

Table 1: Questionnaire Design

Category	Source
General Demographics	6 General Questions
Diversity	10 Diversity Questions
Job Satisfaction	12 Job Satisfaction Questions
Work Motivation	12 Work Motivation Questions
Employee Loyalty	8 Employee Loyalty Questions

Table 2: General Diversity Questions

GENERAL DIVERSITY QUESTIONS				
DEFINITION	INDICATORS	NO	STATEMENTS	SCALE
GENERAL DIVERSITY	NATIONALITY	1	Are you an Indonesian working in Qatar? (Question used to filter out non-Indonesians)	Nominal
			a) Yes, b) No	
	GENDER	2	What is your gender?	Nominal
			a) Male, b) Female	
	AGE	3	What is your age?	Interval
			a) Below 18, b) 19-25 c) 26-35 d) 36-45 e) 46-55 f) 56 and above	
	OCCUPATION	4	In which industrial sector do you work?	Nominal
			a) Energy Sector, b) Finance and Banking, c) Hospitality, d) Commerce, e) Healthcare, f) Others	
	INCOME	5	What is your income?	Interval
			a) < QR 2000 b) QR 2000 - QR 10999 c) QR 11000 - QR 19999 d) QR 20000 - QR 28999 QR e) QR 29000 and greater	
a) Below 1 year, b) 1-2 years c) 3-4 years d) 5 years and above				
RESIDENTIAL AREA	11	In which residential area do you live in?	Nominal	
		a) West Bay, b) Barwa City, c) Al-Khor City, d) Al-Messaied City, e) Others		

Table 3: Operational Variables

OPERATIONAL VARIABLES				
VARIABLE DEFINITION	INDICATORS	NO	STATEMENTS	SCALE
DIVERSITY	EXPERIENCE	12	How long have you been working in Qatar? a) Below 1 year, b) 1-2 years c) 3-4 years d) 5 years and above	Interval
		13	A: With more work experience, the more the person understands the importance of diversity. B: My company understands the value of an employees' diverse work experience	LIKERT
	EDUCATION	14	What is your educational level? a) High School, b) Undergraduate, c) Graduate, d) Doctoral, e) Others	Ordinal
		15	A: The higher the education, the more the person understands the importance of diversity. B: My company understands the value of an employees' diverse educational backgrounds.	LIKERT
	RELIGION	16	What is your religion? a) Muslim, b) Protestant, c) Roman Catholic, d) Hindu, e) Buddhist, f) Others	Nominal
			A: The higher the exposure/awareness to different religions, the more the person understands the importance of diversity.	LIKERT
		17	B: My company understands the value of religious tolerance and provides benefits (ex. Christmas holidays for Christians, etc.).	

Commented [APIB1]: Regarding the questions in this questionnaire, what sources do you use?

Commented [SPA2R1]: 1. I am sorry mas Putu, if I read this correctly, it means that the questionnaire should be taken from someone else's questionnaire? Is that what you mean by "source"?

2. Since last semester, Yosef have you distributed the questionnaire yet? Or, even running any pre-testing based on the minimum of 30 respondents?

Commented [YS3R1]: 1. I did look up surveys but that was just to look at examples of questions.

2. Not yet sir, I wanted approval of my survey first, since right now I'm doing a lot of fixing still.

Commented [APIB7]: Write measurement scale used in your research, What scale do you use on your research variables: nominal, ordinal, interval or ratio?

Commented [SPA8R7]: Likert is OK as it is well-recognized. Just add the meaning of "1", "2", etc. What scales of Likert are you using? However, do make notes for categorical statements, you may likely change into nominal

Commented [SPA6]: Use (1) less than 1 year, (2) 1-3 years, for example

Commented [SPA9]: Use categorical = (1) less than high school, (2) undergraduate, etc

Commented [YS10R9]:

Commented [SPA4]: Why did you have to come up with statements like these for "diversity"?

Commented [YS5R4]: 1. Hello sir, in my previous draft I did use categorical for the operational variable diversity. But you told me this:

Instead, you can just do this: the longer the years of experience, the better the person understands the importance of diversity

Then, the responses can always be in Likert scale.

Do the same for the others. But you cannot have just 1 statement on experience, education, religion, ethnicity & marital status.

If I am understanding correctly, it means you want me to use 2 questions: 1 categorical and one statement in likert scale? So for Experience variable it would be:

12: How long have you worked in Qatar?

Ans: a) Below 1 year, b) 1-2 years c) 3-4 years d) 5 years and above

13: The longer the years of experience, the better the person understands the importance of diversity.

Ans: Strongly Disagree 1-5 Strongly Agree

Please advise.

Commented [SPA11]: Use categorical

OPERATIONAL VARIABLES					
VARIABLE DEFINITION	INDICATORS	NO	STATEMENTS	SCALE	
	ETHNICITY	18	What is your ethnicity? a) Javanese, b) Sundanese, c) Malay, d) Madurese, e) Batak, f) Others	Nominal	
		19	A: The higher the exposure/awareness to different ethnicities, the more the person understands the importance of diversity. B: My company understands the importance of having ethnic diversity in the workplace.	LIKERT	
	MARITAL STATUS	20	What is your marital status? a) Single, b) Engaged, c) Married with children, d) Married w/o children e) Divorced, f) Others	Nominal	
		21	A: Diversity in marital status leads to more perceptions and creativity in the workplace. B: My company provides marital benefits (ex. finances for accommodation and children's schooling, maternity leave).	LIKERT	
	JOB SATISFACTION	SALARY	22	I am compensated very well for the work that I do.	LIKERT
			23	The company's benefits meet my needs completely.	LIKERT
JOB SECURITY		24	I am confident that I will be working for my company a year from now.	LIKERT	
		25	I am not easily replaceable by my company.	LIKERT	
WORK CONDITIONS	26	I am well-informed about the possible safety hazards of my workplace.	LIKERT		

Commented [SPA12]: Use categorical

Commented [SPA13]: Use categorical

Commented [SPA14]: Use categorical

Commented [YS15R14]: May I still use this to keep all job satisfaction factors in Likert? I will still ask the categorical salary levels in the general questions.
Or would you rather have me use 1 categorical and then 1 Likert? Since you told me I can't just have 1 question for an indicator. It would be like this:
22: What is your salary level?
Ans: a) < QR 2000 b) QR 2000 - QR 10999 c) QR 11000 - QR 19999 d) QR 20000 - QR 28999 QR e) QR 29000 and greater
23: The company's benefits meet my needs completely.
Ans: Strongly Disagree 1-5 Strongly Agree
Please advise.

Commented [SPA16]: why

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	POLICIES	27	The physical work conditions (e.g. heating, ventilation, space, cleanliness) are excellent.	LIKERT
		28	The company's policies and procedures are comprehensible.	LIKERT
		29	The policies and procedures at my workplace are heavily monitored and well-enforced.	LIKERT
	RELATIONSHIPS	30	I have productive friendships with my colleagues or teammates at work.	LIKERT
		31	I have excellent workplace relations with my supervisors and/or higher-ups.	LIKERT
	SUPERVISION	32	My supervisor provides me with comprehensive feedback.	LIKERT
		33	My supervisor or higher ups gives fair treatment to all employees.	LIKERT
	WORK MOTIVATION	ACHIEVEMENT	34	I possess a sense of accomplishment from my work.
35			I possess a sense of pride after finishing tough work assignments.	LIKERT
RECOGNITION		36	I am recognized by my colleagues for the work that I do.	LIKERT
		37	I am recognized by my superiors for my contributions.	LIKERT
THE WORK ITSELF		38	I find my job to be interesting and/or challenging.	LIKERT
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RESPONSIBILITY		40	I am given excellent levels of autonomy in the work that I do.	LIKERT

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VARIABLE DEFINITION	INDICATORS	NO	STATEMENTS	SCALE
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		42	Job promotions exist for all job levels and positions.	LIKERT
		43	There exist achievable opportunities for promotion in my role.	LIKERT
	GROWTH	44	I am provided with opportunities to improve my work skills.	LIKERT
		45	I have the training and managerial support to do my job correctly.	LIKERT
EMPLOYEE LOYALTY	OBEDIENCE	46	I have no issues in adhering to all the rules and regulations valid within my company.	LIKERT
		47	I have no issues in performing all duties given by my superiors.	LIKERT
	RESPONSIBILITY	48	I possess a sense of responsibility to meet the needs of all internal and external stakeholders.	LIKERT
		49	I act against those who exhibit irresponsible behaviors that can cause harm to my company and its objectives.	LIKERT
	DEDICATION	50	I'm always happy to suggest solutions for problems that are encountered at my workplace.	LIKERT
		51	I always try to help my colleagues or superiors whenever needed.	LIKERT
	INTEGRITY	52	When I make mistakes, I have no problems at all admitting them to those that were affected.	LIKERT
		53	I always consider the moral and ethical values of my decisions in the workplace.	LIKERT

Dear Pak Putu,

I have a few questions.

Is it impossible to use just 1 question for each indicator? (for the diversity variable). Pak Sam told me to use categorical as the above, but he did tell me in a previous draft, that I can't just use 1 question for each indicator.

If I were to use 2 questions, 1 categorical and 1 likert, which sentence for the second question would be good? I highlighted choice A in red and choice B in blue. Please advise.

If I were to end up using 1 categorical and 1 likert for an indicator, how would I summarize the number for SPSS?

For example, for an indicator that has 2 likert questions: first question the answer is 4 (out of 5 likert scale), and second question is answered 5. To summarize, $4+5 = 9$. The average for this is $9/2 = 4.5$, this would be the summarized value for that indicator.

But for an indicator that has 1 categorical and 1 likert: first answer to categorical question is choice 6 (out of 7), and second question is answered 5 (out of 5 for likert). Does the same logic apply for this one? So $6+5 = 11$, $11/2 = 5.5$, the summarized value for that indicator?

Many thanks and regards.



INTERNATIONAL UNIVERSITY LIAISON INDONESIA

BACHELOR'S THESIS

**ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT:
A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA**

11201910004

By

Innocentius Herdaruwisnu

11201910004

Presented to the Faculty of Business & Social Sciences
In Partial Fulfillment of the Requirements for the Degree of

SARJANA PARIWISATA

In

HOTEL & TOURISM MANAGEMENT

FACULTY OF BUSINESS & SOCIAL SCIENCES

BSD City 15345

Indonesia

December 2021

APPROVAL PAGE

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Dr. Samuel PD Anantadjaya, MBA, MM

Thesis Advisor

Date

Ir.YXYXYXYXYXYXYXY, M.Sc

Thesis Co-Advisor

Date

Dr. Samuel PD Anantadjaya, MBA, MM

Dean of Faculty of Business & Social Sciences

Date

STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge. I have carefully inserted the citations for material previously published or written by other individuals, including any materials that has been accepted for awards of any academic degrees or diplomas at any educational institutions. I am confident that I have made the necessary due acknowledgement of sources throughout this thesis work.

Innocentius Herdaruwisnu

Student

Date

CURRICULUM VITAE



Name : Innocentius Herdaruwisnu

Address : Jakarta Pusat, Indonesia

Department of Hotel & Tourism Management

Education : Faculty of Business and Social Sciences

IULI – International University Liaison Indonesia

July 2014-February 2015 as the Front Office Trainee in Hard
Rock Hotel Bali, Indonesia

Work Experience :

August 2016-January 2017 as the Restaurant Service Officer at
the Peking Garden, Uster, Switzerland

Skills : Adaptability, ability to work in team, work under pressure,
Microsoft Office, Teamwork

2009-2012 as the Treasurer and Mentor at Bina Iman Remaja
St. Benedictus Bogor

Organization :

2009-2012 as the Mentor at Bina Iman Anak St. Benedictus
Bogor

Language : English – full professional proficiency

German – Limited working proficiency

Interest : Music, Sport & Podcast

**CONVENTIONAL MUTUAL FUNDS VS SHARIA MUTUAL FUNDS: AN IN-DEPTH
LOOK IN FAITH AND FINANCE OF INDONESIA**

UNDERGRADUATE THESIS

Raditya Kevin Wisnu Murti

11201609001

Submitted to fulfill the requirement
of the undergraduate degree program

Department of Management
Faculty of Business and Social Sciences

BSD City, Serpong, Tangerang, Indonesia





INTERNATIONAL UNIVERSITY LIAISON INDONESIA

Thesis Work Log Sheet

Student/ID : Yosef Darien Dimas Putera
 Study Program/Faculty : Management / Faculty of Business and Social Sciences
 Thesis Advisor : Dr. Samuel PD Anantadjaya

Samuel PD Anantadjaya

Thesis Title: Jan 2, 2022 at 10:40 PM

This signature is to approve all the following thesis advisory sessions

No	Date /Time	Work Description	Remark/Advisor's Signature
1	3/3/20	- decide on model/theories used: Herberg and Ghouzali - read papers on job satisfaction, motivation	
2	23/3/20	- submit 1 st draft	
3	27/3/20	- revise 1 st draft: talk about variables and sub-variables, omit unrelated paragraphs - decide and start on contents of chapter 2 literature review	
4	12/4/20	- submit 2 nd draft - revise hypothesis questions and statements - decide on contents on chapter 3	
6	20/5/20	- submit 3 rd draft - revise sampling section, create table - add more phenomena - revise questionnaire	
5	10/6/20	- submit 4 th draft - revise questionnaire questions	
6	9/9/21	- Submit draft 1 for chapters 1-3	





INTERNATIONAL UNIVERSITY LIAISON INDONESIA

Thesis Work Log Sheet

7	15/9/21	<ul style="list-style-type: none"> - Revise 1st draft - Chapter 1 paragraphs, relate to variables - Fix left-justified for table contents and centre for headers - Revise survey: religion, ethnicities, categorical statements - Revise references/sources 	
8	20/9/21	<ul style="list-style-type: none"> - Submit 2nd draft - start pre-test 	
9	30/9/21	<ul style="list-style-type: none"> - Submit pre-test results 	
10	17/12/21	<ul style="list-style-type: none"> - AMOS data analysis - continue chapters 4-5 	
11	28/12/2021	<ul style="list-style-type: none"> - Submit chapters 4 and 5 draft - Finalize draft 	
			<p><i>[Handwritten Signature]</i></p> <p>Jan 2, 2022 at 10:40 PM</p> <p>This signature is to approve all the following thesis advisory sessions</p>



Thesis Score Result

Student Name	: YOSEF DARIEN DIMAS PUTERA	Thesis Title	: JOB SATISFACTION, MOTIVATION AND EMPLOYEE LOYALTY: A CASE STUDY OF SKILLED INDONESIAN MIGRANT WORKERS IN QATAR
Student ID	: 11201616001	Defense Date	: 27 January 2022
Study program	: MGT	Defense Time	: 15:30 - 16:30
Attendance	: PRESENT		

Thesis Defense Attendance

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	PRESENT
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	PRESENT
Examiner 1: Aditya Nova Putra	PRESENT
Examiner 2: Irma M. Nawangwulan	PRESENT

Thesis Final Score

	Thesis Work Evaluation Score	Thesis Presentation Evaluation Score
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	76.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	77.00	93.00
Examiner 1: Aditya Nova Putra		93.00
Examiner 2: Irma M. Nawangwulan		93.00
Average	76.50	93.50
Final Score	83.30	
Score Grade	B	

Thesis Work Evaluation Score Details

	Criteria					Total Score
	Format	Working Process (based on the thesis log)	Subject of Thesis	Value for Potential users	Academic Value	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	17.00	8.00	7.00	22.00	22.00	76.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	17.00	7.00	6.00	23.00	24.00	77.00

Thesis Presentation Evaluation Score Details

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	Criteria		Total Score
	Criteria		
	Presentation Performance	Argumentation Performance	

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	28.00	67.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	27.00	66.00	93.00
Examiner 1: Aditya Nova Putra	25.00	68.00	93.00
Examiner 2: Irma M. Nawangwulan	28.00	65.00	93.00

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Ans: Strongly Disagree 1-5 Strongly Agree

Please advise.

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APPROVAL PAGE

**ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT:
A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA**

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I hereby declare that this submission is my own work and to the best of my knowledge. I have carefully inserted the citations for material previously published or written by other individuals, including any materials that has been accepted for awards of any academic degrees or diplomas at any educational institutions. I am confident that I have made the necessary due acknowledgement of sources throughout this thesis work.

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ABSTRACT

Fire burnt on composite sandwich panel can cause fire hazard and toxic which is very dangerous to health and decreasing the panel strength whilst fire burnt and damage the matrix resin, make the panel loose its strength to hold the load and threat the human safety.

The use of composite with polymer matrix from polyester resin and polyester bisphenolic A resin, with various laminates of woven roving fiber glass are taken into consideration. Besides polyurethane core thickness and additive of Aluminum Hydroxide $Al(OH)_3$ and Calcium Carbonate $CaCO_3$ as fire retardants and also increase the mechanical properties of the composite sandwich panel.

Evaluation held by doing the fire test and flexural test on various kinds of panels, before and after the fire test. End result is to find the composition of panel composite which can longer the fire penetration and fulfilled the safety standard.

Keyword: Aluminum Hydroxide, Calcium Carbonate, fiber glass, fire and flexural test, polyurethane foam, polyester resin, polyester bisphenol A resin

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DEDICATION

I dedicate this works for to my God, my parents, family, advisor and friends for all of their blessings and support

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First and foremost, I would like to express the greatest gratitude to Jesus Christ whose grace enabled me to finish my thesis.

To my family, thank you for the time and had been supporting me during this last semester. My parents, brothers and sister, thank you for the never-ending support you gave me.

