	.321	.526
Lead1	101.20	88.565	.078	.366	.503
Lead2	101.15	87.648	.115	.329	.498
Lead3	101.03	86.375	.194	.407	.488
Com1	101.17	85.942	.153	.431	.493
Com2	101.09	85.790	.183	.466	.489
Com3	100.99	84.523	.223	.428	.482
Att1	100.98	81.523	.347	.434	.463
Att2	101.37	84.915	.215	.253	.484
Att3	101.35	94.485	-.185	.360	.544
Nor1	101.35	83.625	.270	.361	.476

Item-Total Statistics (Based on Questionnaire)					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Nor2	101.51	86.546	.167	.472	.491
Nor3	101.15	85.159	.231	.346	.483
Cal1	101.75	89.292	.015	.379	.513
Cal2	100.92	85.342	.193	.392	.487
Cal3	101.44	84.597	.218	.384	.483

Item-Total Statistics (Based on Sub-Variables)					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Gen	46.8758	29.633	.000	.137	.518
Stat	45.7030	26.810	.104	.259	.512
Edu	46.4485	27.461	.189	.187	.485
Exp	46.4303	23.568	.360	.412	.433
Type	45.8758	24.440	.356	.269	.439
Div	46.0485	25.117	.264	.346	.464
Loc	45.6667	26.420	.110	.307	.513
Worked	46.2303	26.601	.173	.225	.489
CS	45.2515	27.970	.211	.323	.483
PD	45.0758	29.424	.075	.266	.504
Coll	45.0121	29.827	.019	.254	.510
Lead	45.1152	29.361	.058	.228	.507
Com	45.2364	27.852	.218	.303	.482
Att	45.0606	27.833	.301	.262	.474
Nor	45.1212	28.458	.232	.263	.484
Calc	45.3939	28.710	.099	.392	.502

Scale Statistics (Based on Questionnaire)			
Mean	Variance	Std. Deviation	N of Items
104.70	91.423	9.562	32

Scale Statistics (Based on Sub-Variables)			
Mean	Variance	Std. Deviation	N of Items
48.7030	30.254	5.50032	16

ANOVA with Tukey's Test for Non-additivity (Based on Questionnaire)						
			Sum of Squares	df	Mean Square	F	Sig
Between People			311.409	109	2.857		
Within People	Between Items		869.516	31	28.049	19.828	.000
	Residual	Nonadditivity	.066[a]	1	.066	.047	.829
		Balance	4779.824	3378	1.415		
		Total	4779.891	3379	1.415		
	Total		5649.406	3410	1.657		
Total			5960.816	3519	1.694		
Grand Mean = 3.27							
a. Tukey's estimate of power to which observations must be raised to achieve additivity = .904.							

ANOVA with Tukey's Test for Nonadditivity (Based on Sub-Variables)						
			Sum of Squares	df	Mean Square	F	Sig
Between People			206.102	109	1.891		
Within People	Between Items		587.661	15	39.177	41.843	.000
	Residual	Nonadditivity	19.429[a]	1	19.429	21.005	.000
		Balance	1511.410	1634	.925		
		Total	1530.839	1635	.936		
	Total		2118.500	1650	1.284		
Total			2324.602	1759	1.322		
Grand Mean = 3.0439							
a. Tukey's estimate of power to which observations must be raised to achieve additivity = 2.617.							

Hotelling's T-Squared Test (Based on Questionnaire)				
Hotelling's T-Squared	F	df1	df2	Sig
1023.900	23.938	31	79	.000

Hotelling's T-Squared Test (Based on Sub-Variables)				
Hotelling's T-Squared	F	df1	df2	Sig
817.145	47.479	15	95	.000

Intraclass Correlation Coefficient (Based on Questionnaire)							
	Intraclass Correlation[b]	95% Confidence Interval		F Test with True Value .1			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.031[a]	.017	.050	.443	109	3379	1.000
Average Measures	.505	.362	.629	1.818	109	3379	.000
Two-way random effects model where both people effects and measures effects are random.							
a. The estimator is the same, whether the interaction effect is present or not.							
b. Type C intraclass correlation coefficients using a consistency definition. The between-measure variance is excluded from the denominator variance.							

Intraclass Correlation Coefficient (Based on Sub-Variables)							
	Intraclass Correlation[b]	95% Confidence Interval		F Test with True Value .1			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.060[a]	.034	.096	.727	109	1635	.984
Average Measures	.505[c]	.359	.630	1.818	109	1635	.000
Two-way mixed effects model where people effects are random and measures effects are fixed.							
a. The estimator is the same, whether the interaction effect is present or not.							
b. Type C intraclass correlation coefficients using a consistency definition. The between-measure variance is excluded from the denominator variance.							
c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.							

Factor Analysis

Correlation Matrix[a] (Based on Questionnaire)							
		CS1	CS2	CS3	PD1	PD2	PD3
Correlation	CS1	1.000	0.108	0.134	-0.075	-0.034	0.090
	CS2	0.108	1.000	0.047	0.303	0.055	0.107
	CS3	0.134	0.047	1.000	-0.017	-0.309	-0.167
	PD1	-0.075	0.303	-0.017	1.000	0.069	-0.150
	PD2	-0.034	0.055	-0.309	0.069	1.000	-0.143
	PD3	0.090	0.107	-0.167	-0.150	-0.143	1.000
	Coll1	0.025	-0.079	-0.174	0.005	0.331	-0.106
	Coll2	-0.019	-0.171	-0.052	-0.211	-0.117	0.136
	Coll3	-0.098	-0.082	-0.046	0.003	0.126	0.153
	Lead1	-0.082	-0.121	-0.004	0.061	-0.027	0.004
	Lead2	0.019	-0.217	-0.212	0.013	0.169	-0.034
	Lead3	0.458	0.012	0.093	-0.107	0.036	0.118
	Com1	-0.077	0.003	-0.038	0.188	-0.128	-0.052
	Com2	-0.124	0.201	-0.127	0.124	0.087	-0.158
	Com3	-0.016	0.314	-0.037	0.012	-0.010	0.373
	Att1	0.039	0.207	0.104	0.255	0.011	0.103
	Att2	0.034	0.076	0.148	0.171	0.006	0.091
	Att3	-0.118	-0.092	0.006	-0.162	-0.121	-0.106
	Nor1	0.082	-0.043	0.004	0.139	0.031	0.079
	Nor2	-0.149	0.156	-0.016	0.263	-0.058	-0.176
	Nor3	0.036	0.088	-0.044	0.057	0.039	0.346
	Cal1	-0.014	-0.320	-0.280	-0.032	0.133	-0.103
	Cal2	-0.011	-0.275	-0.196	0.032	0.030	0.163
	Cal3	0.177	-0.116	-0.111	-0.200	0.105	0.200
Sig. (1-tailed)	CS1		0.130	0.081	0.218	0.363	0.176
	CS2	0.130		0.313	0.001	0.283	0.134
	CS3	0.081	0.313		0.431	0.001	0.040
	PD1	0.218	0.001	0.431		0.235	0.059