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LIST OF ABBREVIATION

BOM	Bill Of Material
IOT	Internet Of Things
ASC	Academic Serivices Centre
WYSWYG	What You See is What You Get
KPI	Key Performance Indicator

LIST OF SYMBOLS

Tensile Stress MPa

Shear Stress MPa

Strain %

Poisson's Ratio

CHAPTER 1: INTRODUCTION

1.1. Background

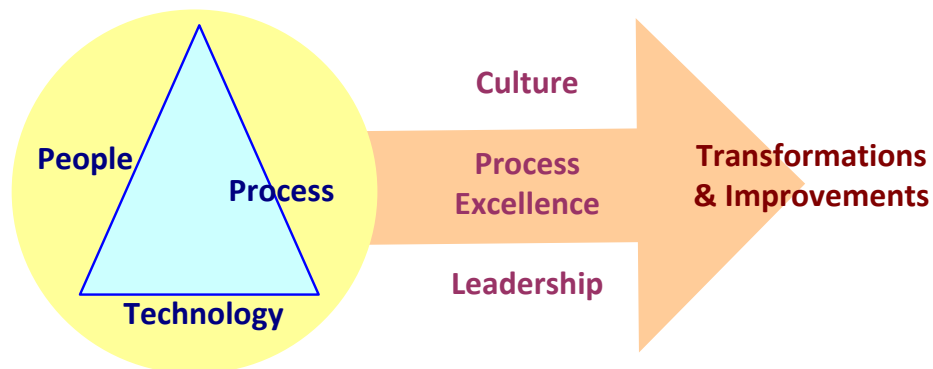
The presence of organizational culture is vital for the going-concerns organizations. This serves as the organizational identity for its members (Ravasi & Schultz, 2006). Organizational culture (Gorton & Zentefis, 2020) definitely evolves over time. It consists of important elements from shared beliefs, 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



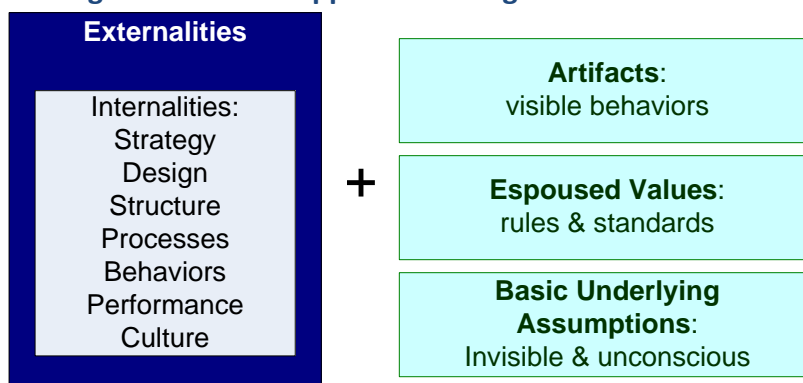
Source: (Ramakrishnan & Testani, 2011)

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, 42 Shocking Company Culture Statistics You Need to Know, 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 commitment¹.

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 relationship. Borrowing from the elements on Hofstede Cultural Index (Hofstede Insights,

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)

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 research tries to study 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, contractual-based), including those, who have been requested to stay home and/or laid-off since 2020.

1.2. Research Problems, Questions & Purposes

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

This can be summarized as follows;

Research Questions	Research Purposes
1. How strong does the organizational culture influence organizational commitment?	1. To find out the strength of influence of organizational culture to organizational commitment

1.3. Significance of Study

This research is significant 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.

1.4. Limitations

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

1. The timeframe of this study is from August to December 2021
2. The population focuses to the hotel employees in Jakarta without trying to specify the types of hotel in terms of the star-rated category.
3. Those hotel employees are currently working under any arrangements, including those, who have been requested to stay home and/or laid-off since 2020.
4. Since the chosen variables are relatively popular, the selected sub-variables rely on multiple studies in the fields of organizational culture and organizational commitment

CHAPTER 2: LITERATURE REVIEW

2.1. 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.

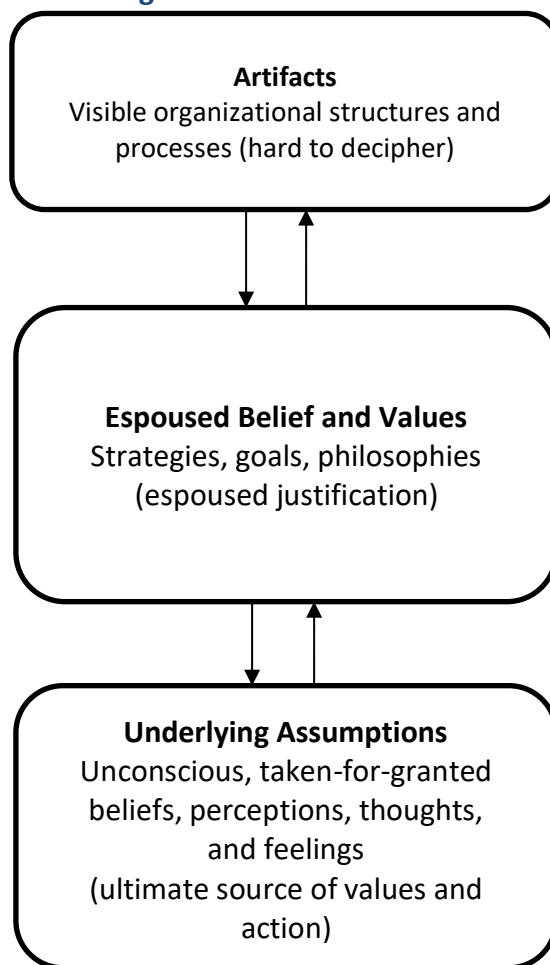
From another perspective following years of studies, Hofstede (2011) created four dimensions; power distance, individualism-collectivism, uncertainty avoidance, and masculinity-femininity to note the cultural differences among countries (Lee & Herold, 2016; Hofstede Insights, 2021). Since its original 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).

2.1.1. 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.

2.1.2. 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 unequal 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 (Biafas, 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 Power Distance	Large Power Distance
<ul style="list-style-type: none"> • Use of power should be legitimate and is subject to criteria of good and evil 	<ul style="list-style-type: none"> • Power is a basic fact of society antedating good or evil: its legitimacy is irrelevant
<ul style="list-style-type: none"> • Parents treat children as equals 	<ul style="list-style-type: none"> • Parents teach children obedience
<ul style="list-style-type: none"> • Older people are neither respected nor feared 	<ul style="list-style-type: none"> • Older people are both respected and feared
<ul style="list-style-type: none"> • Student-centered education 	<ul style="list-style-type: none"> • Teacher-centered education
<ul style="list-style-type: none"> • Hierarchy means inequality of roles, • established for convenience 	<ul style="list-style-type: none"> • Hierarchy means existential inequality
<ul style="list-style-type: none"> • Subordinates expect to be consulted • Pluralist governments based on 	<ul style="list-style-type: none"> • Subordinates expect to be told what to do
<ul style="list-style-type: none"> • majority vote and changed peacefully 	<ul style="list-style-type: none"> • Autocratic governments based on co-optation and changed by revolution
<ul style="list-style-type: none"> • Corruption rare; scandals end political careers 	<ul style="list-style-type: none"> • Corruption frequent; scandals are covered up
<ul style="list-style-type: none"> • Income distribution in society rather even 	<ul style="list-style-type: none"> • Income distribution in society very uneven
<ul style="list-style-type: none"> • Religions stressing equality of believers 	<ul style="list-style-type: none"> • Religions with a hierarchy of priests

Source: (Hofstede, 2011)

2.1.3. 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, & Taasobshirazi, 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 lists a selection of indicators showed to be associated with collectivism.

Table 2: Indicators of Collectivism Society

Collectivism
<ul style="list-style-type: none"> • 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.

2.1.4. 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)

2.1.5. 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.

2.2. 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	My superior has helped me when I am in trouble,	Getting a job and good education system, makes

Emotion-based commitment	Obligation-based commitment	Cost-based commitment
enjoy doing my daily job	which make me reluctant to withdraw from the organization	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.

2.2.1. 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). 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.

2.2.2. 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.

2.2.3. Calculative Commitmen

Calculative commitment or some resource mention it as a continuance commitment occurs when employees weigh 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).

This calculative commitment (Cohen, 2013; 2007; Lewicka & Rakowska, 2017) concerns about potential exchanges between employees and organization. This directs transactional-based exchanges that organization have to offer to employees. It certainly mirrors the cost-benefit considerations between the two parties. Therefore, it is expected that the calculative commitment provides a positive contribution to organizational-wide commitment.

The above-presented approach to commitment is a static approach which does not account for the time factor. It assumes that the affective commitment is the most valuable type of commitment for an organisation. It is assumed that it is connected with the intention to remain within the organisation, a greater loyalty as well as with improved performance. The generation of such positive results to the organisation is not attributed to other types of commitment. Still, some authors (e.g. Cohen, 2007) indicate that the calculative commitment is also quite important for organisations. According to Cohen (2007), employees come to a new job with a commitment-demonstrating attitude. However, the initial commitment is only expanded at a later stage in the socialising process and is conditional to personal values, expectations and experiences. The dynamic approach was used in Cohen's research who describes the commitment arising from measurable aspects as instrumental commitment (related to the calculative

commitment) and the commitment resulting from emotional motifs as the affective commitment. Both dimensions of the commitment are shaped by the processes occurring in the organisation but, primarily, they change upon CALCULATIVE AND AFFECTIVE COMMITMENT [...] 217 becoming its rightful member, after one's entry into the organisation (Cohen, 2007). He also assumes that calculative commitment affects affective commitment. The dependence is based on the assumption of the superiority of affective commitment as the highest level of organizational commitment. Evaluation of advantages from collaborating with the organisation seems a factor stimulating the affective commitment while the authors' believe that it does not exclude the possible co-existence of the commitment components, in particular in the case of employees with a longer history of employment in the organisation. Still the relations call for the continuation of in-depth research, in particular research investigating the mechanism of their development in a time horizon. It is appropriate to consider these aspects as components of commitment rather than types of commitment because the relationship of a unit with the organisation may, to a different extent, reflect all three components (Mayer and Allen, 1991). The article focuses on two types of the calculative and affective commitment which seem to have the biggest share in generating the added value for the organisation. Below there is a list of factors whose impact on the affective and calculative commitment will be tested in the paper.

2.3. Previous Studies

The following table shows the previous studies, which have been undertaken by researchers on the variables of this study

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	Employees are committed due to remuneration and lack of alternatives. When employees are satisfied, job satisfaction increases

Title & Authors	Variables and Sub-Variables	Findings
	Job Satisfaction	
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%
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	Work Environment: Physical, Non-Physical Organizational	All of the hypotheses are acceptable to show the impact among variables

Title & Authors	Variables and Sub-Variables	Findings
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)	Commitment: Affective, Continuance, Normative Organizational Citizenship Behavior: Altruism, Conscientiousness, Sportmanship, Courtesy, Virtue Motivation: Physiological, Safety, Affiliation, Esteem, Self-Actualization Employee Performance: Quality, Quantity, Timeliness, Effectiveness, Presence	
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 Dimensions: Does Job Satisfaction Matter? (Kurcharska & Bedford, 2019)	Organizational Culture: Power Distance, Uncertainty Avoidance, Collectivism, Masculinity, Long-Term Orientation Knowledge Sharing: Company Size, Staff Position Job Satisfaction Organizational Performance: Annual Results, Company Benefits	Job satisfaction and 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	Except for the "Guest Focus" and "Job Variety", the correlations are considered strong between Organizational Culture and Employee Engagement

Title & Authors	Variables and Sub-Variables	Findings
	Employee Engagement: Physical, Emotional, Cognitive	
Elements of Organizational Culture Leading to Business Excellence (Štok, Markič, Bertoncej, & 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: Ownership, Community, Communication, Leadership	These elements provide purpose for the formation of organizational culture
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

Title & Authors	Variables and Sub-Variables	Findings
		field/empirical research activities to allow the smooth operationalization of the variables within
Organizational Commitment Theory (Cohen, 2013)	Organizational Commitment: <ul style="list-style-type: none"> • 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
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

2.4. Differences of Studies

In this study, 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 longed-for 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 stimulates 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

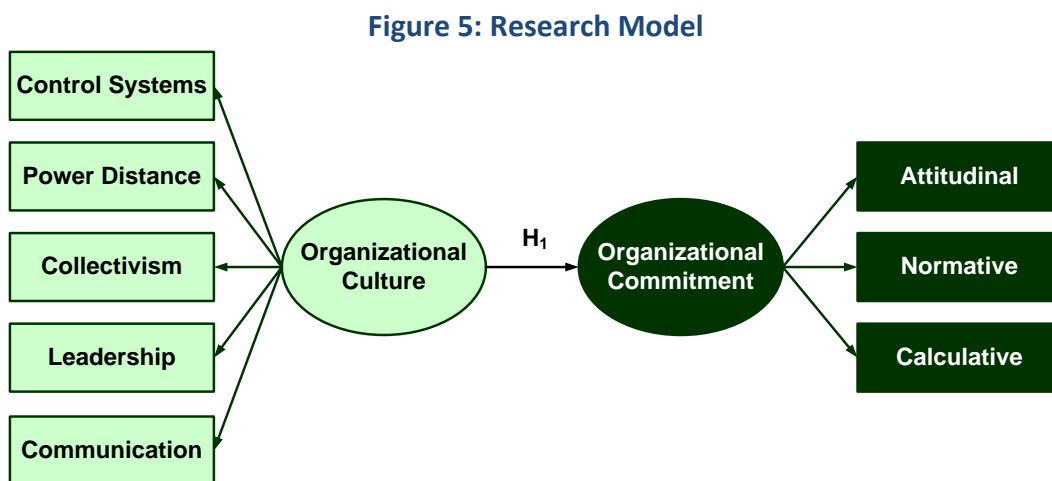
communication, this parameter can provide a positive or negative contribution to organizational-wide culture.

- 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.

2.5. Research Model & Hypothesis

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”.



From the research model, the hypothesis can be formulated as follows;

- H₁ : Organizational culture positively influences the organizational commitment for hotel employees in Jakarta

CHAPTER 3: METHODOLOGY

Chapter 3 consists of the research methodology for this research activities to evaluate the relationship among variables and sub-variables used in this study

3.1. Research Process

The following diagram shows the research process in this study.

Table 6: Research Process

Steps	Notes
Preliminary research, topic discussion & selection,	Chapter 1
Research questions & hypotheses	Chapter 1-2
Previous studies	Chapter 2
Research method	Chapter 3
Data gathering & data analysis using quantitative and/or qualitative approach	Chapter 4
Conclusions & recommendations	Chapter 5

3.2. Type of Research

This is 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 explain the inter-relations among variables as a way to learn about the managerial implications thereafter.

3.2.1. Causal

This study relies on the causal research method. This means that this research tries to find out the correlations between two different things, at least, and finding out their significances. In this causal research, 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.

3.2.2. Explanatory

Explanatory research seeks to elaborate and a deeper study into certain topics. 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

3.3. 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.

3.4. 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 7: Interview Questions

Topic	Questions
Organizational Culture	<ol style="list-style-type: none"> 1. What is your understanding about “organizational culture”? 2. What is the importance of “organizational culture”?
Organizational Commitment	<ol style="list-style-type: none"> 1. What is your understanding about “organizational commitment”? 2. What is the importance of “organizational commitment” or “employee commitment”?
Employee Engagement	<ol style="list-style-type: none"> 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”?
Influence of the Pandemic	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. What are the measurements of “organizational culture”? 2. What are the measurements of “organizational commitment”?

This table below shows the variable, indicator, questionnaire statement and measure scale used in the questionnaire.

Table 8: 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)	<ol style="list-style-type: none"> 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 &	<ol style="list-style-type: none"> 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 	Likert 5-scale

Variable	Sub-Variables	Statements	Scale
	Bedford, 2019)	from my superior(s) 3. I believe supervisors and managers should listen to subordinates before making decisions	
	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, Bertoncej, & 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
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 believe 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 &	1. I like my responsibilities in my organization 2. I like the compensation and benefits from my organization	

Variable	Sub-Variables	Statements	Scale
	Rakowska, 2017)	3. I enjoy the status in my organization	

3.5. Population and Sample

3.5.1. 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 (Bhattacharjee, 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

3.5.2. Sample

A sample represents a group of cases, participants or events that carefully selected to represent the population (Cooper & Schindler, 2014; Bhattacharjee, 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 9: 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 6: Raosoft Sample Size Calculator

What margin of error can you accept? 10 %
5% is a common choice.

What confidence level do you need? 95 %
Typical choices are 90%, 95%, or 99%

What is the population size? 20000
If you don't know, use 20000

What is the response distribution? 50 %
Leave this as 50%

Your recommended sample size is 96

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer *yes*, while 10% answer *no*, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margin of error requires a larger sample size.

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer *yes* would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

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)

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

3.6.3. 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 10: 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).

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.

3.7. Data Testing

3.7.1. 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. During the pre-testing period, the questionnaire is distributed to a minimum of 30 respondents.

3.7.2. 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.

3.8. 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.

3.8.1. Validity

Validity is a test in order to measure whether the questionnaire can represent what it supposed to be measured (Bhattacharjee, 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)

Table 11: KMO and Bartlett's Example

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.735
Bartlett's Test of Sphericity	Approx. Chi-Square	2549.164
	df	15
	Sig.	.000

Source: (Sekaran & Bougie, 2016)

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

- 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'.
- Change the number of iterations to 100 and click 'Continue'
- The outcome will give a score of 0 – 1. Scores that closer to or is a 0 implies that the component examination is adequate. The higher the score, the more valid, however only the minimum score of 0.5 or higher will be considered valid in this research.

3.8.2. 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 “Reliability Statistic” on the header section. The reliability value is available at “Cronbach Alpha of Standard” item (Kuncoro, 2013)

If the score is 0.6 or higher, it is defined as reliable. When the score is lower than 0.6, it is otherwise considered as unreliable (Kuncoro, 2013; Sarwono, 2012).

Table 12: Cronbach's Alpha Test Example

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.661	.764	22

Source: (Sekaran & Bougie, 2016)

3.9. 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 13: 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

Criterion and Definition	Recommended Standard Value		
	According to Schumacker & Lomax (2004); Wijaya (2009)	According to Arbuckle (2011)	According to Ghozali (2004; 2012); Santoso (2009)
RMSEA Root Mean Square Error of Approximation	RMSEA \leq 0.08 = better	RMSEA = 0: exact/good fit RMSEA < 0.05: close fit RMSEA > 0.08: Reasonable error of approximation	RMSEA \leq 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 \geq 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 Criteria	-	High value = bad fit	-
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)

CHAPTER 4: RESULTS AND DISCUSSION

4.1. Descriptive Statistics

The descriptive statistics of the responses received are as shown in the **Error! Reference source not found.**

Table 14: 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)

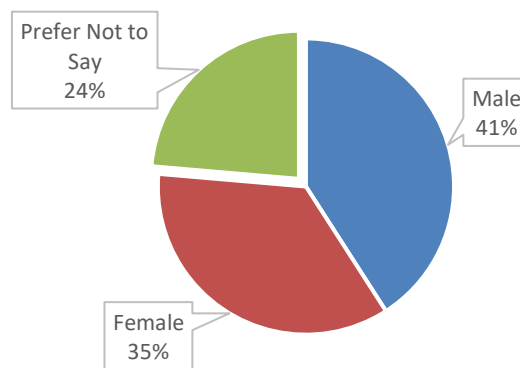
From the descriptive statistics above, it is obvious that all sub-variables used in this study are relatively normal as the values of skewness and kurtosis are below +2 and -2 (Ghozali, 2004; Wijaya, 2009). This means that the process of analysis can be continued.

4.1. Respondents' Characteristics

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

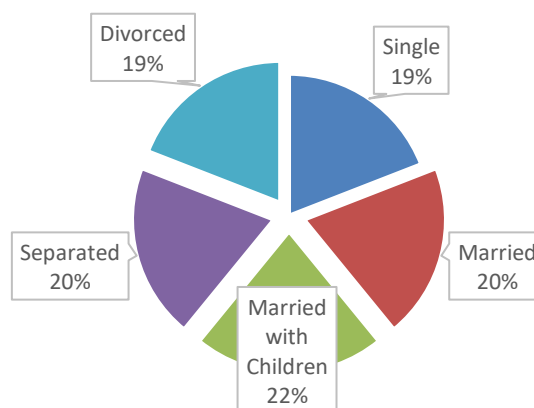
- The majority of respondents' gender is male (41%) with 35% female and 24% respondents prefer not to say the gender.

Figure 7: Respondents' Characteristics - Gender



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

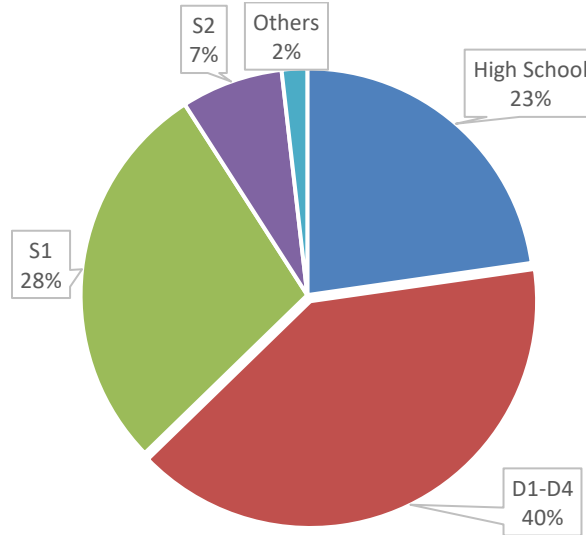
Figure 8: Respondents' Characteristics - Status



- The majority of respondents have the educational level of Diploma 1 to Diploma 4

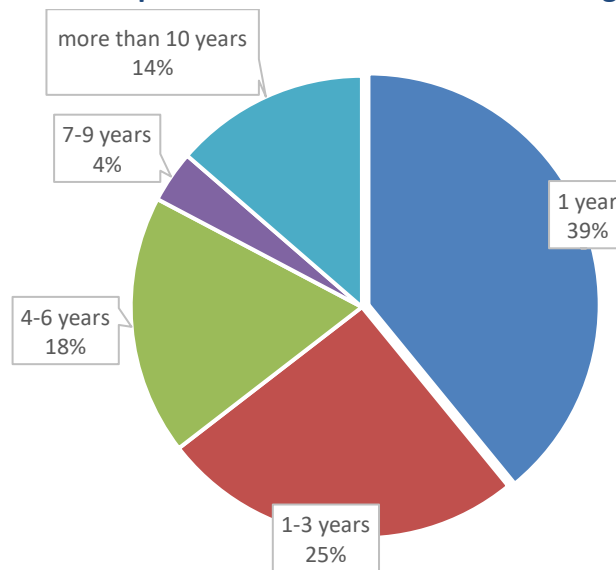
(40%). This is consistent with the fact that employees of hotels have the tendency of pursuing diploma educational background for practical use into the hotel establishments

Figure 9: 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

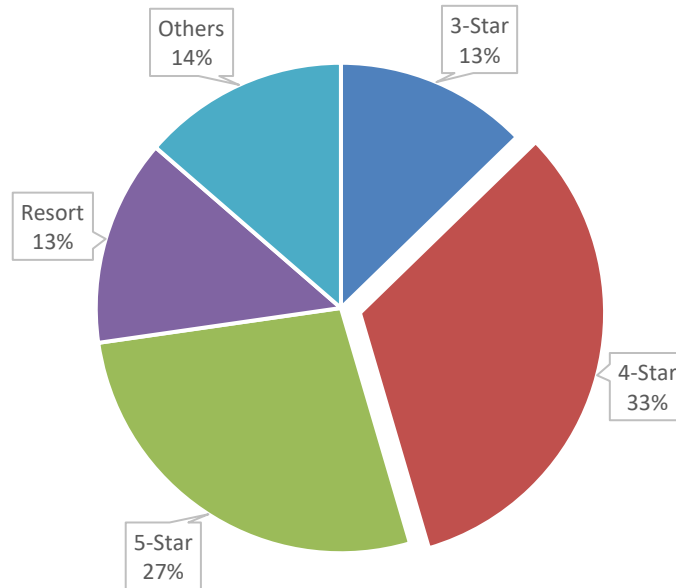
Figure 10: Respondents' Characteristics – Working Experience



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

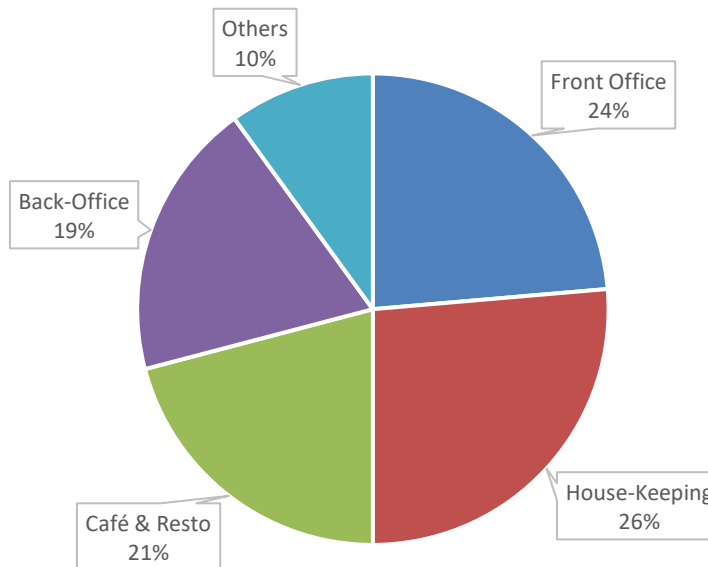
hotels

Figure 11: Respondents' Characteristics – Type of Hotel



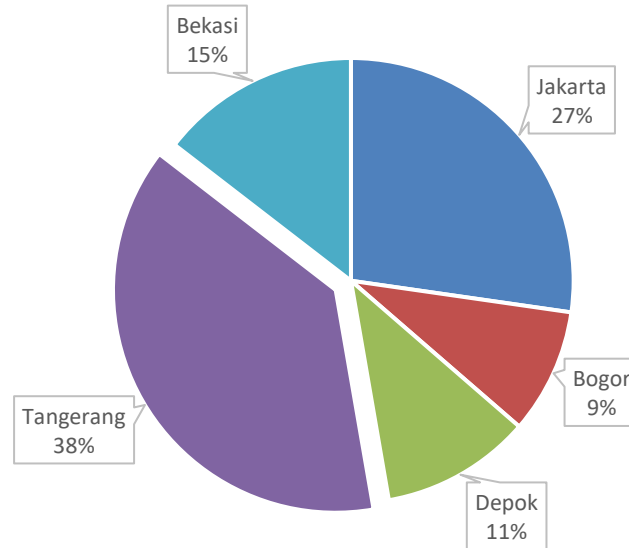
- There are 81% respondents who are working in the front-office, house-keeping, café and restaurants

Figure 12: Respondents' Characteristics – Division



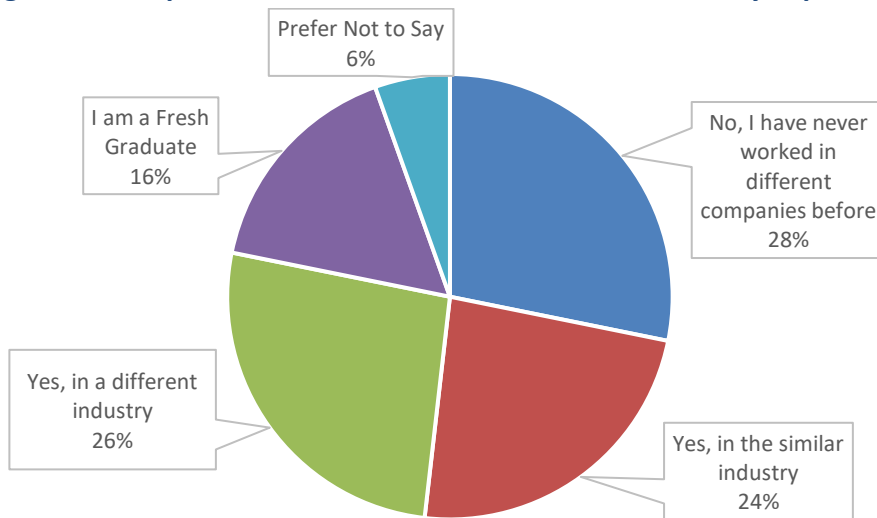
- There are 53% respondents who are working in the hotel establishments in Tangerang, Bekasi, including other locations

Figure 13: Respondents' Characteristics – Location



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

Figure 14: Respondents' Characteristics – Previous Industry Experience



The statistical figures on the respondents' characteristics are shown in Table 15: Respondents' Characteristics

Table 15: Respondents' Characteristics

	N	Mean Stat	Std. Dev Stat	Var Stat	Responses per Category				
					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

4.2. Validity & Reliability

4.2.1. 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 16: 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.

Table 16: 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)

4.2.2. Post-Test Validity & Reliability

The post-tests are based on all 110 respondents in this study. As shown in Table 16: 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.

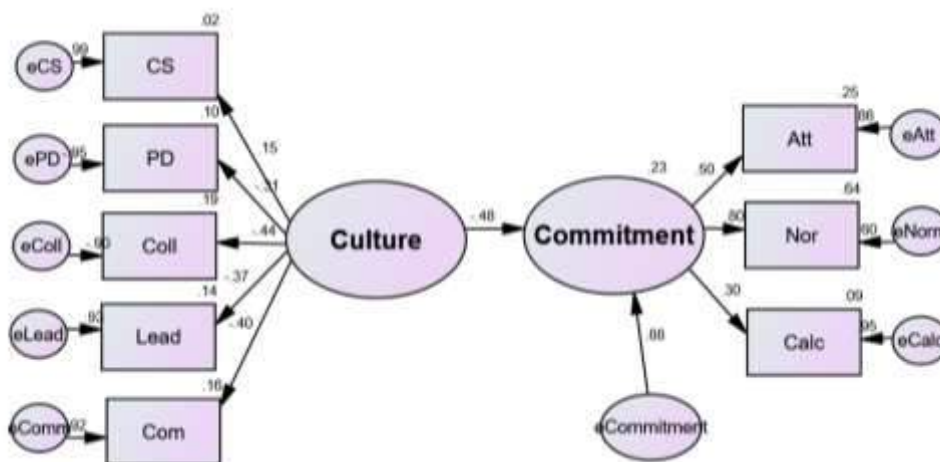
4.3. Structural Equation Modeling

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.

4.3.1. Relationship Between Organizational Culture & Organizational Commitment

As shown in Figure 15: 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 15: 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.

4.3.1.1. 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 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% improvement² 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

² The word "improvement" here can also be referred to as strengthening the organizational culture

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 -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 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 ties³ 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, Bertoneclj, & Meško, 2010; Widyaningrum & Rachman, 2019). The study in Vietnamese telecommunication

³ This is referred to also as “cohesiveness” in many publications (Nugraha, 2018)

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)

c. Collectivism

Referring to the structural equation modeling, it shows that the collectivism has the explanatory power of -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, Bertoneclj, & 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 -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 heartfelt 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, Bertoneclj, & 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 -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, Bertoneclj, & Meško, 2010) and the popular article discussing about the crucial ingredients for organizational culture (Cabistan, 2017)

4.3.1.2. 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 50% toward the formation or an improvement of an organizational culture

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). 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.

b. Normative Commitment

Referring to the structural equation modeling, it shows that the normative commitment has the explanatory power of 80% toward the formation or an improvement of an organizational culture

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.

c. Calculative Commitment

Referring to the structural equation modeling, it shows that the calculative commitment has the explanatory power of 30% toward the formation or an improvement of an organizational culture

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.

CHAPTER 5: SUMMARY, CONCLUSION, RECOMMENDATION

5.1. *Xxxxx Yyyyyy Zzzzzz*

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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
Monthly Expenses (utility, food, entertainment, travel, maintenance, education, etc)	<Rp. 1 million	Rp. 1-4 million	Rp. 4-7 million	Rp. 7-10 million	>Rp. 10 million
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	Yes, in the similar	Yes, in a different industry	I am a fresh graduate	Prefer not to say

	different companies before	industry			
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	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					

	1 (strongly disagree)	2 (disagree)	3 (neutral & no opinion)	4 (agree)	5 (strongly agree)
ideas/problems					
15. My colleagues and supervisor(s) are not 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 believe 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

2.1. 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

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

	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

	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
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

Inter-Item Covariance Matrix (Based on Sub-Variables)								
	CS	PD	Coll	Lead	Com	Att	Nor	Calc
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
Nor2	101.51	86.546	.167	.472	.491
Nor3	101.15	85.159	.231	.346	.483
Cal1	101.75	89.292	.015	.379	.513

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
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 Nonadditivity (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.							

2.2. 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
	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

Correlation Matrix ^a (Based on Questionnaire)							
		CS1	CS2	CS3	PD1	PD2	PD3
	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
	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

Correlation Matrix ^a (Based on Questionnaire)							
		Coll1	Coll2	Coll3	Lead1	Lead2	Lead3
	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
	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	

Correlation Matrix ^a (Based on Questionnaire)							
		Com1	Com2	Com3	Att1	Att2	Att3
	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
	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

		Nor1	Nor2	Nor3	Cal1	Cal2	Cal3
	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	

		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

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

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

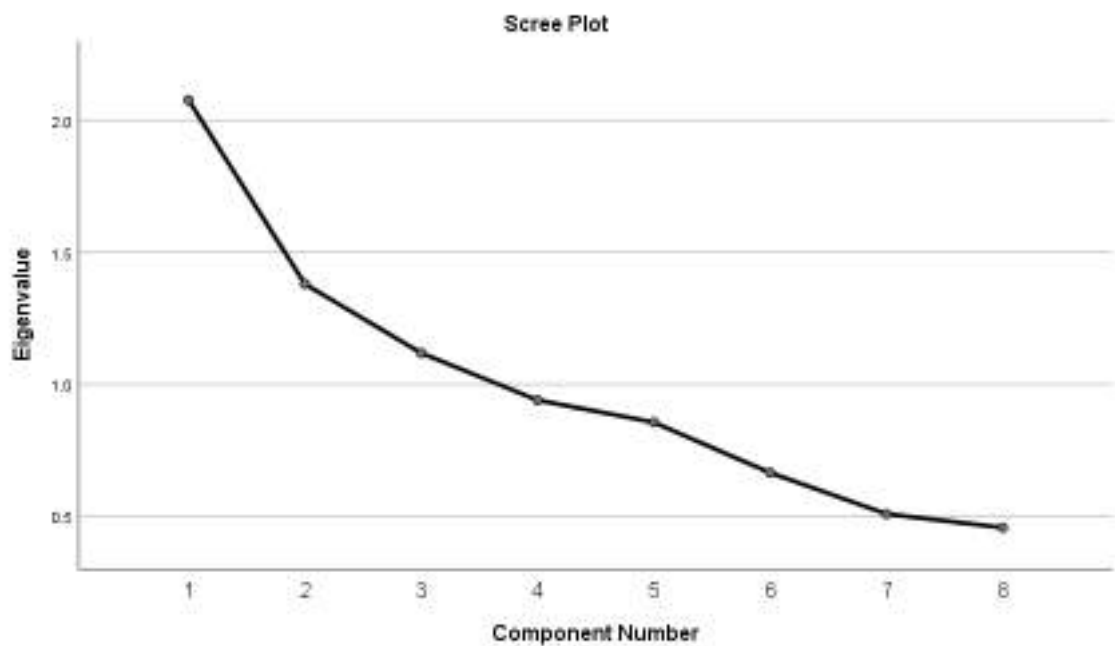
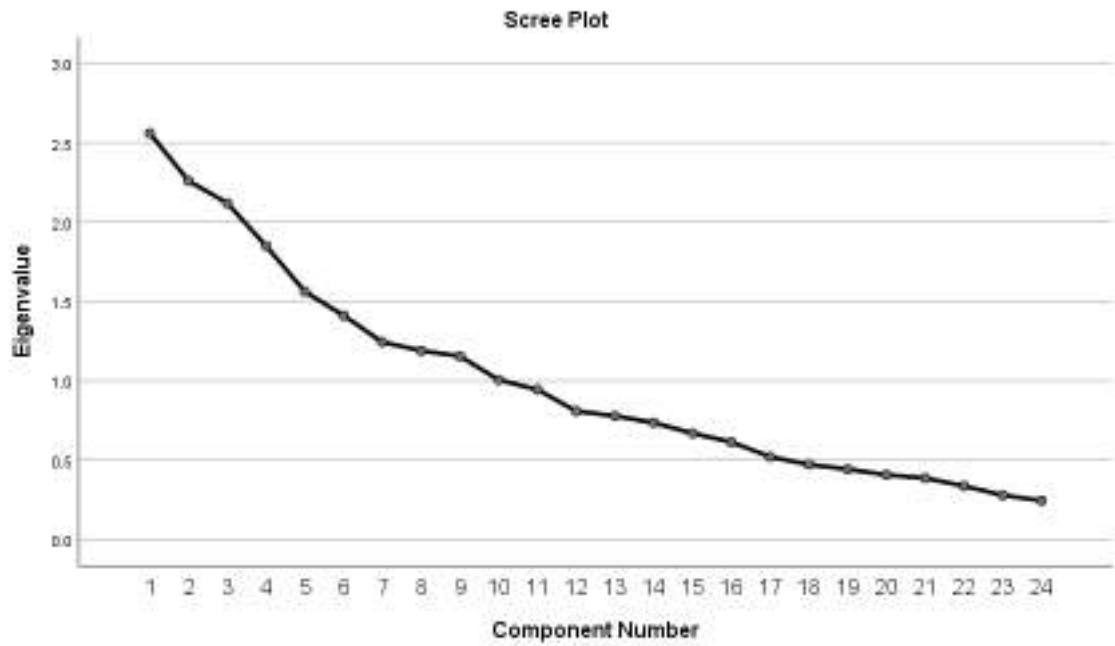
	Initial	Extraction
CS1	1.000	.117
CS2	1.000	.246
CS3	1.000	.202
PD1	1.000	.337
PD2	1.000	.090
PD3	1.000	.181
Coll1	1.000	.163
Coll2	1.000	.139
Coll3	1.000	.023
Lead1	1.000	.152
Lead2	1.000	.339
Lead3	1.000	.107
Com1	1.000	.128
Com2	1.000	.523

	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

Extraction Method: Principal Component Analysis.

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.



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.		