Correlation Matrix[a] (Based on Questionnaire)							
		CS1	CS2	CS3	PD1	PD2	PD3
	PD2	0.363	0.283	0.001	0.235		0.068
	PD3	0.176	0.134	0.040	0.059	0.068	
	Coll1	0.397	0.205	0.035	0.481	0.000	0.135
	Coll2	0.421	0.037	0.296	0.013	0.111	0.079
	Coll3	0.155	0.197	0.318	0.487	0.095	0.055
	Lead1	0.198	0.104	0.485	0.263	0.388	0.484
	Lead2	0.420	0.012	0.013	0.447	0.039	0.364
	Lead3	0.000	0.450	0.166	0.133	0.356	0.109
	Com1	0.211	0.486	0.347	0.024	0.091	0.294
	Com2	0.098	0.018	0.093	0.099	0.183	0.049
	Com3	0.434	0.000	0.350	0.452	0.460	0.000
	Att1	0.343	0.015	0.140	0.004	0.453	0.142
	Att2	0.361	0.214	0.061	0.037	0.476	0.172
	Att3	0.110	0.171	0.474	0.045	0.103	0.135
	Nor1	0.198	0.330	0.483	0.073	0.375	0.206
	Nor2	0.060	0.052	0.433	0.003	0.273	0.033
	Nor3	0.356	0.181	0.325	0.278	0.343	0.000
	Cal1	0.442	0.000	0.002	0.368	0.084	0.142
	Cal2	0.456	0.002	0.020	0.370	0.376	0.044
	Cal3	0.032	0.113	0.124	0.018	0.137	0.018

Correlation Matrix[a] (Based on Questionnaire)							
		Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
Correlation	CS1	0.025	-0.019	-0.098	-0.082	0.019	0.458
	CS2	-0.079	-0.171	-0.082	-0.121	-0.217	0.012
	CS3	-0.174	-0.052	-0.046	-0.004	-0.212	0.093
	PD1	0.005	-0.211	0.003	0.061	0.013	-0.107
	PD2	0.331	-0.117	0.126	-0.027	0.169	0.036
	PD3	-0.106	0.136	0.153	0.004	-0.034	0.118
	Coll1	1.000	-0.139	-0.133	-0.004	0.136	0.109
	Coll2	-0.139	1.000	-0.020	0.333	0.139	-0.085
	Coll3	-0.133	-0.020	1.000	-0.125	0.043	0.098
	Lead1	-0.004	0.333	-0.125	1.000	0.170	-0.031
	Lead2	0.136	0.139	0.043	0.170	1.000	0.156
	Lead3	0.109	-0.085	0.098	-0.031	0.156	1.000
	Com1	-0.040	0.207	-0.074	0.201	0.242	-0.078
	Com2	0.187	0.037	-0.062	0.234	0.104	-0.098
	Com3	-0.120	0.144	0.009	0.045	0.011	-0.030
	Att1	0.099	0.096	-0.083	0.098	-0.029	0.084
	Att2	0.042	0.052	0.061	0.086	-0.077	0.074
	Att3	0.066	0.097	0.016	-0.050	-0.101	0.041
	Nor1	0.186	0.099	-0.025	0.118	0.095	0.077
	Nor2	0.096	-0.029	0.066	0.004	-0.046	-0.008
	Nor3	0.049	0.112	0.003	0.014	0.192	0.079
	Cal1	0.094	0.002	0.011	0.034	0.235	0.099
	Cal2	0.124	0.172	0.058	0.125	0.218	0.089
	Cal3	0.114	0.204	0.046	-0.055	0.117	0.109
Sig. (1-tailed)	CS1	0.397	0.421	0.155	0.198	0.420	0.000
	CS2	0.205	0.037	0.197	0.104	0.012	0.450
	CS3	0.035	0.296	0.318	0.485	0.013	0.166
	PD1	0.481	0.013	0.487	0.263	0.447	0.133
	PD2	0.000	0.111	0.095	0.388	0.039	0.356
	PD3	0.135	0.079	0.055	0.484	0.364	0.109

Correlation Matrix[a] (Based on Questionnaire)							
		Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
	Coll1		0.073	0.082	0.485	0.078	0.129
	Coll2	0.073		0.419	0.000	0.074	0.188
	Coll3	0.082	0.419		0.096	0.329	0.154
	Lead1	0.485	0.000	0.096		0.038	0.375
	Lead2	0.078	0.074	0.329	0.038		0.052
	Lead3	0.129	0.188	0.154	0.375	0.052	
	Com1	0.339	0.015	0.222	0.018	0.005	0.210
	Com2	0.025	0.350	0.260	0.007	0.140	0.153
	Com3	0.105	0.067	0.464	0.319	0.455	0.379
	Att1	0.151	0.159	0.195	0.153	0.380	0.192
	Att2	0.333	0.294	0.263	0.185	0.213	0.223
	Att3	0.248	0.156	0.433	0.301	0.147	0.334
	Nor1	0.026	0.153	0.397	0.109	0.162	0.211
	Nor2	0.159	0.383	0.246	0.485	0.315	0.465
	Nor3	0.304	0.122	0.489	0.441	0.022	0.207
	Cal1	0.165	0.493	0.456	0.360	0.007	0.152
	Cal2	0.099	0.036	0.273	0.096	0.011	0.178
	Cal3	0.119	0.016	0.315	0.285	0.111	0.129

Correlation Matrix[a] (Based on Questionnaire)							
		Com1	Com2	Com3	Att1	Att2	Att3
Correlation	CS1	-0.077	-0.124	-0.016	0.039	0.034	-0.118
	CS2	0.003	0.201	0.314	0.207	0.076	-0.092
	CS3	-0.038	-0.127	-0.037	0.104	0.148	0.006
	PD1	0.188	0.124	0.012	0.255	0.171	-0.162
	PD2	-0.128	0.087	-0.010	0.011	0.006	-0.121
	PD3	-0.052	-0.158	0.373	0.103	0.091	-0.106
	Coll1	-0.040	0.187	-0.120	0.099	0.042	0.066
	Coll2	0.207	0.037	0.144	0.096	0.052	0.097
	Coll3	-0.074	-0.062	0.009	-0.083	0.061	0.016
	Lead1	0.201	0.234	0.045	0.098	0.086	-0.050
	Lead2	0.242	0.104	0.011	-0.029	-0.077	-0.101
	Lead3	-0.078	-0.098	-0.030	0.084	0.074	0.041
	Com1	1.000	0.141	0.130	-0.057	0.184	0.057
	Com2	0.141	1.000	0.050	0.264	-0.138	-0.069
	Com3	0.130	0.050	1.000	0.000	0.100	0.109
	Att1	-0.057	0.264	0.000	1.000	-0.022	0.020
	Att2	0.184	-0.138	0.100	-0.022	1.000	-0.009
	Att3	0.057	-0.069	0.109	0.020	-0.009	1.000
	Nor1	-0.033	0.041	0.052	0.104	0.108	-0.060
	Nor2	0.091	0.415	-0.024	0.410	0.014	0.181
	Nor3	0.044	-0.088	0.295	0.085	0.161	-0.047
	Cal1	0.145	0.171	-0.116	-0.124	-0.052	-0.090
	Cal2	0.136	0.141	0.051	0.141	-0.047	0.044
	Cal3	-0.061	-0.004	-0.075	0.066	0.026	-0.123
Sig. (1-tailed)	CS1	0.211	0.098	0.434	0.343	0.361	0.110
	CS2	0.486	0.018	0.000	0.015	0.214	0.171
	CS3	0.347	0.093	0.350	0.140	0.061	0.474
	PD1	0.024	0.099	0.452	0.004	0.037	0.045
	PD2	0.091	0.183	0.460	0.453	0.476	0.103
	PD3	0.294	0.049	0.000	0.142	0.172	0.135
	Coll1	0.339	0.025	0.105	0.151	0.333	0.248
	Coll2	0.015	0.350	0.067	0.159	0.294	0.156