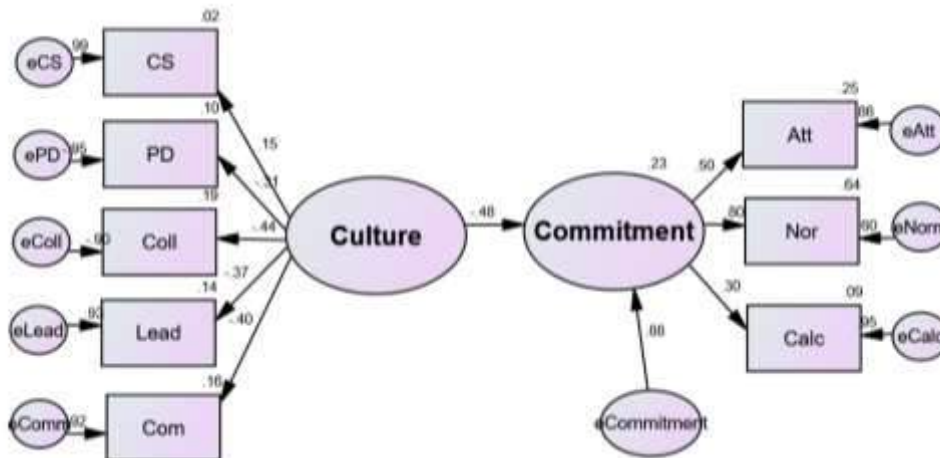
Component Transformation Matrix (Based on Questionnaire)		
Component	1	2
1	.998	-.059

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



3.1. Analysis Summary

Date and Time

Date: Sunday, October 31, 2021

Time: 11:06:05 AM

Amos model: Sunday, October 31, 2021 11:06 AM

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

3.2. 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

3.3. 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

Observation number	Mahalanobis d-squared	p1	p2
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
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

Observation number	Mahalanobis d-squared	p1	p2
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
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

Observation number	Mahalanobis d-squared	p1	p2
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

3.4. Sample Moments (Group number 1)

Sample Covariances (Group number 1)

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

3.5. 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)

3.6. 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
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				

	Estimate	S.E.	C.R.	P	Label
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

3.7. Matrices (Group number 1 - Default model)

Implied (for all variables) Covariances (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	.010																		
eNorm	.000	.010																	
ePD	.000	.000	.010																
eCS	.000	.000	.000	.010															
eLead	.000	.000	.000	.000	.010														
eColl	.000	.000	.000	.000	.000	.010													
eComm																			
eCommi																			
Culture																			
eAtt																			
Commit																			
Calc																			
Att																			
Nor																			
Com																			
CS																			
PD																			
Lead																			
Coll																			

	Coll	Lead
eComm	.000	.000
eColl	.000	.000
eLead	.000	.000
eCS	.000	.000
eLead	.000	.065
eColl	-.050	.000
eComm	.000	.000
eCommi	.000	.000
Culture	-.024	-.026
eAtt	.000	.000
Commit	.001	.001
Calc	.032	.034
Att	.046	.049
Nor	.071	.076
Com	.079	.084
CS	-.028	-.030
PD	.044	.047
Lead	.063	.489
Coll	.310	

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

	eComm	eColl	eLead	eCS	ePD	eNorm	eCalc
eComm	.000	.000	.000	.000	.000	.000	1.000
eColl	.000	.000	.000	.000	.000	1.000	
eLead	.000	.000	.000	.000	1.000		
eCS	.000	.000	.000	1.000			
eLead	.000	.000	1.000				
eColl	.000	1.000					
eComm	1.000						
eCommi							
Culture							
eAtt							
Commit							
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
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						
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					
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

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

3.8. 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

3.9. 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.
 $p = 80 / 500 = .160$

3.10. 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

23	e	0	30203450 5424.303	Iteration	15	16	17	18	19	20	21	22	23
					e	e	e	e	e	e	e	e	e
				Negative eigenvalues	2	2	2	2	2	1	0	0	0
				Condition #							160077036.614	594972195.547	
				Smallest eigenvalue	.000	-.001	.000	.000	.000	.000			
				Diameter	18.858	153.225	19.549	50.058	42.056	20.366	6.377	4.383	
				F	842.669	539.104	394.488	384.937	367.565	363.756	362.811	362.777	362.777
				N Tries	26	9	7	16	6	4	6	1	
				Ratio	.878	.657	.861	.513	.867	.757	.998	.931	.996

25	24	Iteration
e	e	
0	0	Negative eigenvalues
280100776604682.000	136879784628385.000	Condition #
		Smallest eigenvalue
.000	.009	Diameter
362.777	362.777	F
2	1	NTries
.000	1.000	Ratio

3.11. 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													
par_6													
par_7													
par_8													
par_9													
par_10													
par_11													
par_12													
par_13													

par_13	par_12	par_11	par_10	par_9	par_8	par_7	par_6	par_5	
.064	-.450	.397	-.005	-.489	-.564	.311	-.009	-.866	par_1
.271	-.079	.089	-.002	-.045	-.175	-2.139	-.007	-.164	par_2
-.046	.031	.004	.000	.119	-.293	1.536	.002	.017	par_3
-.028	.343	-.375	.004	.943	.230	-.510	.008	.835	par_4
-.081	.439	-.702	.005	.427	.652	-1.011	.011	2.145	par_5
-.003	.005	-.004	-10777.277	3391274.826	4957531.665	7569375.142	5955.55		par_6
-.834	-.176	.415	-	4310235706.71	6300913654.6	9620509258.4			par_7
-.056	.258	-.306	-	2822971571.08	4126758156.7				par_8
-.009	.227	-.201	-	1931096705.60					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_22	par_23	par_24	par_25	par_26
par_14	.000	.000	.000	.000	.000
par_15	.000	.000	.000	.000	.000
par_16	.000	.000	.000	.000	.000
par_17	.000	.000	.000	.000	.000
par_18	.000	.000	.000	.000	.000
par_19	.000	.000	.000	.000	.000
par_20	.000	.001	.001	.000	.000
par_21	.001	.001	.001	.001	.000
par_22	.003	.000	.000	.000	.000
par_23	.004	.004	.001	.000	.000
par_24	.005	.005	.005	.002	.001
par_25	.006	.006	.006	.006	.001
par_26	.007	.007	.007	.007	.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_3			1.000										
par_4				1.000									
par_5					1.000								
par_6						1.000							
par_7							1.000						
par_8								1.000					
par_9									1.000				
par_10										1.000			
par_11											1.000		
par_12												1.000	
par_13													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_26	par_25	par_24	par_14
.000	.000	.000	.000
.000	.000	.000	par_15
.000	.000	.000	.000
.000	.000	.000	par_16
.000	.000	.000	.000
.000	.000	.000	par_17
.000	.000	.000	.000
.000	.000	.000	par_18
.000	.000	.000	.000
-.022	-.037	-.058	par_19
.064	.107	.169	.000
.059	.098	.155	par_20
.046	.076	.120	.000
.055	.090	.143	par_21
.243	.402	1.000	.000
.153	1.000		par_22
1.000			.000
			par_23
			.000
			par_24
			.000
			par_25
			.000
			par_26
			.000

Critical Ratios for Differences between Parameters (Default model)

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

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

par_14	par_14
par_15	par_14
2.769	.000
.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_26	par_25	par_24	par_23	par_22	par_21	par_20	par_19	par_18	par_17	par_16	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
20.005	20.309	20.148	20.633	20.783	20.653	20.902	20.368	17.781	19.460	7.268	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
20.222	20.613	20.420	21.024	21.225	21.032	21.375	20.690	16.379	18.623	6.292	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
-793	-709	-769	-613	-579	-588	-542	-694	1.167	2.162	.000	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
-8.307	-8.109	-8.265	-7.877	-7.803	-7.798	-7.712	-8.074	-2.025	.000		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
-5.759	-5.550	-5.710	-5.308	-5.227	-5.231	-5.133	-5.513	.000			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
-1.396	-.228	-1.124	1.256	1.943	1.529	2.584	.000				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
-4.075	-3.020	-4.350	-1.428	-.801	-.848	.000					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
-2.909	-1.866	-2.930	-.417	.169	.000						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
-3.405	-2.285	-3.491	-.664	.000							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
-2.705	-1.579	-2.692	.000								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
-.405	1.166	.000									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
-1.276	.000										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
.000											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

3.12. 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. 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 hotels, and others.

Table 17: Interview Scripts A

Questions	Interviewee 1
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
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
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
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
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.
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.
7. Are there any differences between “employee commitment” and “employee engagement”?	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 verbal and intangible. However, an employee engagement directs for more tangible outputs with some actions.
8. Do you think that there is a drastic influence of the pandemic into the	Pandemic brings a very drastic impact to organizational culture and commitment. Particularly, the negative influence to all elements.

Questions	Interviewee 1
<p>elements that make-up the organizational culture and organizational commitment?</p>	<p>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.</p> <p>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.</p> <p>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 getting-things-done attitude as people are trying to avoid additional tasks and responsibilities with less wages and salaries.</p> <p>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.</p> <p>For elements of the organizational commitment may have not been altered as much as these elements have become somewhat standardized across industries and countries</p>
<p>9. What are the measurements of organizational culture?</p>	<p>Individual differences (background, exposures, framework of individual thinking, culture, tastes & preferences), organizational leaderships, including who is/are the leader(s), getting-things-done attitude, organizational structure, internal control, frequency of audit, frequency of group evaluation, rewards & punishments</p>
<p>10. What are the measurements of organizational commitment?</p>	<p>Compliance, reward & punishments on achievement, Standard Operating Procedures, periodic evaluation (individual & group), vision & mission of the organization, striving for world-class organization, continuous improvement</p>

Table 18: Interview Scripts B

Questions	Interviewee 2
1. What is your understanding about “organizational culture”?	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”?	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 organizational intentions to provide great rewards to the employees in the forms of good salary systems, bonuses and other facilities to the committed employees
4. What is the importance of “organizational commitment” or “employee commitment”?	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”?	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”?	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 engagement”?	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 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	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

Questions	Interviewee 2
<p>culture and organizational commitment?</p>	<p>learn & experience before.</p> <p>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.</p> <p>Experience of people across industry becomes worthless. Years of experience also do not contribute to the understanding on survivals.</p> <p>However, flexibility and agility enhance as the pandemic forces us to do so. Less flexibility and minimal agility only direct to losing the competition.</p> <p>With less wages and salaries, not only the buying power is diminished, but also the employees' morale and attitude are altered.</p> <p>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</p> <p>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.</p>
<p>9. What are the measurements of organizational culture?</p>	<p>Background of employees & owners (experience, industrial sectors, international settings, living abroad, and many others), flexibility, agility, communication channel used among managers, owners, and employees</p>
<p>10. What are the</p>	<p>Standard Operating Procedures, rewards &</p>

Questions	Interviewee 2
measurements of organizational commitment?	punishment, transparency, independent, benefits, competitive wages & salaries

Table 19: Interview Scripts C

Questions	Interviewee 3
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.
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.
3. What is your understanding about “organizational commitment”?	Organizational commitment is a fellowship psychological attachment to their organization
4. What is the importance of “organizational commitment” or “employee commitment”?	It is importance in a sense that organization need all the effort provided by their fellowship to operate, and that human effort is impossible without commitment.
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.
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.
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.
8. Do you think that there is a drastic influence of the pandemic into the elements that make-up the organizational culture and organizational	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

Questions	Interviewee 3
commitment?	<p>have been wrong to build-up the fortress against the survivability.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
9. What are the measurements of organizational culture?	Internal control, willingness to comply, managerial styles, managerial orientation, leaderships, experience of the employees and owners
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

Table 20: Interview Scripts D

Questions	Interviewee 4
1. What is your understanding about “organizational culture”?	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”?	Organizational culture benefits the organization as an attitude to achieve organizational vision & mission.
3. What is your understanding about “organizational commitment”?	Some kind of agreement among members in organization to achieve particular goals.
4. What is the importance of “organizational commitment” or “employee commitment”?	Organizational commitment and employee commitment are beneficial for organizations to 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”?	Agreement between organization and its employees to particular task and vision & mission to be fulfilled
6. What is your understanding about “employee engagement”?	The way organization facilitate employees to getting involve on important task
7. Are there any differences between “employee commitment” and “employee engagement”?	<p>Employee commitment may mostly come from the contract or agreement between organization & employees</p> <p>Meanwhile, employee engagement, in my point of views, should be facilitated by the organization itself through reward, recognition and incentives</p>
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?	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 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.

Questions	Interviewee 4
	<p>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.</p> <p>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.</p>
<p>9. What are the measurements of organizational culture?</p>	<p>Communication via briefing and meeting, leadership and systems should be the back-bone of the organizational culture</p>
<p>10. What are the measurements of organizational commitment?</p>	<p>Vision, mission, compensation packages, rewards and punishments</p>

5. Qualitative Results

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

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.



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 is considered appropriate.

Table 21: 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
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-FromOrganizationalCultureofScheintoAppreciativeInquiry ofCooperriderandWhitney	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

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3484313-Org Culture Role & Innovative	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureofScheintoAppreciativeInquiry ofCooperriderandWhitney	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-organisationalcultureinhoteli ndustry	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.58605
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

Source A	Source B	Pearson Correlation Coefficient
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-organisationalcultureinhoteli ndustry	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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.546504
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-organisationalcultureinhoteli ndustry	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-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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
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-organisationalcultureinhoteli ndustry	0.508922
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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
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-FromOrganizationalCultureofScheintoAppreciativeInquiry ofCooperriderandWhitney	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

Source A	Source B	Pearson Correlation Coefficient
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-organisationalcultureinhoteli ndustry	0.467244
Internals\\Herda-THE IMPACT OF ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE	Internals\\Herda-SSRN-id3683218-Org Commitment	0.466511
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-SSRN-id3661369-Org Culture	0.463204
Internals\\Herda-SSRN-id3683218-Org Commitment	Internals\\Herda-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	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-organisationalcultureinhoteli ndustry	0.447005
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-SSRN-id3333078-Org Culture	0.441406
Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-organisationalcultureinhoteli ndustry	0.440237
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.440034
Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureof ScheintoAppreciativeInquiryof CooperriderandWhitney	Internals\\Herda-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	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-organisationalcultureinhoteli ndustry	0.426994
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.416321
Internals\\Herda-SSRN-id3851329-Org Commitment	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.412787

Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-organisationalcultureinhoteli ndustry	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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	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
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

Source A	Source B	Pearson Correlation Coefficient
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-organisationalcultureinhoteli ndustry	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
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3683218-Org Commitment	0.370459
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	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
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-organisationalcultureinhoteli ndustry	0.331082

Source A	Source B	Pearson Correlation Coefficient
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-organisationalcultureinhoteli ndustry	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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.310818
Internals\\Herda-SSRN-id3333078-Org Culture	Internals\\Herda-ANALYZING PERCEIVED ORGANIZATIONAL SUPPORT ON FRONTLINE	0.307268
Internals\\Herda-PeopleProcessTechnology_030211	Internals\\Herda-organisationalcultureinhoteli ndustry	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

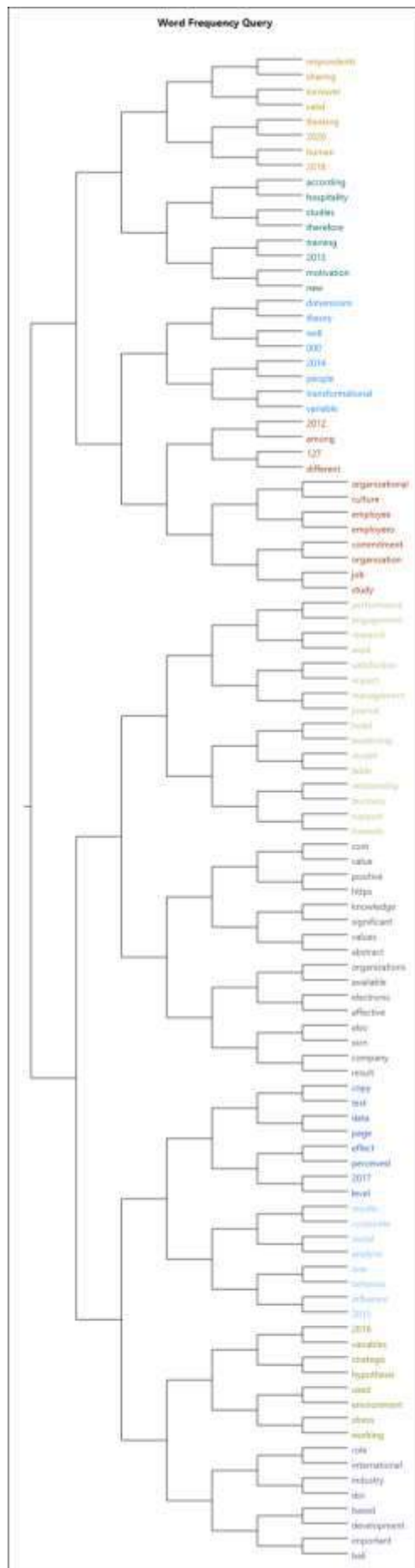
Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3672890-Org Culture & Org Commitment	Internals\\Herda-PeopleProcessTechnology_030211	0.284211
Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	Internals\\Herda-SSRN-id1744040-Org Culture	0.283033
Internals\\Herda-SSRN-id3693906-Org 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
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

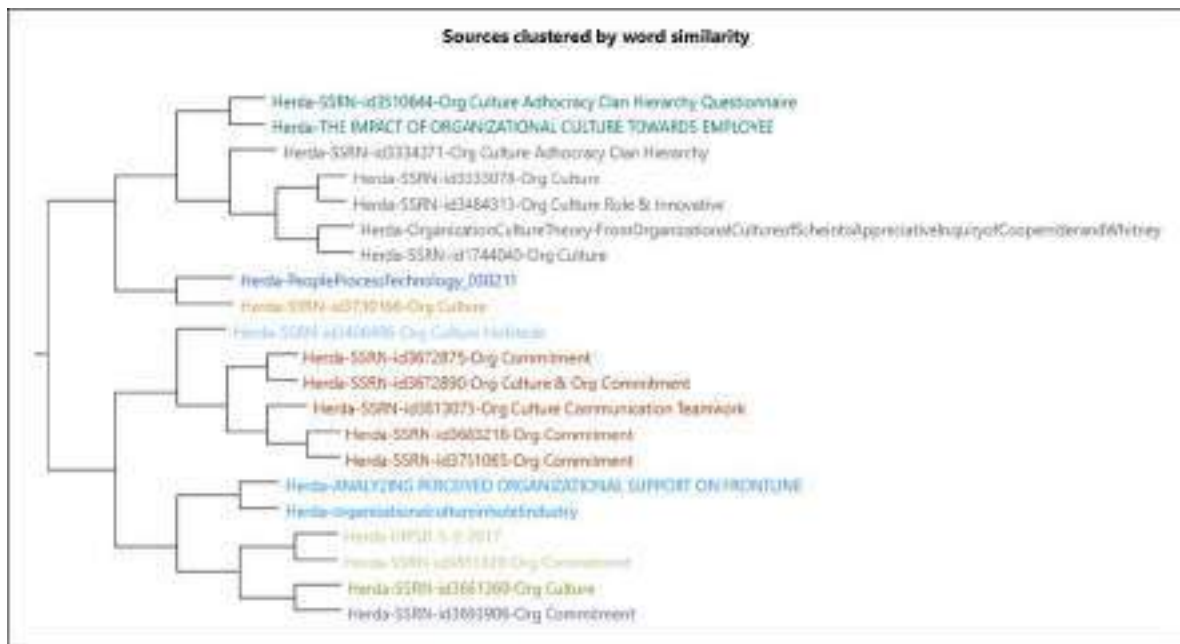
Source A	Source B	Pearson Correlation Coefficient
Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	Internals\\Herda-PeopleProcessTechnology_030211	0.265387
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-SSRN-id3334371-Org Culture Adhocracy Clan Hierarchy	0.262649
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-organisationalcultureinhoteli ndustry	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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.257308
Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-organisationalcultureinhoteli ndustry	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

Source A	Source B	Pearson Correlation Coefficient
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.233817
Internals\\Herda-SSRN-id1744040-Org Culture	Internals\\Herda-IJIPSD-S-2-2017	0.231433
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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

Source A	Source B	Pearson Correlation Coefficient
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
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Internals\\Herda-SSRN-id3693906-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.216839
Internals\\Herda-SSRN-id3751065-Org Commitment	Internals\\Herda-OrganizationCultureTheory-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.216489
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Internals\\Herda-SSRN-id3813075-Org Culture Communication Teamwork	Internals\\Herda-SSRN-id1744040-Org Culture	0.203928
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-FromOrganizationalCultureof ScheintoAppreciativeInquiry ofCooperriderandWhitney	0.200728
Internals\\Herda-SSRN-id3730166-Org Culture	Internals\\Herda-SSRN-id3406496-Org Culture Hofstede	0.197948

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





6. Turnitin Report

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St. Benedictus Bogor

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2009-2012 as the Mentor at Bina Iman Anak St. Benedictus
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German – Limited working proficiency

Interest : Music, Sport & Podcast

**CONVENTIONAL MUTUAL FUNDS VS SHARIA MUTUAL FUNDS: AN IN-DEPTH
LOOK IN FAITH AND FINANCE OF INDONESIA**

UNDERGRADUATE THESIS

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Submitted to fulfill the requirement
of the undergraduate degree program

Department of Management
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CHAPTER I – INTRODUCTION

I.I. Background

Indonesia has the most significant population of Muslims in the entire world, Clocking in 87,2% of all people of Indonesia; by that number, the number of Muslims of Indonesians is approximately around 227 Million people (CIA, 2021), easily dwarfing many Islamic countries, The most intriguing Fact From the statistics is that Surprisingly, Indonesia is not considered as an Islamic Country. The official government does not solely rely on Islamic values but four other religions: Christianity, Buddhism, Hinduism, and Confucianism. However, despite the Pluralism that Is present in the country. Islam, of course, has Significant influence in terms of the Legal system, policies, and even economic practices.

Political parties, Government bodies, and even Presidential requirements are heavily influenced if not Dictated by Islamic practices. For example, many political parties are based on Syariah practices (such as PPP, PKS, or PAN.). Thus many Islamic priests such as Hajjis, Habibs, and Ustadzs also have Certain power and influence. Therefore, Many People of Indonesia Followed the Sharia law that includes how they dress, how they interact with other people, Their marriage, and Even their Economic practices.

The enactment of the 2008 Laws Number 21 concerning sharia investment marked that sharia banking has obtained judicial formality and legality as reinforcement to the application of sharia principles as an underlying principle that provides foundations for investing practices in Indonesia. Sharia principles manifested in institutions is a natural form of objective conditions of Muslim society need of sharia Islamic financial institutions. (Otoritas Jasa Keuangan, 2012) It is believed to be an alternative solution to enable the optimum social, economic potential for the biggest Muslim-populated country in the world. Sharia principles prohibited some activities in business, However, or encouraged avoidance of Ma-ghrib such as maisyir, gharar, riba, and bathil as illustrated in the explanation to the 2008 Article 2 Laws as follows:

1. Riba or any illegal added income (bathil), among others, an exchange of similar things, yet less equal quality, quantity, and delivery time (fadh), or in lending transactions which requires a client, the facility recipient, that he return funds he has borrowed exceeding the initial amount borrowed as the results of timespan (nasi'ah)
2. Maisyir or transactions based on predetermined or uncertain conditions in the future and speculations.
3. Gharar or uncertain transactions. That is, transactions on unknown, immaterial and in existing, or undeliverable objects on the day of the trade unless differently arranged in Sharia.
4. Haram or any transactions of which Sharia prohibits the objects; or zhalim, namely, any transactions are leading to injustice on other parties. In efforts to meet the goal of supporting national development, sharia banking firmly holds on to the comprehensive (kaffah) and consistent (istiqamah) sharia principles. (Otoritas Jasa Keuangan, 2012)

Syariah Mutual Funds do not allow the portfolio to invest in ventures that oppose or violate the teaching of the Qur'an, Ventures That related to Alcohol Producing, Gambling Centers, Riba involved firms, and pork-related are not allowed to be invested into by the sharia banks. Those are not the only restrictions that the Sharia Banks forbids. Firms with huge liability or debt are also prohibited from being invested due to the suspicion that it is technically gambling. This theme also indicates that the Sharia investing method is mainly about security and Sustainability. This also ensures that the Investors are guaranteed security in investing by choosing their investments very carefully.

Figure 1: Comparison between conventional Mutual Funds fund and Sharia Mutual funds

YEAR	MUTUAL FUNDS COMPARISON				NAV COMPARISON (RP. BILLION)				
	SHARIA MUTUAL FUNDS	CONVENTIONAL MUTUAL FUNDS	TOTAL MUTUAL FUNDS	%	SHARIA MUTUAL FUNDS	CONVENTIONAL MUTUAL FUNDS	TOTAL MUTUAL FUNDS	%	
2010	48	564	612	7,84%	5.225,78	143.861,59	149.087,37	3,51%	
2011	50	596	646	7,74%	5.564,79	162.672,10	168.236,89	3,31%	
2012	58	696	754	7,69%	8.050,07	204.541,97	212.592,04	3,79%	
2013	65	758	823	7,90%	9.432,19	183.112,33	192.544,52	4,90%	
2014	74	820	894	8,31%	11.158,00	230.304,09	241.462,09	4,65%	
2015	93	998	1.091	8,52%	11.019,43	260.949,57	271.969,00	4,05%	
2016	136	1.289	1.425	9,54%	14.914,63	323.835,18	338.749,80	4,40%	
2017	182	1.595	1.777	10,24%	28.311,77	429.194,80	457.506,57	6,19%	
2018	224	1.875	2.099	10,67%	34.491,17	470.899,13	505.390,30	6,82%	
2019	265	1.916	2.181	12,15%	53.735,58	488.460,78	542.196,36	9,91%	
2020	289	1.930	2.219	13,02%	74.367,44	499.174,70	573.542,15	12,97%	
2021	January	293	1.938	2.231	13,13%	73.269,33	497.942,26	571.211,59	12,83%
	February	295	1.936	2.231	13,22%	77.847,03	493.899,46	571.746,49	13,62%
	March	293	1.931	2.224	13,17%	79.440,23	486.431,35	565.871,58	14,04%
	April	291	1.922	2.213	13,15%	77.509,33	490.510,95	568.020,27	13,65%
	May	291	1.915	2.206	13,19%	40.674,91	495.613,34	536.288,25	7,58%
	June	292	1.915	2.207	13,23%	40.325,60	495.780,44	536.106,05	7,52%
	July	293	1.914	2.207	13,28%	40.127,08	498.349,74	538.476,82	7,45%
	August	291	1.917	2.208	13,18%	39.707,28	502.835,07	542.542,35	7,32%
	September	286	1.894	2.180	13,12%	41.313,64	510.448,25	551.761,89	7,49%

Source: (Otoritas Jasa Keuangan, 2021)

However, despite the rule and practices that Offer Sustainability and security for the portfolio holders, the People who invest in Sharia Mutual Funds or Sharia banking are dwarfed by their conventional counterparts. This ironic setting set questions what makes the comparison so contrasting? Being the most Muslim populated country, it is surprising that the Sharia investment is not as popular as it should, alone being one of the most un-sought ventures. The underlining reason is the stigma that Sharia Mutual Funds are less profitable or lucrative. It begs the question. Why?

However, one of the Supporting reasons why people would choose conventional Rather than Syariah investment or Mutual Funds is because the literacy of the Indonesian public is still low in terms of financial literacy, this means the public is less knowledgeable in terms of the financial matter let alone handling monetary instruments such as index funds, mutual fund, and stocks. However, in 2019 there was an increase in financial literacy; in 2019, the financial literacy of Indonesia was 38,03%, and economic index inclusion was 76,19%. The numbers indicate a significant increase compared to the 2016 survey that stated that the financial literacy index is 29,7% and financial index inclusion is 67,8%. It is said from the comparison that Indonesia experienced an 8,33% increase in financial literacy index and an 8,39% increase in terms of financial inclusion. (Otoritas Jasa keuangan, 2019). Therefore, even though the literacy of Indonesia is still below international standards, the rise of its number is significant enough to be noted.

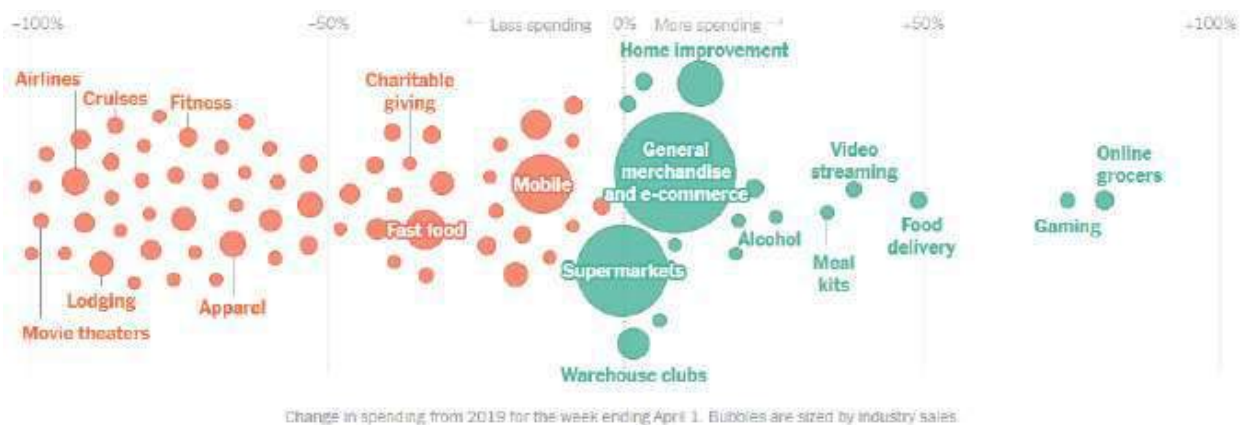
The rapid progress of global technology also contributes to the rise of financial literacy in Indonesia. As for now, the number of people that possess and have access to the internet Via their smartphones is 89% of all people in Indonesia (Hanum, 2021), which means 243,415,000 people have access to smartphones in Indonesia; thus, access to knowledge in Indonesia is now widespread.

Many are informed in financial matters are often independent researchers, or they deliberately join programs or even tutorship that tell them about essential economic issues, such as tax and more. However, some people take it further down the line; the individuals who learn about financial matters often research how they can increase their income or even invest.

These factors lead to the rise of independent investors in Indonesia. Due to the world has been ravaged by the Covid-19 Pandemic, the world has never been so digitalized in recent history the limitation of activity that the government restricts it is natural that in the times of quarantine such as work from home due to their workplace are unable to be used physically the people would spend more time on the internet like never before, The

domino effect of this phenomenon leads to more people are encouraged to research their deep passion or unanswered curiosity in their abundant of available time at home. Some of them are finance (BDO United States, 2020)

Figure 2: The shift of spending in the Covid-19 Era



Source: (BDO United States, 2020)

In Indonesia, this leads to a phenomenon where young people are exposed to information and influence to invest. The director of P.T. custodian Sentral Efek Indonesia (KSEI), Supratono Prajogo, stated per December 29, 2020, the number of Stock market investors raised into 3,8 million people and made into 4,2 million people on January 31, 2021; those numbers are dominated by Highschool graduates with 48,14% and Bachelor degree-equivalent with 40,10% this means that younger people are now at least has sufficient financial literacy to have enough awareness to invest. (Librianty, 2021).

Figure 3: Robinhood the Mobile trading app



Source: (Inforex, 2021)

The surge of several young independent investors is also contributed to the rise of Trading applications, such as Bibit, Binomo, Robin Hood, and I.Q. Option. The increase of Financial Applications also paves the way for young investors that, by default, significantly increases financial literacy. The finance applications that young people use have been on the rise since the pandemic. The trading applications have been on the rise due to the need for people to have an alternative source of income; this behavior and mentality is also the result of the economic crisis that the pandemic brought to the international economy.

Many use mobile trading apps monthly. However, some use mobile apps daily, signifying this behavior that many independent day traders surface during the pandemic. This, however, also proves the rise of financial literacy among the Indonesian people and the world. While consumers flocked to day trading and crypto trading apps, economic hardship was evident through the massive growth of food stamp mobile apps. Every generation increased time spent on finance apps, with Gen Z leading the charge more than double the amount of time they spent checking out their finances (102%) and, in particular, their investments (127%) globally. (bussinesswire, 2021).

The pandemic has brought every nation in the world to its knees; due to covid restrictions that the WHO imposes, it is very apparent that some business practices are not allowed to operate momentarily. When the Covid-19 Pandemic started, the world was introduced to a more digital world than ever before; this happened due to face-to-face encounters being limited before the vaccination started. This also significantly changes the dynamic of the brick-and-mortar shop method. Thus, many shops, restaurants, and recreational places. Measures were put in place to curtail the socio-economic effect of the COVID-19 outbreak. Several effective measures, such as curfew, compelled people to adjust their daily behavior, thus prompting them to become more proactive in managing the sudden situational change. Hence, daily routines were shifted from offline to online, forcing many, for example, to work from home since the COVID-19 outbreak (Sheth, 2021). This chain event also reinforces the people to shift into e-commerce. Many online shops such as Tokopedia, Bukalapak, and Shopee double their usage. More and more people are encouraged to do their daily activities online. Ultimately, they are also urged to invest in their spare time. Their access to the investing and trading app is also doubled in terms of usage.

In the first year of the pandemic, many who use the financial shifted their interest into the cryptocurrency market, persuaded by the success story of the first Bitcoin investors who live lavish lives, attracted newer investors to invest and make their portfolio. As a result, many competed and even made communities together to profit together in the cryptocurrency market; due to the price of bitcoin exceeding 50,000 dollars/ coin, many seek alternatives in cryptocurrency, such as stocks and mutual funds.

Despite the exposure and the access to every financial instrument that is accessible and the recent events that encouraged people to invest more and make alternative revenues by it, the market for sharia investments or, more specifically, sharia mutual funds are still underwhelming in Indonesia.

Some common and communal misunderstandings investing is Haram Or prohibited by Islamic law; this false stigma also comes from the lack of proper education for the people in terms of funding. This misunderstanding is based on the thought that people think investing is pure speculation and close to gambling. This is not true in any way; gambling is based on pure luck. No information or data can determine or provide the outcome; however, in investing, there are various sources and even experts that we can consult to receive the expected result. Buying securities and selling them in the future proves that funding does not have the same essence as gambling. (Hidayah, Aslicha, & Hana, 2020)

This biased speculation is also an effect of the dominant Islam influence in Indonesia. Many people of Indonesia do not question further if the related issue is tied with religion. Most of the people of Indonesia view the rules of and the teaching of Islam as absolute; thus, any floating speculations, the listeners of those said subject do not often challenge gossips or hearsay.

This is also reinforced by the lack of proper education on what investing is. The local education system does not explain in depth what investing is, moreover. Many of the educational institutions are based on religion, and there are many religion-based education institutions. Such as Al-Azhar etc., without proper explanation and definition, this could lead to dissonance to investing.

To combat this misinterpretation of investing in all essence of formality and technicality, investing is simply trading in the most basic form. In Islam, A trade commences when two-party have committed and agreed to a specific price of an object. Thus, an exchange of wealth and goods is to be started and benefits both parties.

Another controversy is that many are misinformed that Investing is forbidden because the speculation closely resembles gambling and the non-existing product of the

investment. This also is debunked. When a person buys a stock of a company, the product is the stock itself. The transaction means investing an individual's wealth to a company to help the company have extra leverage for their operations and then get in return in a higher amount than the individual has previously invested in the future to reward the individual for trusting the company to have better ventures. This alone debunks the stigma of investment in gambling. (Alam, 2012)

However, it is also noted that even though investing is not gambling and allowed in Islam, it is also essential that the company or mutual funds that the individual invested do not support or involved in Riba, gambling, prostitution, or anything forbidden by Islam. If all the criteria are met, the transaction of purchasing the investment is Halal or permitted.

This also affects the performance of the Sharia investments as they are perceived negatively. Even worse, some individuals think investment does not exist in Islam itself. Thus, ultimately, it affects the quantity of the individuals that would willingly invest their money into, let alone into Sharia investments and Index funds.

I.II Research Problems

There are several research problems to be investigated in this research, as follows:

1. This research attempts to examine the reason behind the small number of Sharia Mutual Funds in the most Muslim populated country
2. This research attempts to debunk and clarify the stigma That ensues the Sharia Mutual Funds are not as lucrative and profitable as the conventional Mutual Funds.

I.III Research Questions

Referring to the above research problems, the following research questions are formulated:

1. Are the factors from the model effects how well do both Mutual Funds perform?
2. What are the factors that made the Sharia Mutual Funds underperforming?

I.IV Research Objective

This thesis aims to study the reason behind the underwhelming market of Sharia Mutual Funds in Indonesia despite being the most Muslim populated country in the world. This thesis also attempts to clarify and debunk the Negative Perspective of Sharia Mutual funds That made Sharia Mutual funds are not as profitable as a conventional ones.

I.V. Scope Limitation

The study is limited as follows:

1. Individuals that invested or would invest in either Conventional or Sharia Mutual Funds
2. Indonesian Citizens that Invested or would Invest in either Conventional or Sharia Mutual funds

I.VI Report structure

This research is divided into five main chapters, and each chapter has several sub-categories. There are consists of:

- 1.) CHAPTER 1: Introduction, which discusses the background of the problem in this paper, research problems, research questions, scope limitation, and research paper structure.
- 2.) CHAPTER 2: Literature Reviews, which focus on the related references and theories related to the research topic.

3.) CHAPTER 3: Research Methodology, which describes the research process, data collection method, research design, and data analysis used to perform the research.

4.) CHAPTER 4: Result and Discussion, which point out and detailed analysis and discussion regarding the finding that was previously stated.

CHAPTER 5): Conclusion and Recommendation, which outlines the conclusion of the research and the recommendations that can be used for future enhancement.