Correlation Matrix[a] (Based on Questionnaire)							
		Com1	Com2	Com3	Att1	Att2	Att3
	Coll3	0.222	0.260	0.464	0.195	0.263	0.433
	Lead1	0.018	0.007	0.319	0.153	0.185	0.301
	Lead2	0.005	0.140	0.455	0.380	0.213	0.147
	Lead3	0.210	0.153	0.379	0.192	0.223	0.334
	Com1		0.071	0.088	0.278	0.027	0.277
	Com2	0.071		0.302	0.003	0.075	0.238
	Com3	0.088	0.302		0.500	0.149	0.128
	Att1	0.278	0.003	0.500		0.411	0.418
	Att2	0.027	0.075	0.149	0.411		0.462
	Att3	0.277	0.238	0.128	0.418	0.462	
	Nor1	0.365	0.336	0.296	0.139	0.130	0.268
	Nor2	0.173	0.000	0.400	0.000	0.444	0.029
	Nor3	0.323	0.180	0.001	0.190	0.046	0.313
	Cal1	0.065	0.037	0.113	0.098	0.295	0.174
	Cal2	0.078	0.071	0.297	0.071	0.311	0.323
	Cal3	0.264	0.484	0.217	0.246	0.395	0.099

Correlation Matrix[a] (Based on Questionnaire)							
		Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
Correlation	CS1	0.082	-0.149	0.036	-0.014	-0.011	0.177
	CS2	-0.043	0.156	0.088	-0.320	-0.275	-0.116
	CS3	0.004	-0.016	-0.044	-0.280	-0.196	-0.111
	PD1	0.139	0.263	0.057	-0.032	0.032	-0.200
	PD2	0.031	-0.058	0.039	0.133	0.030	0.105
	PD3	0.079	-0.176	0.346	-0.103	0.163	0.200
	Coll1	0.186	0.096	0.049	0.094	0.124	0.114
	Coll2	0.099	-0.029	0.112	0.002	0.172	0.204
	Coll3	-0.025	0.066	0.003	0.011	0.058	0.046
	Lead1	0.118	0.004	0.014	0.034	0.125	-0.055
	Lead2	0.095	-0.046	0.192	0.235	0.218	0.117
	Lead3	0.077	-0.008	0.079	0.099	0.089	0.109
	Com1	-0.033	0.091	0.044	0.145	0.136	-0.061
	Com2	0.041	0.415	-0.088	0.171	0.141	-0.004
	Com3	0.052	-0.024	0.295	-0.116	0.051	-0.075
	Att1	0.104	0.410	0.085	-0.124	0.141	0.066
	Att2	0.108	0.014	0.161	-0.052	-0.047	0.026
	Att3	-0.060	0.181	-0.047	-0.090	0.044	-0.123
	Nor1	1.000	-0.027	0.223	0.169	0.285	0.311
	Nor2	-0.027	1.000	-0.114	-0.006	0.036	-0.047
	Nor3	0.223	-0.114	1.000	-0.026	0.064	0.001
	Cal1	0.169	-0.006	-0.026	1.000	0.291	0.125
	Cal2	0.285	0.036	0.064	0.291	1.000	0.245
	Cal3	0.311	-0.047	0.001	0.125	0.245	1.000
Sig. (1-tailed)	CS1	0.198	0.060	0.356	0.442	0.456	0.032
	CS2	0.330	0.052	0.181	0.000	0.002	0.113
	CS3	0.483	0.433	0.325	0.002	0.020	0.124
	PD1	0.073	0.003	0.278	0.368	0.370	0.018
	PD2	0.375	0.273	0.343	0.084	0.376	0.137
	PD3	0.206	0.033	0.000	0.142	0.044	0.018
	Coll1	0.026	0.159	0.304	0.165	0.099	0.119
	Coll2	0.153	0.383	0.122	0.493	0.036	0.016
	Coll3	0.397	0.246	0.489	0.456	0.273	0.315

Correlation Matrix[a] (Based on Questionnaire)							
		Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
	Lead1	0.109	0.485	0.441	0.360	0.096	0.285
	Lead2	0.162	0.315	0.022	0.007	0.011	0.111
	Lead3	0.211	0.465	0.207	0.152	0.178	0.129
	Com1	0.365	0.173	0.323	0.065	0.078	0.264
	Com2	0.336	0.000	0.180	0.037	0.071	0.484
	Com3	0.296	0.400	0.001	0.113	0.297	0.217
	Att1	0.139	0.000	0.190	0.098	0.071	0.246
	Att2	0.130	0.444	0.046	0.295	0.311	0.395
	Att3	0.268	0.029	0.313	0.174	0.323	0.099
	Nor1		0.390	0.010	0.039	0.001	0.000
	Nor2	0.390		0.117	0.474	0.356	0.314
	Nor3	0.010	0.117		0.395	0.254	0.495
	Cal1	0.039	0.474	0.395		0.001	0.096
	Cal2	0.001	0.356	0.254	0.001		0.005
	Cal3	0.000	0.314	0.495	0.096	0.005	

Correlation Matrix[a] (Based on Sub-Variables)									
		CS	PD	Coll	Lead	Com	Att	Nor	Calc
Correlation	CS	1.000	-.021	-.233	-.007	-.102	.202	.166	-.196
	PD	-.021	1.000	.152	.081	.129	.332	.005	.112
	Coll	-.233	.152	1.000	.202	.199	.134	.200	.120
	Lead	-.007	.081	.202	1.000	.153	.118	.126	.352
	Com	-.102	.129	.199	.153	1.000	.252	.275	.327
	Att	.202	.332	.134	.118	.252	1.000	.186	.011
	Nor	.166	.005	.200	.126	.275	.186	1.000	.205
	Calc	-.196	.112	.120	.352	.327	.011	.205	1.000
Sig. (1-tailed)	CS		.413	.007	.469	.144	.017	.041	.020
	PD	.413		.056	.200	.090	.000	.479	.123
	Coll	.007	.056		.017	.018	.081	.018	.107
	Lead	.469	.200	.017		.056	.109	.094	.000
	Com	.144	.090	.018	.056		.004	.002	.000
	Att	.017	.000	.081	.109	.004		.026	.456
	Nor	.041	.479	.018	.094	.002	.026		.016
	Calc	.020	.123	.107	.000	.000	.456	.016	
a. Determinant = .398									

KMO and Bartlett's Test: Pre-Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.561
Bartlett's Test of Sphericity	Approx. Chi-Square	97.110
	df	28
	Sig.	.000

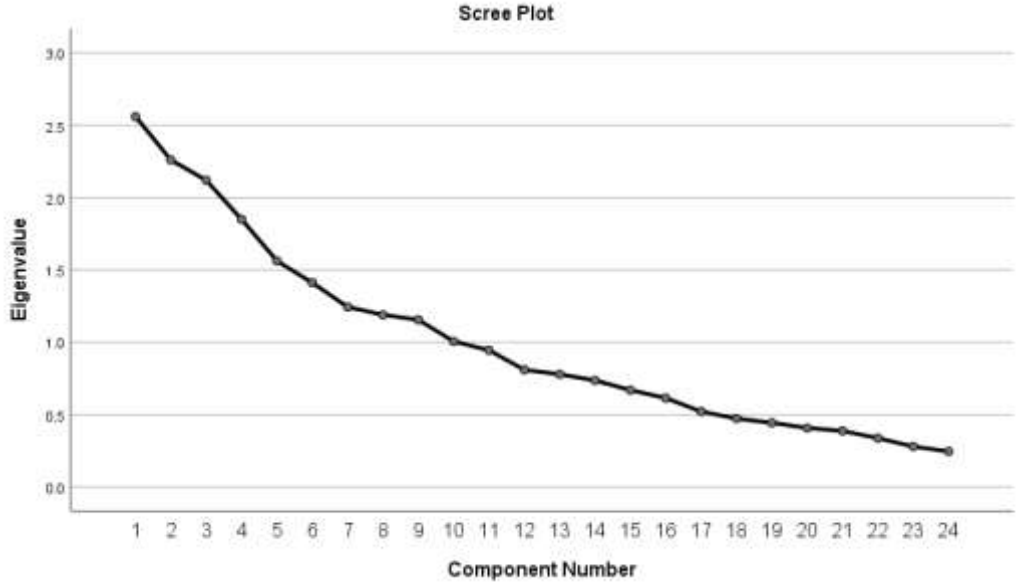
KMO and Bartlett's Test: Post-Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.594
Bartlett's Test of Sphericity	Approx. Chi-Square	77.105
	df	28
	Sig.	.000