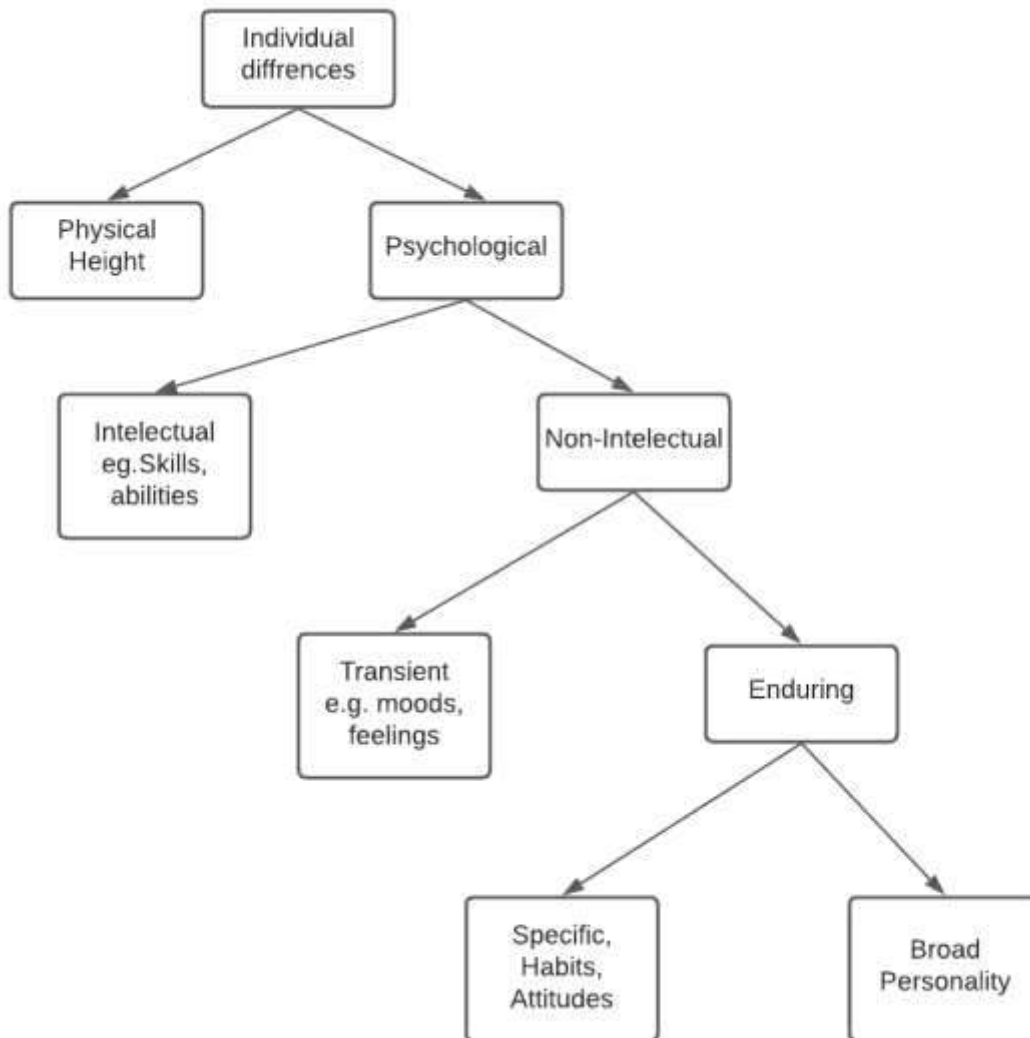
CHAPTER II – LITERATURE REVIEW

II.1 Personality

Personality is a nebulous notion that is difficult to define as straightforward. Despite this, all psychologists' definitions have a similar thread running through them. Psychologists believe that personality is ultimately an issue of human uniqueness, or the term most often used, 'individual differences.' However, until the matter is expanded on this concept of personality as human uniqueness, Complications Will Occur. To begin with, it is self-evident that not all differences between persons are personality differences. Physical characteristics, ages, ethnicities, and genders all vary, yet none of these variances seem to be related to personality. Of course, these differences may be connected to personality in some manner, but they are not personality differences in and of themselves. Men are said to be from Mars and women from Venus, with the former being aggressive and domineering and the latter being kind and nurturing, but even if these clichés were accurate, biological sex would not constitute a psychological trait. As a result, it must be qualified the definition to ensure that personality solely relates to psychological distinctions between persons, such as variations in cognition, emotion, motivation, and behavior.

A related issue arises with psychological characteristics such as attitudes (e.g., being against racial discrimination, etc.), beliefs (e.g., Being Muslim, Christian, etc.), tastes (e.g., rock Music or Classical), and habits (e.g., going to bed early or late). Unlike emotions and moods, these qualities are somewhat constant over time and represent non-intellectual distinctions between persons. However, psychologists do not commonly consider them to be essential personality traits. This is because the psychological importance of attitudes, beliefs, likes, and habits is usually somewhat limited. Attitudes and views are related to particular propositions, preferences are related to specific experiences, and habits are related to specific behaviors. Personality traits, on the other hand, have a far broader application; they pertain to generic patterns of psychological functioning. People with 'authoritarian' personalities, for example, may have a range of bigoted, oppressive, and highly traditional views in addition to their expressly anti-immigration emotions. People who stay up late may be described as ambitious if their behavior is part of a broader pattern of hard work and competitive striving, or extraverted and sensation-seeking if their behavior is part of a routine of constant partying. (Haslam, 2007)

Figure 4: A Classification of Individual Differences



Source: (Haslam, 2007)

The theory of personality is also very convoluted in terms of deciding the state of an individual that is being assessed. Thus, there are many methods to assess or conceive a statement to determine an individual's personality. The result might not be concrete; however, it would give insight to the assessors on how an individual would behave. According to Daniel Cervone and Lawrence A. Pervin (Cervone & Pervin, 2013), these are the four common assessments in personality psychology:

1. **Average Behavior:** Some personality theories investigate people's typical, everyday behavior. The core personality structure is supposed to be revealed via average behavioral inclinations. The goal of assessments is to determine what individuals do on average—for example, whether they are calm (vs. worried), extroverted (vs. socially introverted), honest (vs. deceitful), and so on.
2. **Variability in Behavior:** According to some ideas, analyzing typical behavior patterns is inadequate. Variations in behavior across social environments must also be investigated. Variable patterns are supposed to show personality structure, such as loving connections with one parent and angry relationships with another, worrying behavior in certain circumstances, and calm, confident behavior in others.
3. **Conscious Thought:** A third focus for evaluation is a person's conscious experience, or the flow of conscious thoughts, feelings, and emotions. A researcher may, for example, ask participants to explain their ideas about themselves, their personal objectives in life, or their sensations (of joy or boredom, concern or quiet concentration) as they go about their daily activities in a study of personality and conscious experience.
4. **Unconscious Mental Events:** Thoughts and emotions that are not aware are a fourth focus for evaluation. Some personality theories emphasize unconscious mental processes or mental events (such as ideas and intentions) that individuals are unaware of. Researchers who are led by these hypotheses must design strategies for detecting unconscious mental contents.

Human decisions affecting the future, whether personal, political, or economic, cannot be based on strict mathematical expectations because the basis for such calculations does not exist; and it is our innate desire to act that keeps the wheel turning, our rational selves choosing between alternatives as best they can, calculating where possible, but frequently relying on a whim, sentiment, or chance for our motives. According to Saima Rizvi and Amreen Fatima (Rizvi & Fatima, 2015) that in practical finance:

- Investors are logical creatures.
- Markets are efficient;
- Investors' portfolios should be constructed according to the mean-variance portfolio principles.
- The expected return is risk-adjusted.

Whereas the behavioral finance idea is predicated on a number of distinct assumptions, including the following:

- Investors are rational
- Markets are inefficient.
- Rather of using the mean-variance theory, investors construct portfolios according to the principles of behavioral portfolio theory.
- Anticipated returns are calculated in accordance with behavioral asset pricing theory, which states that risk is not quantified by beta and that expected returns are decided by factors other than risk.

II.I.I. Religion

Religious beliefs may be associated with varying perspectives on the extent to which life events are determined by one's own actions (internal locus of control) or by other influences (external locus of control). Individuals who hold religious views, particularly Muslims and Catholics who believe in predestination — are intuitively assumed to have a greater external locus of control. At the same time, there is evidence that religious individuals have a stronger sense of personal responsibility and are more likely to assume that those in need are slothful and lack willpower. (Renneboog & Spaenjers, 2012).

The fundamental tenet of Islamic banking is that, although interest is prohibited, trade and profit are permitted. Unlike conventional banking, which is driven by the interest rate mechanism, Islamic banking is driven by profit/loss sharing (PLS). The two most often used forms of PLS are *mudarabah* and *musharakah*. In the former, one party contributes finance while the other manages the firm. Profits are divided according to pre-agreed percentages, while losses, if any, are absorbed by the capital supplier. In the latter situation, the partners pool their money in order to do commerce. All capital suppliers have the right but not the obligation to participate in management. Profits are split according to pre-agreed ratios among partners, while losses are shared in proportion to each partner's capital input.

On the financial side, Islamic banking models envision three primary sources of funding: (i) the bank's share capital, and (ii) the bank's loan portfolio. (ii) deposits in *mudarabah*, and (iii) demand deposits. Due to the prohibition of interest, Islamic banks see depositors as investors rather than debtors. (Brian, 2011)

A distinguishing element of Islamic banking models is their relative de-emphasis on loans, in contrast to the major role that loans play in traditional banks' asset structure. This is because loans are not permitted to generate interest, but with the latter, they constitute a critical earning asset. Lending is mostly used to assist individuals who are unable to get money in any other manner. The fundamental tenet of Islamic banking is that, although

interest is prohibited, trade and profit are permitted. Unlike conventional banking, which is driven by the interest rate mechanism, Islamic banking is driven by profit/loss sharing (PLS).

The two most often used forms of profit/loss sharing are mudarabah and musharakah. In the former, one party contributes finance while the other manages the firm. Profits are divided according to pre-agreed percentages, while losses, if any, are absorbed by the capital supplier. In the latter situation, the partners pool their money in order to do commerce. All capital suppliers have the right but not the obligation to participate in management. Profits are split according to pre-agreed ratios among partners, while losses are shared in proportion to each partner's capital input.

On the financing side, Islamic banking models envision three primary sources of funding: the bank's share capital, mudarabah deposits; and demand deposits. Due to the prohibition of interest, Islamic banks see depositors as investors rather than debtors.

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II.I.II. Values

According to Schwartz & Cieciuch (Schwartz & Cieciuch, 2016), Thousands of words explain what individuals deem significant in dictionaries. To cope with the plethora of value concepts, psychologists have narrowed them down to a few, all-encompassing fundamental values. For example, concepts like excitement, novelty, and variation are included in the fundamental value of stimulation. There are a few things that all fundamental values have

in common. Each is a conviction about the significance of achieving the desired goal that may be applied to a variety of behaviors and circumstances.

If independence is the desired aim, for example, it will inspire a person to be self-sufficient while they are among family, friends, or coworkers. Pursuing or defending a value elicits strong feelings that fuel drive. People who place a high value on power are happy when they can use it, furious when it is questioned, and disappointed when it is denied.

Fundamental values serve as a criterion for appraising the goodness or badness of a person's actions, events, policies, and other items. As a result, one's attitudes, that is, one's judgments of individual objects, are shaped by values. People rate favorably everything that helps them achieve or safeguard essential objectives, and they rate negatively anything that prevents or hinders them from achieving those goals. Consider the following example of a regular yet consistent job: The employment may be seen favorably by individuals who value security but adversely by those who seek excitement.

People rank the significance of their values in a hierarchy. For one individual, equality comes first, followed by pleasure, compassion, and so on, with tradition coming last. Values establish various hierarchies for different individuals. People seldom question, investigate, or even consider their values. Values, on the other hand, often impact judgments and choices without being consciously aware of them. As a result, values are mainly stable and resistant to change.

II.I.III Attitude

A favorable, harmful, or mixed appraisal of an item expressed at some degree of intensity is referred to as an attitude. It expresses one's positive or negative opinion of a person, place, object, or event. These are critical factors of our attitudes toward and behaviors in relation to all elements of our social environment. Attitudes are made up of a complicated web of evaluative ideas, sentiments, and proclivities toward certain acts. Our

conduct toward anything is determined by how much we like or despise it. We gravitate toward, seek out, or associate with things we like while avoiding, shunning, or rejecting those we do not. He is happy about the changes, she is lovely and has a good attitude, he was exhibiting some attitude during practice today, so the coach benched him, he enjoys his friends, which means he is expressing his views toward his acquaintances, and so on. (Gorman, 2008)

Characteristics of attitudes are according to Alice Eagly and Chaiken Shelly (Eagly & Shelly, 2007):

- Attitudes are the complex blend of personality, views, values, actions, and motivations that we term personality, beliefs, values, behaviors, and motivations.
- It might be anywhere on a scale from very positive to highly negative.
- Everyone, regardless of their social rank or intellect, has opinions.
- Every person's thinking contains an attitude. It aids in the formation of our identities, the direction of our behaviors, and the way we assess others.
- We can see a person's attitude via their action, even if the emotion and belief components of attitude are internal to them.
- Attitude guides us in determining how we see things and how we respond to them.
- It gives us interior cognitions, opinions, and ideas about people and things.
- It may either be explicit or implicit in nature. Explicit attitudes are those that we are consciously aware of, while implicit attitudes are those that we are unaware of yet nonetheless influence our actions.
- Attitudes influence how we react to a particular thing or person.
- An attitude is a synthesis of a person's experiences; consequently, an attitude based on direct experience is more accurate in predicting future conduct.
- It contains characteristics such as hobbies, admiration, and social behavior.
- It represents an Individual's whole range of sentiments and tendencies.

- An attitude is a belief, established or not, truthful or untrue, that one has toward a concept, an object, or a person.
- It has characteristics like direction, intensity, generality, and specificity.
- It refers to a person's willingness to work.
- It may be excellent or negative, and age, position, and education can all influence it.

II.II. Decision making

The study of discovering and selecting options based on the decision maker's values and preferences is known as decision making. Making a decision indicates that there are alternatives to examine, and in this situation, we want to not only identify as many as possible, but also to pick the one that has the most excellent chance of success or effectiveness and best suits our objectives, wants, lifestyle, beliefs, and so on. The two key concepts here are that there must be some actual choices from which to pick. It is worth noting that "Do it" and "Do not do it" do not constitute a set of options. "Do this" or "Do something else" are the only options. Second, every choice must be based on some criterion of judgment. This norm is frequently presented in the form of criteria, which represent the decision maker's values and preferences. Corporate norms or culture, legality, best practices, and other factors all impact these beliefs and preferences. (Harris, 1998)

The identification of the decision-maker and Participants in the decision should be the first step in eliminating any disagreements regarding the issue description, needs, objectives, and criteria. According to Janos Fulop (Fulop, 2005), the following stages may be separated into an overall decision-making process:

Step 1: Define the problem

This step should at the very least identify fundamental causes, limiting assumptions, system and organizational boundaries and interfaces, and any stakeholder concerns. The objective is to summarize the issue briefly in a one-sentence problem statement that encompasses both the original and desirable circumstances. Naturally, the one-sentence restriction is often surpassed in practice when dealing with difficult choice situations. The problem statement, on the other hand, must be a brief and precise written document that has been agreed upon by all decision-makers and stakeholders. Even though reaching such an agreement may be a lengthy iterative process, it is a critical and essential step before advancing to the next level.

Step 2: Define requirements.

Requirements are the constraints that any solution to a problem must satisfy. Requirements define the functions that a solution to a problem must do. These criteria, expressed mathematically, are the constraints defining the set of viable and admissible solutions to the choice issue. It is critical that, even if subjective or judgmental assessments occur in the subsequent phases, the criteria be specified precisely quantitatively, i.e., for each feasible solution, it must be determined unequivocally whether it fits the requirements or not. We may avoid the subsequent arguments by documenting the requirements and the procedures for enforcing them.

Step 3: Specify objectives.

The term "goals" referred to broad declarations of purpose and desired programming ideals. Goals extend beyond the bare necessities (Such as needs) to include wishes and want. In mathematical terms, Goals are objectives that are in conflict with the limits imposed by the criteria. Conflicting objectives may exist, although this is a usual outcome of actual decision-making scenarios.

Step 4: Identify potential substitutes

Alternatives provide distinct strategies for transforming the original state into the desired one. Whether it is an existing structure or one that is being developed specifically for this purpose, any alternative must match the standards. If the number of available options is limited, we may verify each one individually to ensure that it satisfies the criteria. The infeasible ones must be eliminated from further examination (screened out), and we receive a detailed list of the alternatives. If the number of viable alternatives is unlimited, the set of alternatives is regarded to be the set of solutions satisfying the criteria' mathematical form.

Step 5: Establish criteria

The decision criteria that will be used to differentiate between options must be based on the objectives. Discriminating criteria must be defined as objective assessments of the objectives in order to determine how effectively each option accomplishes the objectives. Because the objectives will be represented by criteria, each objective must produce at least one criterion, but complicated objectives may be represented by several criteria.

It may be beneficial to organize criteria into a succession of sets that correspond to distinct and discernible components of the decision's overall purpose. This is especially advantageous when the emergent decision structure incorporates a high number of criteria. Grouping criteria facilitates the process of determining if the set of criteria chosen is suitable for the problem, simplifies the process of computing the weights of the criteria in specific approaches, and enables the formation of higher-level perspectives of the problems. It is customary to aggregate criteria, sub-criteria, and sub-sub-criteria into a tree structure.

Step 6: Decide on a decision-making tool.

There are a variety of tools available for resolving a choice dilemma. Several of them will be briefly explained here, and more readings will be suggested. The selection of an appropriate tool is not straightforward and is dependent on the specific decision issue at hand as well as the decision makers' aims. Sometimes a more straightforward technique is preferable, but complicated decision issues may need more sophisticated ways as well.

Step 7: Compare solutions to predefined criteria

Each right approach of decision-making requires the examination of alternatives against the criteria as input data. Depending on the criteria, the evaluation may be objective (factual), referring to a generally accepted and understood unit of measurement (for example, money), or subjective (judgmental), reflecting the evaluator's subjective assessment. Following the assessments, the decision-making tool of choice may be used to rank the alternatives or to choose a subset of the most promising choices.

Step 8: Examine solutions in the context of the problem statement.

The options chosen by the decision-making tools must constantly be checked against the decision problem's criteria and objectives. It is possible that the decision-making tool was misused. In complicated challenges, the chosen alternatives may also draw the decision makers' and stakeholders' attention to the fact that more objectives or requirements should be included in the decision model.

II.II.I. Rational Decision Making

According to Loizos Th. Heracleous (Loizos Th, 1994), A rational decision-making process is often advocated as the optimal approach to make choices, and it entails the following rigorously specified sequential procedure. Certain assumptions and features underpin this process, which, as will be demonstrated, are very unlikely in reality. Several assumptions are as follows: Decision-makers have an unambiguous understanding of the nature of the problem and their objectives about it. A comprehensive search for alternative courses of action and their consequences about the problem is feasible and is conducted. Each alternative is objectively evaluated in terms of its likelihood of achieving the desired objectives. The rational decision-making model makes no mention of the organizational standard's filtering and restricting impacts on the decision-making process as a whole. Additionally, the model disregards the significant influence of political behavior on this process.