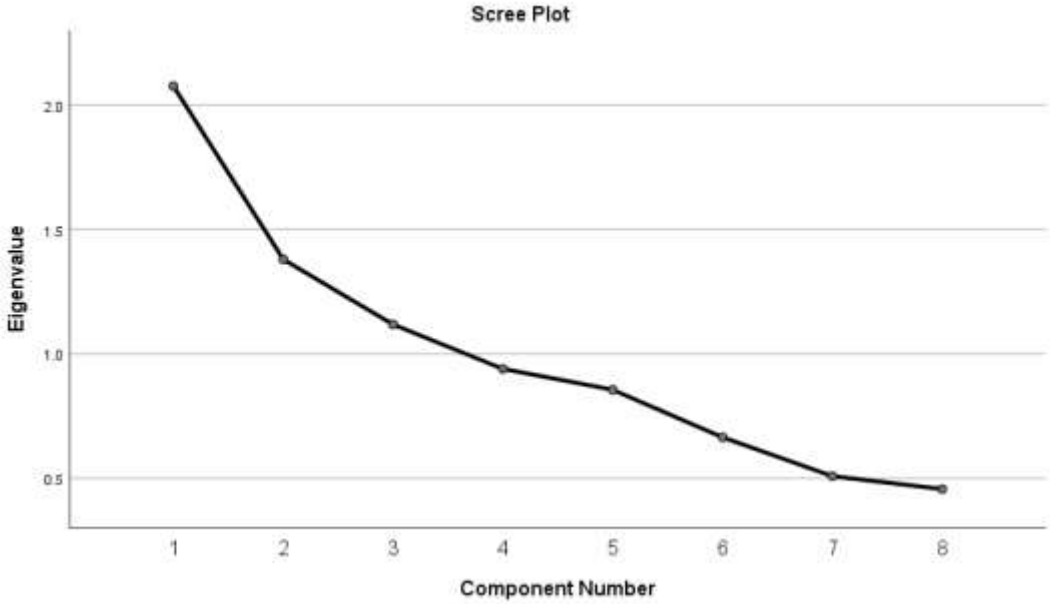
Communalities (Based on Questionnaire)		
	Initial	Extraction
CS1	1.000	.117
CS2	1.000	.246
CS3	1.000	.202
PD1	1.000	.337
PD2	1.000	.090
PD3	1.000	.181
Coll1	1.000	.163
Coll2	1.000	.139
Coll3	1.000	.023
Lead1	1.000	.152

Communalities (Based on Sub-Variables)		
	Initial	Extraction
CS	1.000	.626
PD	1.000	.245
Coll	1.000	.334
Lead	1.000	.316
Com	1.000	.445
Att	1.000	.633
Nor	1.000	.335
Calc	1.000	.522

Lead2	1.000	.339
Lead3	1.000	.107
Com1	1.000	.128
Com2	1.000	.523
Com3	1.000	.002
Att1	1.000	.235
Att2	1.000	.000
Att3	1.000	.012
Nor1	1.000	.228
Nor2	1.000	.481
Nor3	1.000	.088
Cal1	1.000	.300
Cal2	1.000	.430
Cal3	1.000	.299
Extraction Method: Principal Component Analysis.		

Extraction Method: Principal Component Analysis.





Component Matrix[a] (Based on Questionnaire)		
	Component	
	1	2
CS1	.035	-.340
CS2	-.359	.342
CS3	-.444	-.064
PD1	-.041	.579
PD2	.279	.108
PD3	.177	-.388
Coll1	.352	.198
Coll2	.358	-.104
Coll3	.043	-.144
Lead1	.323	.219
Lead2	.582	-.004
Lead3	.178	-.275
Com1	.241	.265
Com2	.268	.672
Com3	.038	-.013
Att1	.109	.473
Att2	.003	-.016
Att3	-.093	.053
Nor1	.477	-.022
Nor2	.002	.693
Nor3	.252	-.157
Cal1	.547	.002
Cal2	.655	.017
Cal3	.470	-.279
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Component Matrix[a] (Based on Sub-Variables)		
	Component	
	1	2
CS	-.132	.780
PD	.413	.273
Coll	.535	-.219
Lead	.540	-.156
Com	.667	-.018
Att	.480	.634
Nor	.514	.265
Calc	.609	-.389
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Rotated Component Matrix[a] (Based on Questionnaire)		
	Component	
	1	2
CS1	.014	-.342
CS2	-.338	.363
CS3	-.447	-.038
PD1	-.007	.581
PD2	.285	.092
PD3	.153	-.397
Coll1	.363	.176
Coll2	.351	-.125
Coll3	.034	-.146
Lead1	.335	.199
Lead2	.581	-.039
Lead3	.161	-.285
Com1	.257	.250
Com2	.308	.654
Com3	.037	-.015
Att1	.137	.466
Att2	.002	-.016
Att3	-.090	.059
Nor1	.475	-.050
Nor2	.043	.692
Nor3	.242	-.171
Cal1	.546	-.030
Cal2	.655	-.022
Cal3	.453	-.306
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Rotated Component Matrix[a] (Based on Sub-Variables)		
	Component	
	1	2
CS	-.550	.569
PD	.187	.458
Coll	.565	.122
Lead	.534	.176
Com	.560	.362
Att	.038	.794
Nor	.275	.509
Calc	.722	.022
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

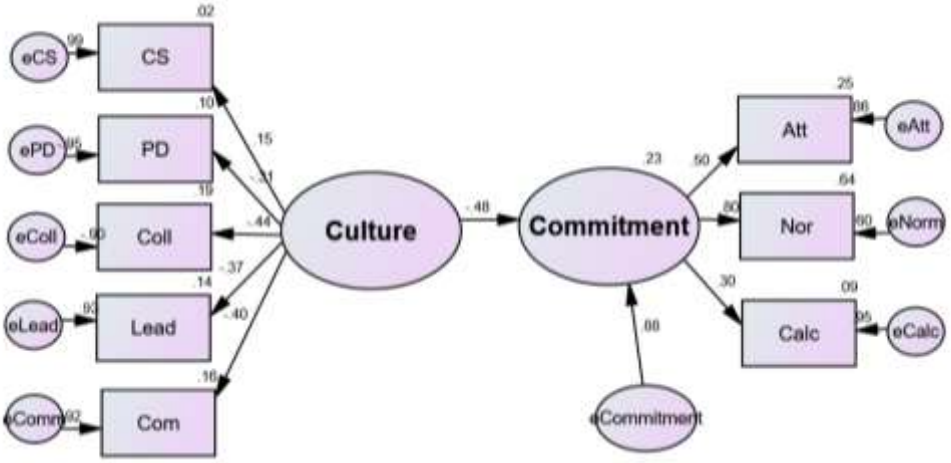
Component Transformation Matrix (Based on Questionnaire)		
Component	1	2
1	.998	-.059

Component Transformation Matrix (Based on Sub-Variables)		
Component	1	2
1	.825	.565