II.II.II. Behavioral Decision Making

A behavioral decision-making style is more concerned with relationships than with the job at hand. It takes into account the sentiments of others in their decision-making process. When assessing solutions, behavioral decision-makers have a poor tolerance for ambiguity and a social orientation. These decision-makers depend on the information provided by others to inform their choices. They are convincing communicators who support team-based decision-making. Their choices are often motivated by the influence on relationships. (Payne, 1985)

If behavioral decision-making is expanded into finance, there is a terminology that most economists and psychologists call behavioral finance. According to Alistair Byrne and Mike Brooks (Brooks & Byrne, 2008)

Behavioral finance is based on the alternative premise that investors, or at least a sizable minority of them, are subject to behavioral biases that impair their ability to make

entirely rational financial decisions. Typically, evidence for these biases has come from the cognitive psychology literature and applied to the financial world.

Biases include the following:

- **Overconfidence and overoptimism:** investors exaggerate their capabilities and the accuracy of the information available to them.
- **Representativeness:** investors make judgments about situations based on their outward appearance rather than their underlying probabilities.
- **Conservatism:** forecasters cling to preconceived ideas in the face of new evidence.
- **Availability bias:** investors exaggerate the likelihood of recently observed or experienced events due to their fresh memories.
- **Frame dependence and anchoring:** how information is presented can affect the decision made.
- **Mental accounting:** individuals classify their wealth and ignore fungibility and correlation effects.
- **Regret aversion:** individuals make choices to avoid experiencing emotional distress in the event of a negative outcome.

II.II.III. Practical Decision Making

II.II.IV. Personal Decision Making

II.III. Investment Decision

II.III.I Heuristic

II.III.II Prospect

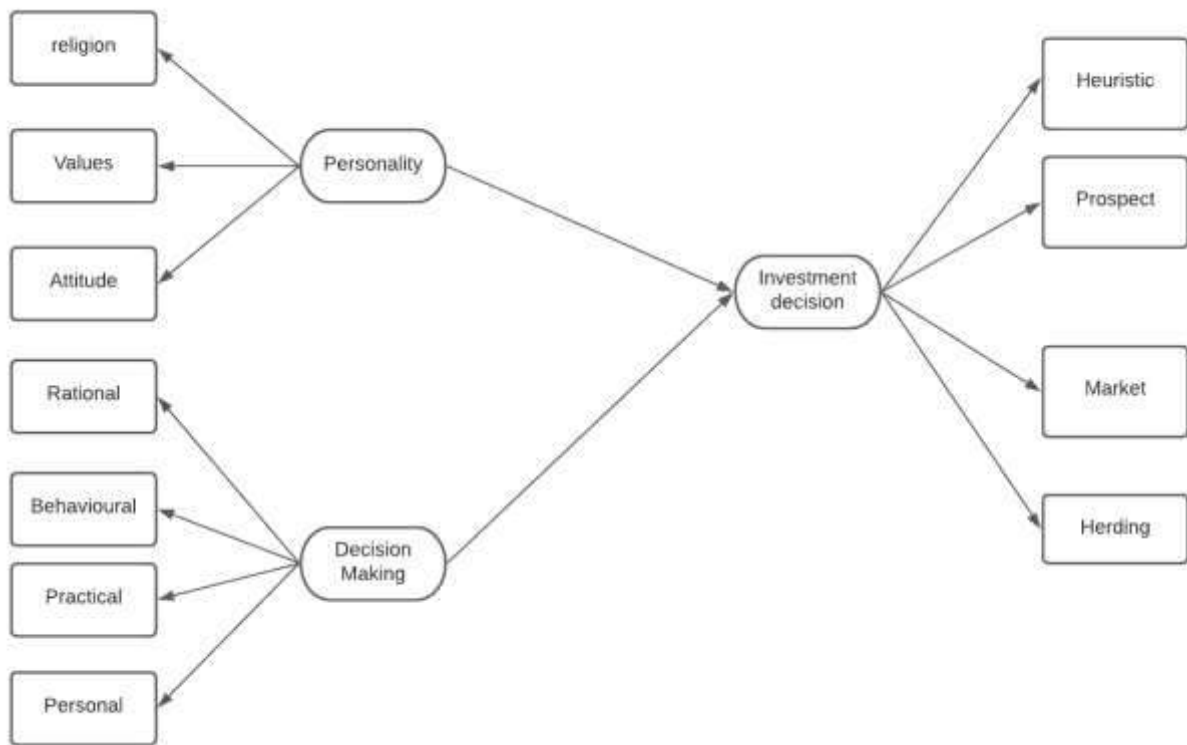
II.III.III Market

II.III.IV Herding

II.IV Previous Studies

Title of Research or Article, including authors (using automated referencing)	Variables & Sub- Variables	Findings
Behavioral Finance vs. Practical Finance (Rizvi & Fatima, 2015)	<ul style="list-style-type: none">- Attitude in finance- Behavioral Finances	<ul style="list-style-type: none">- The study found that prioritizes data and rationality in financial decision- prioritizes assumption of factors other than the risk in expected return
Islamic Banking (Ghosh, 2020)	<ul style="list-style-type: none">- rules and regulations of sharia banking- The sharia banking system	<ul style="list-style-type: none">- This study found that Sharia banking does forbid interest but not investment.- Due to the sharia banking system, the sharia bank does not recognize customers as customers but as investors.

Research model



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<https://www.businesswire.com/news/home/20210323005712/en/Gen-Z-Doubles-Time-Spent-on-FinanceTrading-Apps-During-Pandemic-Year-Phone-Use-Among-All-Consumers-Up-More-Than-an-Hour-Per-Week-Led-by-Finance-and-Social-Media-App-Growth>
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No.	Name	Dept	Batch	Thesis Title	Topic	Assigned Advisor 1	Assigned Advisor 2
1	MALINDA SHELLA RAHMADANI	IBA	2016	Demographics And Personalities: How Much Influence Do They Have In Relation To Organizational Commitment	HRM	Dr. Samuel PD Anantadajaya	Norman Yachya MBA
2	MOHAMMAD DEANDRA FABIAN	IBA	2016	Millenials Decision Making Towards Brand Awareness for PT XYZ	Marketing	Ida Bagus Putu Aditya ST., MM.	Afera Wijayanti, M.Ak
3	MUCHAMMAD IQBAL	IBA	2016	Effects of Digitalization in A Company And its Impact On Employee And Business Effectivity In A Logistics Industry	Operation	Dr. Samuel PD Anantadajaya	Norman Yachya MBA
4	IMAM JASSIM MUHAMMAD	IBA	2017	The Influence Of Flexible Work Arrangement Towards Job Performance And Job Satisfaction (A Case Study Of Accounting Department In Ciatargas)	HRM	Dr. Samuel PD Anantadajaya	Ida Bagus Putu Aditya ST., MM.
5	BERBY YUULANDA	IBA	2018	The Influence Of Food Quality And Service Quality Towards Customer Satisfaction A Case Study: MQII (The Breeze BSD City)	Marketing	Norman Yachya MBA	Aditya Nova Putra, M.Par.
6	AHMAD RABBANI	IBA	2018	The Role Of Job Satisfaction And Employee Engagement And Its Influence On Organizational Performance For Employees In PT Aero Wisata	HRM	Ida Bagus Putu Aditya ST., MM.	Afera Wijayanti, M.Ak
7	MUHAMMAD HAFIZ BIN ANWAR	IBA	2018	The Influence Of Marketing Mix And Integrated Marketing Communications To Customer Satisfaction: A Case Study Of Shopee Food Indonesia On Users Based In BSD City, Indonesia In The Course Of The Crisis Of Covid 19	Marketing	Aditya Nova Putra, M.Par.	Ida Bagus Putu Aditya ST., MM.
8	JEREMY JUSTIN HARYANTO	IBA	2018	The Impact Of Marketing Mix And Consumer Behavior To Customer Purchase Intention: A Case Study In Lawson Convenience Store	Marketing	Irma M. Nawangwulan, MBA.	Dr. Samuel PD Anantadajaya
9	MUHAMMAD HANIF MACHFUDZ	IBA	2018	Marketing Mix and Brand Awareness As Factors Impacting Customer Repurchase Intention: A Study Of Anak Bengong Coffee Shop In Pekalongan	Marketing	Irma M. Nawangwulan, MBA.	M. Affandi
10	ESTRELLA NATALIA	HTM	2017	The Influence Of Social Media Marketing Activities And Brand Awareness Towards Purchase Decision (Case Study: Nasi Kulit Goksin)	Marketing	Aditya Nova Putra, M.Par.	Dr. Samuel PD Anantadajaya
11	ADAWIYAH	HTM	2018	Exploring Customer Satisfaction Through Customer Experience And Customer Value On Kopi Kenangan Mobile App	Marketing	Aditya Nova Putra, M.Par.	Siti Nurfitriani, S.TP., M.A.B.
12	LARADELLA SYAFNA PRAMESWARI PRABOWO	HTM	2018	The Influence Of E-Service Quality And Food Quality Towards Repurchase Intention During Covid-19 Pandemic (A Case Study On Kopi Janji Jwa, Jatiharingin)	Marketing	Aditya Nova Putra, M.Par.	Siti Nurfitriani, S.TP., M.A.B.
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16	ALIF DANI HERLAMBAN G	INR	2018	COVID-19 IN INDONESIA: HOW SOCIO-ECONOMIC & SOCIO-DEMOGRAPHIC ARE INFLUENCING THE OPINIONS OF PEOPLE LIVING IN JAKARTA IN REGARDS TO THE GOVERNMENTS' HANDLING OF COVID-19 DOMESTICALLY AND INTERNATIONALLY		Ida Bagus Putu Aditya ST., MM.	Tubagus Ari Wibawa Mukti
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Faculty	SP	Student Id	Student Name	Thesis Title	Room	Day No	Date	Time	Advisor 1	Advisor 2	Examiner 1	Examiner 2	Examiner 3	Zoom Id	Passcode
BSS	HTM	11201610008	CLARA HANDAYANI	THE EFFECT OF CELEBRITY ENDORSEMENT TOWARDS BRAND AWARENESS ON PURCHASE INTENTION: CASE STUDY OF HEALTHY GO CATERING	2501	01 Monday	06/09/2021	08:00-09:00	Aditya Nova Putra, M. Par		IB Putu Aditya, MM	Dr (cand) Irma M Nawangwulan, MBA, CPM (Asia)	Sandy Yubianto, SE, BA	861 4316 2810	418995
BSS	INR	11201707007	ALEXANDRINA MEDIANTI	INDONESIA NATIONAL STRATEGIC DEVELOPMENT PROGRAM: THE IMPLEMENTATION OF NEW DEVELOPMENTALISM IN JOKOWI DEVELOPMENTAL POLICIES (2014-2019)	2501	01 Monday	06/09/2021	09:00-10:00	Andrea Prisca Kumadi, M.Si		Astrid Wiriadidjaja, M.Si	Tubagus Ari Wibawa Mukti, M.Sc	Ningsih Susilawati, M.Si (Han)	861 4316 2810	418995
BSS	INR	11201507007	ARVINA WAHYUNINGSIH	FROZEN IN TIME - HOW JAPAN'S ELDERLY WORKFORCE STAGNATES THEIR ECONOMIC SECURITY	2501	01 Monday	06/09/2021	10:00-11:00	Andrea Prisca Kumadi, M.Si	Tubagus Ari Wibawa Mukti, M.Sc	Astrid Wiriadidjaja, M.Si	Ben KC Laksana, M.Ed	Dr. Fauzia Gustarina Cempaka Timur, Msi (Han)	861 4316 2810	418995
BSS	INR	11201507004	MARIA VICTORIE NANETTE	NATUNA SEA DISPUTE: ANALYZING THE FOREIGN POLICY OF INDONESIA USING REALIST PERSPECTIVE	2501	01 Monday	06/09/2021	11:00-12:00	Andrea Prisca Kumadi, M.Si	Dr. Fauzia Gustarina Cempaka Timur, Msi (Han)	Astrid Wiriadidjaja, M.Si	Ningsih Susilawati, M.Si (Han)	Tubagus Ari Wibawa Mukti, M.Sc	861 4316 2810	418995
BSS	INR	11201707002	BENING DHAIVINA DAMARDJATI	THE DISCLOSURE OF GLOBAL NORTH – GLOBAL SOUTH ECONOMIC RELATIONS: HAITI AND THE CAPITALIST WORLD-SYSTEM	2501	02 Tuesday	07/09/2021	08:00-09:00	Astrid Wiriadidjaja, M.Si		Andrea Prisca Kumadi, M.Si	Tubagus Ari Wibawa Mukti, M.Sc	Ningsih Susilawati, M.Si (Han)	861 4316 2810	418995
BSS	INR	11201707012	FILBERT THEODORUS PUTRA PARENGKUAN	UNITED STATES OF AMERICA DECLINE OF POWER: COMPARING AMERICA UNDER TRUMP ADMINISTRATION WITH OBAMA ADMINISTRATION	2501	02 Tuesday	07/09/2021	09:00-10:00	Astrid Wiriadidjaja, M.Si	Tubagus Ari Wibawa Mukti, M.Sc	Andrea Prisca Kumadi, M.Si	Ben KC Laksana, M.Ed	Dr. Fauzia Gustarina Cempaka Timur, Msi (Han)	861 4316 2810	418995
BSS	INR	11201607006	KHANSA GHAISANI SADJIDAH	THE FORM OF COOPERATION BETWEEN THE UNITED NATIONS AND INDONESIA IN OVERCOMING CLIMATE CHANGE	2501	02 Tuesday	07/09/2021	10:00-11:00	Astrid Wiriadidjaja, M.Si		Andrea Prisca Kumadi, M.Si	Tubagus Ari Wibawa Mukti, M.Sc	Ningsih Susilawati, M.Si (Han)	861 4316 2810	418995
BSS	INR	11201707001	ARYO SETYOTAMA	THE GEOPOLITICS OF THE SOUTH CHINA SEA DISPUTE AND ITS EFFECTS TO REGIONAL TENSION	2501	02 Tuesday	07/09/2021	11:00-12:00	Dr. Fauzia Gustarina Cempaka Timur, Msi (Han)	Andrea Prisca Kumadi, M.Si	Astrid Wiriadidjaja, M.Si	Ningsih Susilawati, M.Si (Han)	Tubagus Ari Wibawa Mukti, M.Sc	861 4316 2810	418995
ENG	AVE	11201601022	MAZIYYA KHADIJA TSAURI	BOUNDARY LAYER DEVELOPMENT ON SMOOTH FLAT PLATE AND WITH RIBLET	2501	03 Wednesday	08/09/2021	09:00-10:00	Dr. Eng. Ressa Octavianty, ST., M.Eng			Dr. Triwanto Simanjuntak, ST, M.Sc	Dr. Ir. Erie Sandhita, MsAe, DEA	861 4316 2810	418995
ENG	AVE	11201601010	MAHESWARA SINATRIYO	ANALYSIS OF RANGE AND ENDURANCE OF N-219 UNDER POTENTIAL ELECTRIC PROPULSION	2501	03 Wednesday	08/09/2021	10:30-11:30	Triwanto Simanjuntak, PhD	Dr. Eng. Ressa Octavianty, ST., M.Eng				861 4316 2810	418995
ENG	AVE	11201501014	FLORENSIA YOVITA	PERFORMANCE CALCULATION OF BOMBARDIER CRJ 1000 NEXTGEN AIRCRAFT CONVERSION TO BUSINESS JETS	2501	03 Wednesday	08/09/2021	13:00-14:00	Triwanto Simanjuntak, PhD	Ananta Widjaja, M.Sc.Tech		Dr. Ir. Erie Sandhita, MsAe, DEA	Dr. Eng. Ressa Octavianty, ST., M.Eng	861 4316 2810	418995
ENG	AVE	11201701006	EZRA FAVIAN	PREDICTION OF AIRCRAFT CRASH LANDING SITE FROM ADS-B DATA USING MONTE CARLO METHOD	2501	03 Wednesday	08/09/2021	14:30-15:30	Triwanto Simanjuntak, PhD			Dr. Eng. Ressa Octavianty, ST, M.Eng	Dr. Ir. Erie Sandhita, MsAe, DEA	861 4316 2810	418995
ENG	AVE	11201601017	LEONARDO CHRISTOPHE TRIATMADJA	ANALYZING THERMAL SIGNATURE OF UAV FROM STATIC POSITION TO DETECT UAV PRESENCE	2501	04 Thursday	09/09/2021	09:00-10:00	Dr. Ir. Erie Sandhita, M.Sc.	Neno Ruseno, S.T., M.Sc.		Dr. Triwanto Simanjuntak, ST, M.Sc	Dr. Eng. Ressa Octavianty, ST., M.Eng	861 4316 2810	418995
ENG	AVE	11201601019	NICOLAS WANGSA	COLLISION AVOIDANCE OF STATIC OBSTACLES USING E-VTOL	2501	04 Thursday	09/09/2021	10:30-11:30	Dr. Ir. Erie Sandhita, MsAe, DEA		Dr. Eng. Ressa Octavianty, ST., M.Eng	Ir. Setyo Utomo Soekarsono, M.Sc, MM.		861 4316 2810	418995
ENG	INE	11201704006	HAMYREZ JORGI OSZARWIN	LINEAR PROGRAMMING APPROACH TO ANALYZE THE RELATIONSHIP BETWEEN GROSS PROFIT AND DISTANCE TRAVELED OF ATR 72-600 FLEET	2501	04 Thursday	09/09/2021	13:00-14:00	Dr. Ir. Yuki Indrayadi, MME	Dr. Ir. Prianggada Indra Tanaya, MME	Ir. Paulus Gde L Sarwanawadya, MBA	Ir. Bernardus Sudiyanto Wahyuputro, MEng. PhD (Cand.)		861 4316 2810	418995
ENG	CSE	11201712007	FARIZ RIZKY HAYKAL	DEVELOPMENT OF MONITORING SYSTEM FOR HERBAL DRINK FERMENTATION PROCESS	2501	04 Thursday	09/09/2021	14:30-15:30	Pradana Atmadiputra S.Kom,M.TI	Muhammad Ilyas, S.Kom, M.TI		Ir. Invanos Tertiana, MBA	Ir. Muhammad Affandi, MBA	861 4316 2810	418995
LIS	FTE	11201705004	ANDREAN WANGSA	DEVELOPMENT AND ANALYSIS OF WATER LENTIL (LEMNA MINOR) FORTIFIED CRACKERS	2502	01 Monday	06/09/2021	08:00-09:00	Evelyn Djiuardi, BSc, MP.	Tutun Nugraha BAsc, MAsc, PhD				835 2791 8669	486344
LIS	FTE	11201705003	RAYHAN FAHRHEZA	THE STUDY OF CORRELATION BETWEEN FRIED FOODS CONSUMPTION AND AWARENESS OF CARDIOVASCULAR DISEASE RISK IN SOUTH TANGERANG	2502	01 Monday	06/09/2021	09:00-10:00	Evelyn Djiuardi, BSc, MP.	Tutun Nugraha BAsc, MAsc, PhD				835 2791 8669	486344
LIS	CHE	11201706003	NIXON	THE CORRELATION BETWEEN DIFFERENT NUTRIENT SOURCES WITH THE PROTEIN CONTENT WHEN GROWING LEMNA MINOR	2502	01 Monday	06/09/2021	10:00-11:00	Tutun Nugraha, BAsc, MAsc, Ph.D.	Runita Rizkiyanti Putri, S.T., B.Eng., M.Sc.				835 2791 8669	486344
LIS	CHE	11201706004	LUKAS KRISTIAN	DESIGN OF BIOREACTOR TO GROW LEMNA MINOR FOR WASTEWATER TREATMENT WITH BIOCHEMICAL OXYGEN DEMAND AND CHEMICAL OXYGEN DEMAND AS INDICATORS FOR WATER QUALITY ASSESSMENT	2502	01 Monday	06/09/2021	11:00-12:00	Tutun Nugraha, BAsc, MAsc, Ph.D.	Runita Rizkiyanti Putri, S.T., B.Eng., M.Sc.				835 2791 8669	486344
LIS	BME	11201502020	CHE GHIVARA MOZA	COMPARATIVE ANALYSIS OF DOMESTIC MEDICAL DEVICES AND FOREIGN MEDICAL DEVICES WITH THE IMPORTANCE PERFORMANCE ANALYSIS (IPA) METHOD	2502	01 Monday	06/09/2021	13:00-14:00	Tutun Nugraha, BAsc, MAsc, Ph.D.	Patmah Fatoni, S.Si., M.Eng.				835 2791 8669	486344
LIS	BME	11201702018	JOSEPH VERNANDA	ANALYSIS OF GOOD MATERIALS FOR MAKING RESPIRATORY MASK	2502	01 Monday	06/09/2021	14:00-15:00	Tutun Nugraha, BAsc, MAsc, Ph.D.	Patmah Fatoni, S.Si., M.Eng.				835 2791 8669	486344
LIS	BME	11201602029	KAHFIAR ANUGERAH MAWADDAH	SMALL-SCALE SYSTEM FOR EXTENDED PHOTOSYNTHESIS USING UV TREATMENT FOR HOME PLANTS	2502	01 Monday	06/09/2021	15:00-16:00	Tutun Nugraha, BAsc, MAsc, Ph.D.	Patmah Fatoni, S.Si., M.Eng.				835 2791 8669	486344