2	.059	.998
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

2	-.565	.825
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

3. AMOS



Analysis Summary

Groups
Group number 1 (Group number 1)
Notes for Group (Group number 1)
The model is recursive.
Sample size = 110

Variable Summary (Group number 1)
Your model contains the following variables (Group number 1)
Observed, endogenous variables: Coll, Lead, PD, CS, Com, Nor, Att, Calc

Unobserved, endogenous variables: Commitment

Unobserved, exogenous variables: Culture, eCommitment, eComm, eColl, eLead, eCS, ePD, eNorm, eCalc, eAtt

Variable counts (Group number 1)

Number of variables in your model:	19
Number of observed variables:	8
Number of unobserved variables:	11
Number of exogenous variables:	10
Number of endogenous variables:	9

Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	0	0	10	0	0	10
Labeled	0	0	0	0	0	0
Unlabeled	18	0	0	0	8	26
Total	18	0	10	0	8	36

Assessment of Normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Calc	1.000	4.667	-.247	-1.059	-.818	-1.752
Att	1.333	5.000	-.119	-.508	-.634	-1.358
Nor	1.333	4.667	-.102	-.436	-.408	-.873
Com	1.333	5.000	-.323	-1.383	-.167	-.357
CS	2.000	5.000	.000	.000	-1.071	-2.293
PD	2.667	5.000	.368	1.578	-.465	-.996
Lead	1.667	5.000	-.181	-.776	-.506	-1.084
Coll	2.333	5.000	.017	.071	-.461	-.986
Multivariate					-2.823	-1.170

Observations farthest from the centroid (Mahalanobis distance)

Observation number	Mahalanobis d-squared	p1	p2
95	23.276	.003	.284
13	16.416	.037	.916
88	14.437	.071	.987
79	14.181	.077	.974
52	14.137	.078	.938
89	13.582	.093	.950
6	13.547	.094	.903
104	12.553	.128	.977
5	12.298	.138	.975
40	12.208	.142	.960
90	12.173	.144	.931
96	12.042	.149	.911
100	11.829	.159	.908
110	11.678	.166	.893
60	11.533	.173	.877
51	11.106	.196	.931
74	11.078	.197	.897
109	10.999	.202	.869
86	10.949	.205	.828
83	10.853	.210	.799
39	10.744	.217	.777
106	10.583	.226	.779
105	10.554	.228	.719
12	10.536	.229	.646
48	10.528	.230	.563

Observation number	Mahalanobis d-squared	p1	p2
61	10.364	.240	.576
72	10.175	.253	.608
45	10.059	.261	.597
57	9.977	.267	.564
3	9.789	.280	.604
30	9.773	.281	.531
27	9.709	.286	.491
53	9.693	.287	.419
25	9.674	.289	.352
46	9.576	.296	.339
81	9.567	.297	.272
14	9.563	.297	.211
80	9.563	.297	.157
70	9.518	.300	.129
4	9.339	.315	.157
78	9.312	.317	.123
1	9.293	.318	.093
2	9.237	.323	.078
68	9.235	.323	.053
93	9.222	.324	.037
67	9.181	.327	.028
82	8.636	.374	.145
102	8.401	.395	.216
91	8.134	.420	.331
31	8.061	.428	.316
47	8.040	.430	.265
29	8.036	.430	.209
71	7.865	.447	.260
34	7.790	.454	.249
33	7.771	.456	.204
66	7.691	.464	.198
73	7.506	.483	.261
92	7.459	.488	.233
63	7.184	.517	.377
49	7.160	.520	.327
59	7.108	.525	.301
56	7.099	.526	.244
44	7.051	.531	.218
28	6.957	.541	.224
94	6.950	.542	.176
77	6.927	.545	.142

Observation number	Mahalanobis d-squared	p1	p2
15	6.887	.549	.120
50	6.881	.550	.088
97	6.857	.552	.068
43	6.806	.558	.058
107	6.724	.567	.057
41	6.710	.568	.041
7	6.421	.600	.103
8	6.362	.607	.093
42	6.272	.617	.095
98	6.204	.624	.088
85	5.963	.651	.166
22	5.807	.669	.214
58	5.758	.674	.190
16	5.702	.681	.172
84	5.647	.687	.154
87	5.513	.702	.184
24	5.473	.706	.155
36	5.394	.715	.151
69	5.150	.741	.264
20	5.104	.746	.231
19	5.104	.746	.168
101	5.018	.756	.166
18	4.988	.759	.130
17	4.780	.781	.204
35	4.726	.786	.177
21	4.708	.788	.130
76	4.558	.804	.162
103	4.509	.809	.133
54	4.482	.811	.096
23	4.150	.843	.241
55	4.113	.847	.189
65	4.056	.852	.155
38	3.991	.858	.127
62	3.958	.861	.088

Sample Moments (Group number 1)

Sample Covariances (Group number 1)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	.788							
Att	.050	.614						

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Nor	.157	.247	.569					
Com	.112	.069	.153	.651				
CS	-.221	.057	-.003	.023	.571			
PD	.022	.088	.046	.062	-.005	.342		
Lead	.116	-.006	.041	.101	-.013	.034	.489	
Coll	.101	.040	.047	.041	-.099	.049	.086	.310

Condition number = 4.869

Eigenvalues

1.155 .840 .609 .446 .420 .340 .285 .237

Determinant of sample covariance matrix = .003

Sample Correlations (Group number 1)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	1.000							
Att	.072	1.000						
Nor	.235	.418	1.000					
Com	.156	.110	.252	1.000				
CS	-.330	.097	-.005	.038	1.000			
PD	.042	.192	.105	.131	-.011	1.000		
Lead	.187	-.011	.078	.180	-.024	.083	1.000	
Coll	.204	.093	.111	.092	-.237	.151	.220	1.000

Condition number = 3.734

Eigenvalues

1.946 1.408 1.053 .981 .817 .715 .559 .521

Sample Means (Group number 1)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
	3.291	3.424	3.330	3.615	3.448	3.630	3.576	3.688

Models

Default model (Default model)

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments:	44
Number of distinct parameters to be estimated:	26
Degrees of freedom (44 - 26):	18

Result (Default model)

Minimum was achieved

Function of log likelihood = 362.777

Number of parameters = 26

Group number 1 (Group number 1 - Default model)

Estimates (Group number 1 - Default model)
Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Commitment	<---	Culture	-.048	77.172	-.001	1.000	par_6
Commitment	<---	eCommitment	.087	139.652	.001	1.000	par_10
Coll	<---	Culture	-2.436	1.086	-2.243	.025	par_1
Lead	<---	Culture	-2.594	1.047	-2.477	.013	par_2
PD	<---	Culture	-1.816	.835	-2.175	.030	par_3
CS	<---	Culture	1.140	1.281	.890	.373	par_4
Com	<---	Culture	-3.249	1.465	-2.218	.027	par_5
Nor	<---	Commitment	60.833	98084.195	.001	1.000	par_7
Att	<---	Commitment	39.842	64239.849	.001	1.000	par_8
Calc	<---	Commitment	27.255	43944.245	.001	1.000	par_9
Com	<---	eComm	-7.385	.748	-9.876	***	par_11
Coll	<---	eColl	-5.003	.578	-8.661	***	par_12
Lead	<---	eLead	6.492	.549	11.817	***	par_13
CS	<---	eCS	-7.467	.531	-14.062	***	par_14
PD	<---	ePD	-5.560	.429	-12.950	***	par_15
Nor	<---	eNorm	4.542	1.574	2.885	.004	par_16
Calc	<---	eCalc	8.458	.616	13.726	***	par_17
Att	<---	eAtt	6.771	.598	11.317	***	par_18

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Commitment	<---	Culture	-.484
Commitment	<---	eCommitment	.875
Coll	<---	Culture	-.438
Lead	<---	Culture	-.371
PD	<---	Culture	-.310
CS	<---	Culture	.151
Com	<---	Culture	-.403
Nor	<---	Commitment	.798
Att	<---	Commitment	.503
Calc	<---	Commitment	.304
Com	<---	eComm	-.915
Coll	<---	eColl	-.899
Lead	<---	eLead	.929
CS	<---	eCS	-.989
PD	<---	ePD	-.951
Nor	<---	eNorm	.602

			Estimate
Calc	<---	eCalc	.953
Att	<---	eAtt	.864

Intercepts: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CS			3.448	.072	47.663	***	par_19
Coll			3.688	.053	69.192	***	par_20
Com			3.615	.077	46.783	***	par_21
PD			3.630	.056	64.800	***	par_22
Lead			3.576	.067	53.402	***	par_23
Nor			3.330	.072	46.107	***	par_24
Att			3.424	.075	45.626	***	par_25
Calc			3.291	.085	38.702	***	par_26

Variances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Culture			.010				
eCS			.010				
ePD			.010				
eColl			.010				
eLead			.010				
eComm			.010				
eNorm			.010				
eAtt			.010				
eCalc			.010				
eCommitment			.010				

Squared Multiple Correlations: (Group number 1 - Default model)

			Estimate
Commitment			.234
Calc			.092
Att			.253
Nor			.637
Com			.162
CS			.023
PD			.096
Lead			.138
Coll			.192

Matrices (Group number 1 - Default model)

Implied (for all variables) Covariances (Group number 1 - Default model)

Commitme	eAtt	Culture	eCommit	eComm	eColl	eLead	eCS	ePD	eNorm	eCalc	
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.010	**eCalc**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.010		**eNorm**
.000	.000	.000	.000	.000	.000	.000	.000	.010			**ePD**
.000	.000	.000	.000	.000	.000	.000	.010				**eCS**
.000	.000	.000	.000	.000	.000	.010					**eLead**
.000	.000	.000	.000	.000	.010						**eColl**
.000	.000	.000	.000	.010							**eComm**
.001	.000	.000	.010								**eCommit**
.000	.000	.010									**Culture**
.000	.010										**eAtt**
.000											**Commit**
											Calc
											Att
											Nor
											Com
											CS
											PD
											Lead
											Coll

	eCalc	eNorm	ePD	eCS	eLead	eColl	eComm	eCommit	Culture	eAtt	Commit	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	.085	.000	.000	.000	.000	.000	.000	.024	-.013	.000	.003	.788							
Att	.000	.000	.000	.000	.000	.000	.000	.035	-.019	.068	.004	.106	.614						
Nor	.000	.045	.000	.000	.000	.000	.000	.053	-.029	.000	.006	.162	.237	.569					
Com	.000	.000	.000	.000	.000	.000	-.074	.000	-.032	.000	.002	.042	.062	.095	.651				
CS	.000	.000	.000	-.075	.000	.000	.000	.000	.011	.000	-.001	-.015	-.022	-.033	-.037	.571			
PD	.000	.000	-.056	.000	.000	.000	.000	.000	-.018	.000	.001	.024	.035	.053	.059	-.021	.342		
Lead	.000	.000	.000	.000	.065	.000	.000	.000	-.026	.000	.001	.034	.049	.076	.084	-.030	.047	.489	
Coll	.000	.000	.000	.000	.000	-.050	.000	.000	-.024	.000	.001	.032	.046	.071	.079	-.028	.044	.063	.310

Implied (for all variables) Correlations (Group number 1 - Default model)

	eCalc	eNorm	ePD	eCS	eLead	eColl	eComm	eCommi	Culture	eAtt	Commit	Calc	Att	Nor	Com	CS	PD	Lead	Coll
eCalc	1.000																		

Calc	Commit	eAtt	Culture	eCommit	eComm	eColl	eLead	eCS	ePD	eNorm	
.953	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	**eCalc**
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	1.000	**eNorm**
.000	.000	.000	.000	.000	.000	.000	.000	.000	1.000		**ePD**
.000	.000	.000	.000	.000	.000	.000	.000	1.000			**eCS**
.000	.000	.000	.000	.000	.000	.000	1.000				**eLead**
.000	.000	.000	.000	.000	.000	1.000					**eColl**
.000	.000	.000	.000	.000	1.000						**eComm**
.266	.875	.000	.000	1.000							**eCommi**
-.147	-.484	.000	1.000								**Culture**
.000	.000	1.000									**eAtt**
.304	1.000										**Commit**
1.000											**Calc**
											Att
											Nor
											Com
											CS
											PD
											Lead
											Coll

	eCalc	eNorm	ePD	eCS	eLead	eColl	eComm	eCommi	Culture	eAtt	Commit	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Att	.000	.000	.000	.000	.000	.000	.000	.440	-.243	.864	.503	.153	1.000						
Nor	.000	.602	.000	.000	.000	.000	.000	.699	-.386	.000	.798	.243	.402	1.000					
Com	.000	.000	.000	.000	.000	.000	-.915	.000	-.403	.000	.195	.059	.098	.155	1.000				
CS	.000	.000	.000	-.989	.000	.000	.000	.000	.151	.000	-.073	-.022	-.037	-.058	-.061	1.000			
PD	.000	.000	-.951	.000	.000	.000	.000	.000	-.310	.000	.150	.046	.076	.120	.125	-.047	1.000		
Lead	.000	.000	.000	.000	.929	.000	.000	.000	-.371	.000	.179	.055	.090	.143	.149	-.056	.115	1.000	
Coll	.000	.000	.000	.000	.000	-.899	.000	.000	-.438	.000	.212	.064	.107	.169	.176	-.066	.136	.162	1.000

Implied (for all variables) Means (Group number 1 - Default model)

eCalc	eNorm	ePD	eCS	eLead	eColl	eComm	eCommit	Culture	eAtt	Commit	Calc	Att	Nor	Com	CS	PD	Lead	Coll
.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	3.291	3.424	3.330	3.615	3.448	3.630	3.576	3.688

Implied Covariances (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	.788							
Att	.106	.614						

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Nor	.162	.237	.569					
Com	.042	.062	.095	.651				
CS	-.015	-.022	-.033	-.037	.571			
PD	.024	.035	.053	.059	-.021	.342		
Lead	.034	.049	.076	.084	-.030	.047	.489	
Coll	.032	.046	.071	.079	-.028	.044	.063	.310

Implied Correlations (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	1.000							
Att	.153	1.000						
Nor	.243	.402	1.000					
Com	.059	.098	.155	1.000				
CS	-.022	-.037	-.058	-.061	1.000			
PD	.046	.076	.120	.125	-.047	1.000		
Lead	.055	.090	.143	.149	-.056	.115	1.000	
Coll	.064	.107	.169	.176	-.066	.136	.162	1.000

Implied Means (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
	3.291	3.424	3.330	3.615	3.448	3.630	3.576	3.688

Residual Covariances (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	.000							
Att	-.056	.000						
Nor	-.005	.009	.000					
Com	.070	.007	.059	.000				
CS	-.207	.079	.031	.060	.000			
PD	-.002	.054	-.007	.003	.016	.000		
Lead	.083	-.055	-.034	.017	.017	-.013	.000	
Coll	.069	-.006	-.024	-.038	-.072	.005	.023	.000

Residual Means (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
	.000	.000	.000	.000	.000	.000	.000	.000

Standardized Residual Covariances (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Calc	.000							
Att	-.831	.000						
Nor	-.074	.154	.000					

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Com	1.012	.121	.997	.000				
CS	-3.214	1.392	.558	1.029	.000			
PD	-.040	1.216	-.153	.061	.373	.000		
Lead	1.386	-1.051	-.674	.313	.332	-.331	.000	
Coll	1.458	-.142	-.599	-.862	-1.775	.159	.598	.000

Standardized Residual Means (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
	.000	.000	.000	.000	.000	.000	.000	.000

Factor Score Weights (Group number 1 - Default model)

	Calc	Att	Nor	Com	CS	PD	Lead	Coll
Culture	-.004	-.008	-.028	-.031	.011	-.031	-.032	-.051
Commitment	.001	.003	.009	.001	.000	.001	.001	.001

Total Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	-.048	.000
Calc	-1.304	27.255
Att	-1.907	39.842
Nor	-2.912	60.833
Com	-3.249	.000
CS	1.140	.000
PD	-1.816	.000
Lead	-2.594	.000
Coll	-2.436	.000

Standardized Total Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	-.484	.000
Calc	-.147	.304
Att	-.243	.503
Nor	-.386	.798
Com	-.403	.000
CS	.151	.000
PD	-.310	.000
Lead	-.371	.000
Coll	-.438	.000

Direct Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	-.048	.000

	Culture	Commitment
Calc	.000	27.255
Att	.000	39.842
Nor	.000	60.833
Com	-3.249	.000
CS	1.140	.000
PD	-1.816	.000
Lead	-2.594	.000
Coll	-2.436	.000

Standardized Direct Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	-.484	.000
Calc	.000	.304
Att	.000	.503
Nor	.000	.798
Com	-.403	.000
CS	.151	.000
PD	-.310	.000
Lead	-.371	.000
Coll	-.438	.000

Indirect Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	.000	.000
Calc	-1.304	.000
Att	-1.907	.000
Nor	-2.912	.000
Com	.000	.000
CS	.000	.000
PD	.000	.000
Lead	.000	.000
Coll	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Culture	Commitment
Commitment	.000	.000
Calc	-.147	.000
Att	-.243	.000
Nor	-.386	.000
Com	.000	.000
CS	.000	.000
PD	.000	.000

	Culture	Commitment
Lead	.000	.000
Coll	.000	.000

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change

Variances: (Group number 1 - Default model)

	M.I.	Par Change

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change

Means: (Group number 1 - Default model)

	M.I.	Par Change

Intercepts: (Group number 1 - Default model)

	M.I.	Par Change

Matrix Permutations Test (Default model)

Summary (Default model)
Of 499 permutations:
79 permutations improved the model fit or left it unchanged.
230 permutations resulted in a model that could not be fitted.
190 permutations resulted in a higher discrepancy function.
Of the remaining permutations:
0 resulted in inadmissible estimates and unstable systems.
0 resulted in inadmissible estimates.
0 resulted in unstable systems.
p = 80 / 500 = .160

Minimization History (Default model)

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	7		-130191.045	9999.000	7482336.742	0	9999.000
1	e	5		-279570.315	.230	4261742.546	6	1.026
2	e	7		-17763.090	64.000	1040906.420	14	.000
3	e	6		-1976.207	2.183	250900.673	7	.082
4	e	6		-50.855	179.357	19057.186	18	.000
5	e	7		-.304	25.328	1835.188	7	.005
6	e	7		-.062	1.141	1623.912	5	1.045
7	e	7		-.033	.521	1561.309	5	.630

16	15	14	13	12	11	10	9	8	Iteration
e	e	e	e	e	e	e	e	e	
2	2	5	4	4	5	6	7	6	Negative eigenvalues
									Condition #
-.001	.000	-.001	-.001	-.001	.000	.000	-31.889	-.001	Smallest eigenvalue
153.225	18.858	.052	13.284	22.557	.136	.066	9.034	8.651	Diameter
539.104	842.669	985.185	1016.708	1073.306	1256.948	1279.878	1296.000	1380.848	F
9	26	17	5	19	7	13	5	13	NTries
.657	.878	.824	.523	.909	.836	.439	.527	.366	Ratio

24	23	22	21	20	19	18	17	Iteration
e	e	e	e	e	e	e	e	
0	0	0	0	1	2	2	2	Negative eigenvalues
136879784628385.000	30203450 5424.303	594972195.547	160077036.614					Condition #
				.000	.000	.000	.000	Smallest eigenvalue
.009	.420	4.383	6.377	20.366	42.056	50.058	19.549	Diameter
362.777	362.777	362.777	362.811	363.756	367.565	384.937	394.488	F
1	1	1	6	4	6	16	7	NTries
1.000	.996	.931	.998	.757	.867	.513	.861	Ratio

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
25	e	0	280100776604682.000		.000	362.777	2	.000

Pairwise Parameter Comparisons (Default model)

Variance-covariance Matrix of Estimates (Default model)

	par_1	par_2	par_3	par_4	par_5	par_6	par_7	par_8	par_9	par_10	par_11	par_12	par_13
par_1	1.180												
par_2	.190	1.097											
par_3	-.043	-.094	.697										
par_4	-.717	-.083	.072	1.641									
par_5	-.866	-.164	.017	.835	2.145								
par_6	-.009	-.007	.002	.008	.011	5955.553							

par_13	par_12	par_11	par_10	par_9	par_8	par_7	
.064	-.450	.397	-.005	-.489	-.564	.311	**par_1**
.271	-.079	.089	-.002	-.045	-.175	-2.139	**par_2**
-.046	.031	.004	.000	.119	-.293	1.536	**par_3**
-.028	.343	-.375	.004	.943	.230	-.510	**par_4**
-.081	.439	-.702	.005	.427	.652	-1.011	**par_5**
-.003	.005	-.004	-10777.277	3391274.826	4957531.665	7569375.142	**par_6**
-.834	-.176	.415	-13697681.585	4310235706.712	6300913654.616	9620509258.440	**par_7**
-.056	.258	-.306	-8971241.478	2822971571.089	4126758156.726		**par_8**
-.009	.227	-.201	-6136914.060	1931096705.609			**par_9**
-.001	.002	-.002	19502.760				**par_10**
.036	-.193	.559					**par_11**
-.031	.334						**par_12**
.302							**par_13**

par_21	par_20	par_19	par_18	par_17	par_16	par_15	par_14	
.000	.000	.000	-.001	-.004	.015	-.004	.282	**par_14**
.000	.000	.000	-.012	-.001	.042	.184		**par_15**
.000	.000	.000	-.407	-.211	2.478			**par_16**
.000	.000	.000	.022	.380				**par_17**
.000	.000	.000	.358					**par_18**
.000	.000	.005						**par_19**
.001	.003							**par_20**
.006								**par_21**
								par_22
								par_23
								par_24
								par_25
								par_26

	par_14	par_15	par_16	par_17	par_18	par_19	par_20	par_21	par_22	par_23	par_24	par_25	par_26
par_22	.000	.000	.000	.000	.000	.000	.000	.001	.003				
par_23	.000	.000	.000	.000	.000	.000	.001	.001	.000	.004			
par_24	.000	.000	.000	.000	.000	.000	.001	.001	.000	.001	.005		
par_25	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.002	.006	
par_26	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.001	.007

Correlations of Estimates (Default model)

	par_1	par_2	par_3	par_4	par_5	par_6	par_7	par_8	par_9	par_10	par_11	par_12	par_13
par_1	1.000												
par_2	.167	1.000											

par_13	par_12	par_11	par_10	par_9	par_8	par_7	par_6	par_5	par_4	par_3	
.108	-.716	.489	.000	.000	.000	.000	.000	-.544	-.515	-.047	**par_1**
.472	-.130	.114	.000	.000	.000	.000	.000	-.107	-.062	-.108	**par_2**
-.101	.064	.007	.000	.000	.000	.000	.000	.014	.068	1.000	**par_3**
-.040	.464	-.391	.000	.000	.000	.000	.000	.445	1.000		**par_4**
-.101	.519	-.641	.000	.000	.000	.000	.000	1.000			**par_5**
.000	.000	.000	-1.000	1.000	1.000	1.000	1.000				**par_6**
.000	.000	.000	-1.000	1.000	1.000	1.000					**par_7**
.000	.000	.000	-1.000	1.000	1.000						**par_8**
.000	.000	.000	-1.000	1.000							**par_9**
.000	.000	.000	1.000								**par_10**
.087	-.447	1.000									**par_11**
-.099	1.000										**par_12**
1.000											**par_13**

par_23	par_22	par_21	par_20	par_19	par_18	par_17	par_16	par_15	par_14	
.000	.000	.000	.000	.000	-.002	-.012	.018	-.018	1.000	**par_14**
.000	.000	.000	.000	.000	-.048	-.005	.063	1.000		**par_15**
.000	.000	.000	.000	.000	-.432	-.218	1.000			**par_16**
.000	.000	.000	.000	.000	.060	1.000				**par_17**
.000	.000	.000	.000	.000	1.000					**par_18**
-.056	-.047	-.061	-.066	1.000						**par_19**
.162	.136	.176	1.000							**par_20**
.149	.125	1.000								**par_21**
.115	1.000									**par_22**
1.000										**par_23**
										par_24
										par_25
										par_26

	par_14	par_15	par_16	par_17	par_18	par_19	par_20	par_21	par_22	par_23	par_24	par_25	par_26
par_24	.000	.000	.000	.000	.000	-.058	.169	.155	.120	.143	1.000		
par_25	.000	.000	.000	.000	.000	-.037	.107	.098	.076	.090	.402	1.000	
par_26	.000	.000	.000	.000	.000	-.022	.064	.059	.046	.055	.243	.153	1.000

Critical Ratios for Differences between Parameters (Default model)

	par_1	par_2	par_3	par_4	par_5	par_6	par_7	par_8	par_9	par_10	par_11	par_12	par_13
par_1	.000												
par_2	-.115	.000											
par_3	.443	.552	.000										
par_4	1.734	2.191	1.996	.000									
par_5	-.361	-.347	-.855	-3.017	.000								
par_6	.031	.033	.023	-.015	.041	.000							

par_15	par_14	
2.769	.000	**par_14**
.000		**par_15**
		par_16
		par_17
		par_18
		par_19
		par_20
		par_21
		par_22
		par_23
		par_24
		par_25
		par_26

par_13	par_12	par_11	par_10	par_9	par_8	par_7	
7.676	-1.653	-5.089	.018	.001	.001	.001	**par_1**
9.822	-1.912	-3.941	.019	.001	.001	.001	**par_2**
7.950	-3.237	-4.985	.014	.001	.001	.001	**par_3**
3.785	-5.411	-4.964	-.008	.001	.001	.001	**par_4**
6.031	-1.387	-2.040	.024	.001	.001	.001	**par_5**
.085	-.064	-.095	.001	.001	.001	.001	**par_6**
-.001	-.001	-.001	-.001	-.001	-.001	.000	**par_7**
-.001	-.001	-.001	-.001	-.001	.000		**par_8**
.000	-.001	-.001	-.001	.000			**par_9**
.046	-.036	-.053	.000				**par_10**
15.617	2.106	.000					**par_11**
13.756	.000						**par_12**
.000							**par_13**

par_26	par_25	par_24	par_23	par_22	par_21	par_20	par_19	par_18	par_17	par_16	
20.005	20.309	20.148	20.633	20.783	20.653	20.902	20.368	17.781	19.460	7.268	**par_14**
20.222	20.613	20.420	21.024	21.225	21.032	21.375	20.690	16.379	18.623	6.292	**par_15**
-.793	-.709	-.769	-.613	-.579	-.588	-.542	-.694	1.167	2.162	.000	**par_16**
-8.307	-8.109	-8.265	-7.877	-7.803	-7.798	-7.712	-8.074	-2.025	.000		**par_17**
-5.759	-5.550	-5.710	-5.308	-5.227	-5.231	-5.133	-5.513	.000			**par_18**
-1.396	-.228	-1.124	1.256	1.943	1.529	2.584	.000				**par_19**
-4.075	-3.020	-4.350	-1.428	-.801	-.848	.000					**par_20**
-2.909	-1.866	-2.930	-.417	.169	.000						**par_21**
-3.405	-2.285	-3.491	-.664	.000							**par_22**
-2.705	-1.579	-2.692	.000								**par_23**
-.405	1.166	.000									**par_24**
-1.276	.000										**par_25**
.000											**par_26**

Model Fit Summary

CMIN

Model	NPAR	CMIN
Default model	26	362.777

AIC

Model	AIC	BCC	BIC	CAIC
Default model	414.777	419.457		

Execution time summary

Minimization:	6.359
Miscellaneous:	.494
Bootstrap:	.000
Total:	6.853

4. Biography

Innocentius Herdaruwisnu, S.Par – a graduate from the Department of Hotel & Tourism Management at IULI (International University Liaison Indonesia). He currently lives in Jakarta Pusat, who have experience at the Hard Rock Hotel Bali in Indonesia, the Peking Garden in Uster, Switzerland, and attending his family business in multiple project sites around the Indonesia. He can be contacted at herdaruwisnu@ymail.com

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Aditya Nova Putra, M. Par is a graduated from Swiss German University, Tangerang, Indonesia with a concentration in Hotel & Tourism Management, before continuing into the graduate school of Sekolah Tinggi Pariwisata Trisakti, Bintaro, Indonesia. He has previously engaged as the Front Officer in Grand Hyatt Hotel in Jakarta, Indonesia, in the Food & Beverage Division in Europapark Rust, Germany, and

as the Consultant in Intro Jazz Café & Lounge in BSD City, Serpong, Indonesia. Since 2012, he has started the Tutup Panci Café©, a place to hang-out in BSD City, Serpong, Indonesia, before expanding into Tutup Panci Bistro©. Since October 2019, he is the Department Head of the Hotel & Tourism Management at IULI - International University Liaison Indonesia in Tangerang, Indonesia. He is currently pursuing his doctoral degree. He can be contacted via email: aditya.nova01@gmail.com

This study evaluates the relationship between organizational culture and organizational commitment in hotel industry during the pandemic since end of 2019. The sub-variables used in this study are generated based on previous studies and available theories in organizational culture and commitment. For the organizational culture, this study relies on the indicators of control systems, power distance, collectivism, leadership and communication. For the organizational commitment, this study uses the indicators of attitudinal, normative and calculative commitment.

The population is based on employees of the hotel industry. The sample method is based on the combination of cluster, stratified and proportional sampling involving employees across different hotels in the regions, and types of hotels. Though the sample was drawn from those employees, however, during the pandemic, their employment status may have been forcefully modified into early retirements, part-time, staying home without pay, reduced working hours, contractualp-based, or even laid-off, including those employees who are remaining full-time due to the drastically reduced revenues that the hotel cannot afford to have those employees anymore.

The result reveals the true nature of those indicators which resulted in the formation of organizational culture and commitment. As those indicators disclose the depth of the problems during the pandemic, the relationship between organizational culture and commitment becomes negative. This is contradictory to what the theory and previous studies have found. The negative result is interesting while it displays the urgent need for hotels to immediately change their attitude toward handling daily operational matters.

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