Faculty	SP	Student Id	Student Name	Thesis Title	Room	Day No	Date	Time	Advisor 1	Advisor 2	Examiner 1	Examiner 2	Examiner 3	Zoom Id	Passcode
ENG	MEE	11201703006	MUHAMMAD HOIRI AKBAR	THE IMPACT OF STABILITY AND RELIABILITY DETERMINED BY IDENTIFYING THE FIRE TRUCK ENGINE PUMP MOUNTING PLACEMENT	2502	02 Tuesday	07/09/2021	09:00-10:00	Dipl.-Ing. Sentot Wahjo Goeritno, M.Si	Rahmat Nur Adi Wijaya, Ph.D	Dipl.-Ing. Ghani Harahap, M.Sc			835 2791 8669	486344
ENG	MEE	11201702022	NAUFAL GHANI	AIR FILTRATION SYSTEM OPTIMIZATION FOR INDUSTRIAL GAS TURBINE POWER PLANTS	2502	02 Tuesday	07/09/2021	10:30-11:30	Rahmat Adi Wijaya, ST, PhD	Dipl.-Ing. Sentot Wahjo Goeritno, M.Si		Dr. Ir. Erie Sandhita, MsAe, DEA		835 2791 8669	486344
ENG	CSE	11201712005	ADRIAN NAUFAL RIADI	DEVELOPMENT OF BLOCKCHAIN SYSTEM TO DISINCENTIVIZE THE SPREAD OF FAKE NEWS AND MEDIA CENSORSHIP	2502	02 Tuesday	07/09/2021	13:00-14:00	Dr. Ir. Prianggada Indra Tanaya, MME	Ir. Budi Rahardjo, M.Sc., PhD	Ir. Muhammad Affandi, MBA	Ir. Invanos Tertiana, MBA		835 2791 8669	486344
ENG	MTE	11201502022	SEBASTIAN KHOSYI GUNAWAN	A STUDY OF MULTIPLE AGV COLLISION AVOIDANCE ON UN-STRUCTURED ENVIRONMENT: MODELING AND SIMULATION USING COPPELIASIM	2502	02 Tuesday	07/09/2021	14:30-15:30	Dr. Ir. Prianggada Indra Tanaya, MME		Dipl.-Ing. Maralo Sinaga	Kirina Boediardjo, ST, MSc		835 2791 8669	486344
BSS	IBA	11201708004	MAGANITRI KUNDALA PUTRI	EXPLORING THE EFFECT OF SOCIAL MEDIA MARKETING AND BRAND AWARENESS ON PURCHASE INTENTION TOWARDS LOCAL WINE BRAND	2502	03 Wednesday	08/09/2021	08:00-09:00	Norman Yachya ST, M.M, MBA	Dr (cand) Irma M Nawangwulan, MBA, CPM (Asia)	Ficky Alkarim, MSc	R.A. Afera Ratna Wijayanti, S.E, M.Akt		835 2791 8669	486344
BSS	IBA	11201708012	MUCHACHA BONITA	THE INFLUENCE OF SOCIAL MEDIA MARKETING AND BRAND AWARENESS TO CUSTOMER PURCHASE INTENTION: A CASE STUDY IN BYURGER RESTAURANT	2502	03 Wednesday	08/09/2021	09:00-10:00	Norman Yachya ST, M.M, MBA		Dr. I Made Artika	Dr (cand) Irma M Nawangwulan, MBA, CPM (Asia)	Siti Nurfitriana, MAB	835 2791 8669	486344
BSS	IBA	11201708006	MUHAMMAD FADEL RAMADHAN	THE IMPACT OF SOCIAL MEDIA MARKETING AND MARKETING MIX AFFECTING BRAND AWARENESS (CASE STUDY: PAJAK.IO BY FINTAX)	2502	03 Wednesday	08/09/2021	10:00-11:00	Norman Yachya ST, M.M, MBA		Dr. I Made Artika	Ficky Alkarim, MSc	R.A. Afera Ratna Wijayanti, S.E, M.Akt	835 2791 8669	486344
BSS	IBA	11201708009	NATASHA EKA NOVIANTI	The Influence of Perceived Quality and Social Media Channels towards Customer's Purchase Intention of Local Beauty Products: Case Study of SYCA	2502	03 Wednesday	08/09/2021	11:00-12:00	Norman Yachya ST, MM, MBA		Dr. Samuel PD Anantadaya, MBA, MM	IB Putu Aditya, MM	Sandy Yubianto, SE, BA	835 2791 8669	486344
BSS	MGT	11201709001	MUHAMMAD Satriodimo Ramadha	THE INFLUENCE OF SOCIAL MEDIA: INSTAGRAM AND STORE ATMOSPHERE TOWARDS PURCHASE DECISION (CASE STUDY: SUASANA KOPI GANDARIA)	2502	03 Wednesday	08/09/2021	13:00-14:00	Norman Yachya, ST, MM, MBA		Dr (cand) Irma M Nawangwulan, MBA, CPM (Asia)	Aditya N Putra, MPar	Suhendin, MM	835 2791 8669	486344
BSS	AVM	11201711001	DEVIA AVIANTY AGUSTINE	THE INFLUENCE OF ADVERTISING MESSAGE AND BRAND TRUST TOWARDS CONSUMER PURCHASE DECISION (CASE STUDY: GARUDA INDONESIA AIRLINE)	2502	04 Thursday	09/09/2021	08:00-09:00	Dr (cand) Irma M Nawangwulan, MBA, CPM (Asia)		Norman Yachya, MM, MBA	Siti Nurfitriana, MAB	IB Putu Aditya, MM	835 2791 8669	486344
BSS	HTM	11201710004	PUTRI AIDA ALGHIFARY	The Impact of Brand Image and Food Quality on Customer Loyalty: A Case Study on Geprek Benu, BSD	2502	04 Thursday	09/09/2021	09:00-10:00	Dr (cand) Irma M. Nawangwulan, MBA, CPM (Asia)	Aditya Nova Putra, MPar	Siti Nurfitriana, MAB	Norman Yachya, MM, MBA		835 2791 8669	486344
BSS	IBA	11201608001	NABILAH GHASSANI DIWANTARI	THE INFLUENCE OF HAZARD CONTROL AND EMPLOYEE BENEFITS ON AIRLINE PERFORMANCE	2502	04 Thursday	09/09/2021	10:00-11:00	Dr. I Made Artika		IB Putu Aditya, MM	Ficky Alkarim, MSc	Cecep Surawijaya, MM	835 2791 8669	486344

Thesis Defense: January 27, 2022

Innocentius Herdarwisnu

Advisors: Sam & Aditya HTM

Examiners: Putu, Rina & pak Benny Andrianto

Score: 87.67

Zoom Meeting

You are viewing Innocentius Herdarwisnu's screen

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INTERNATIONAL UNIVERSITY LIAISON INDONESIA

The Spirit of Science

**ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT:
A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA**

By:
Innocentius Herdarwisnu
11201910004
Hotel and Tourism Management
Faculty of Business & Social Science

27/01/2022 1 www.iuli.ac.id

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Participants: Putu Rina, Innocentius Herdarwisnu, Sub Ezzati, The Islamic University, Benny A.

Zoom Meeting

INTERNATIONAL UNIVERSITY LIAISON INDONESIA

Structural Equation Modelling

Path Diagram:

- Latent Variable: Culture
- Latent Variable: Commitment
- Observed Variables for Culture: eCD, OS, ePD, PD, eCul, Cull, eLob, Lob, eCom, Com
- Observed Variables for Commitment: eAg, Ag, eNor, Nor, eCal, Cal, eCom, Com
- Path from Culture to Commitment: 0.48
- Path from Culture to OS: 0.78
- Path from Culture to PD: 0.74
- Path from Culture to Cull: 0.72
- Path from Culture to Lob: 0.71
- Path from Culture to Com: 0.70
- Path from Commitment to Ag: 0.75
- Path from Commitment to Nor: 0.74
- Path from Commitment to Cal: 0.73
- Path from Commitment to Com: 0.72

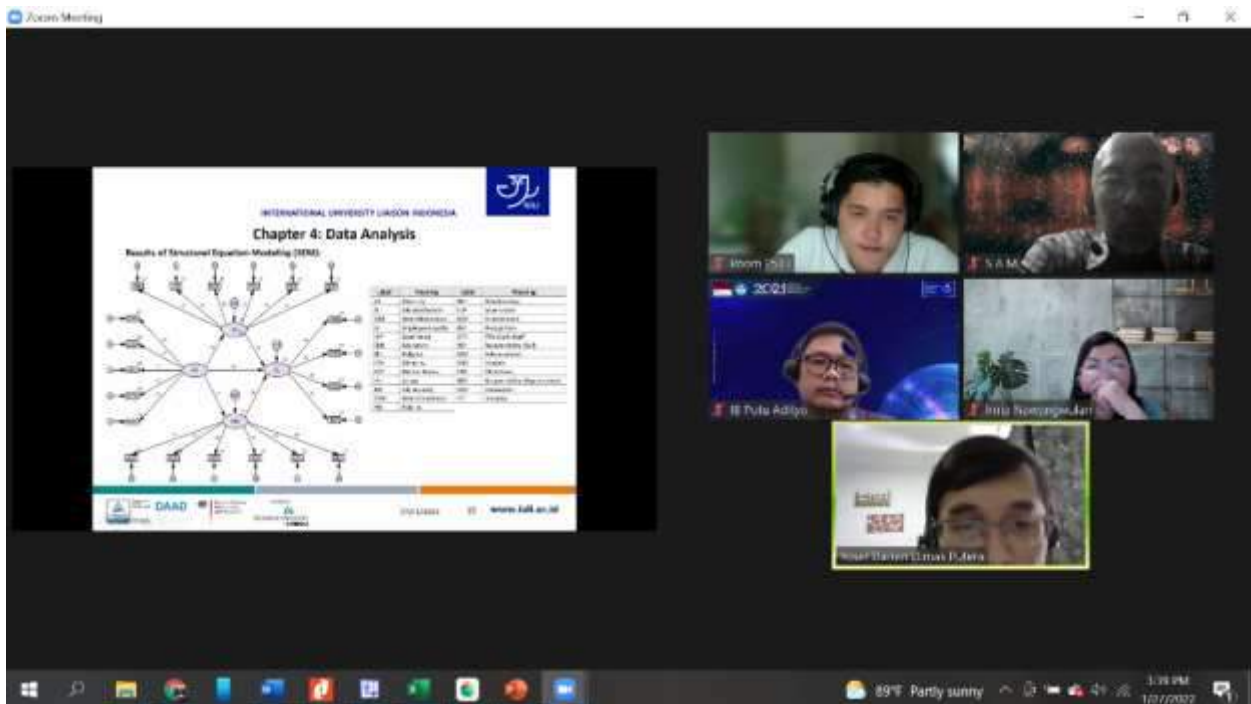
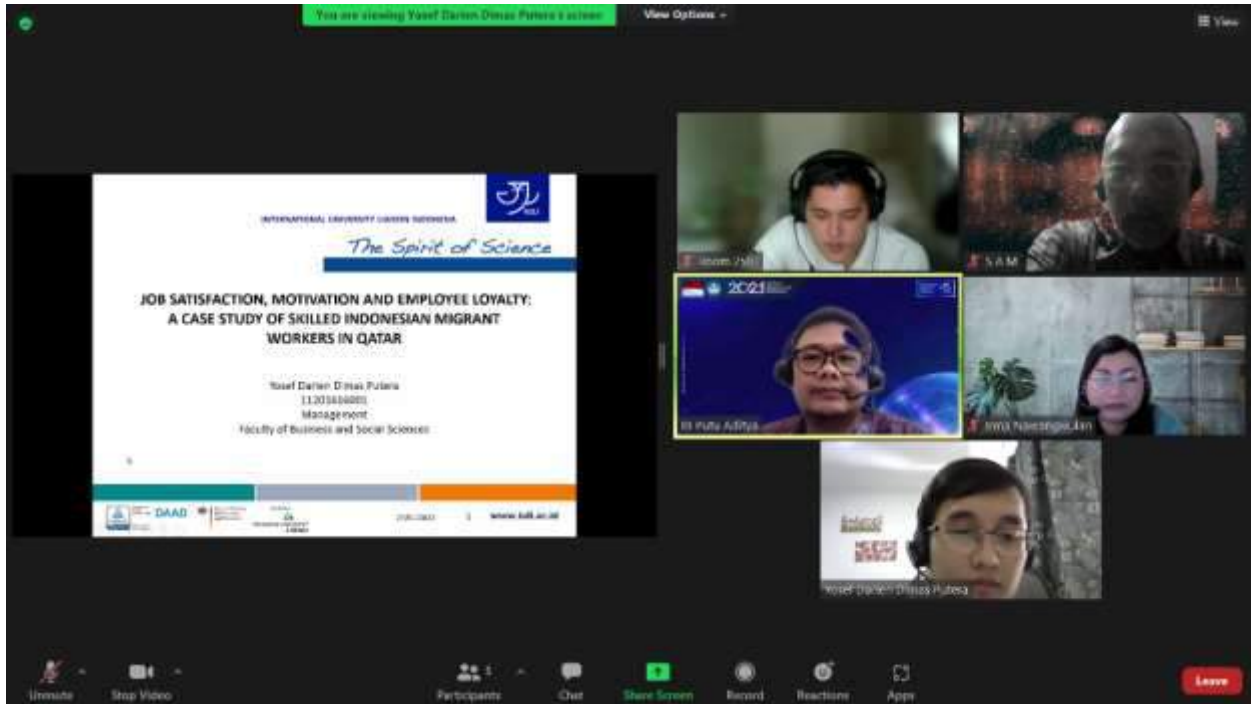
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Participants: Benny A, Innocentius Herdarwisnu

Yosef Darien Dimas Putera
 Advisors: Sam & Putu
 Examiners: Aditya HTM & Irma
 Score: 83



Zoom Meeting

INTERNATIONAL UNIVERSITY LIAISON INDONESIA

Chapter 5: Recommendations

DAAD

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Recording

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Navigation menu: Admission, Academic, Thesis, Alumni, Letter Number

Page Title: Student List of Thesis Defense

Progress: 1. Absensi ke lokasi, 2. Thesis Work Evaluation, 3. Thesis Finalization Publication, 4. View Score Result

Search: _____

	Student Name	Student ID	Study Program	Defense Room	Defense Date	Defense Time
<input type="checkbox"/>	ANWOCOTILK HERDARU WISNU	11201910000	HSM	A2103	27 January 2022	14:00 - 15:00
<input type="checkbox"/>	YOSEF GABEN DIMAS PUTERA	11201916001	MGT	A2503	27 January 2022	15:30 - 16:30

Showing 1 to 2 of 2 entries

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Thesis Score Result

Student Name	: INNOCENTIUS HERDARUWISNU	Thesis Title	: ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT: A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA
Student ID	: 11201910004	Defense Date	: 27 January 2022
Study program	: HTM	Defense Time	: 14:00 - 15:00
Attendance	: PRESENT		

Thesis Defense Attendance

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	PRESENT
Advisor 2: Aditya Nova Putra	PRESENT
Examiner 1: Ida Bagus Putu Aditya, ST., MM.	PRESENT
Examiner 2: Siti Nurfitriana, S.TP., M.A.B	PRESENT
Examiner 3: Benny Andrianto	PRESENT

Thesis Final Score

	Thesis Work Evaluation Score	Thesis Presentation Evaluation Score
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	87.75	83.00
Advisor 2: Aditya Nova Putra	93.00	85.00
Examiner 1: Ida Bagus Putu Aditya, ST., MM.		88.00
Examiner 2: Siti Nurfitriana, S.TP., M.A.B		82.00
Examiner 3: Benny Andrianto		80.00
Average	90.38	83.60
Final Score	87.67	
Score Grade	A	

Thesis Work Evaluation Score Details

	Criteria					Total Score
	Format	Working Process (based on the thesis log)	Subject of Thesis	Value for Potential users	Academic Value	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	20.00	7.00	7.75	26.50	26.50	87.75
Advisor 2: Aditya Nova Putra	18.00	9.00	10.00	28.00	28.00	93.00

Thesis Presentation Evaluation Score Details

	Criteria		Total Score
	Presentation Performance	Argumentation Performance	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	22.00	61.00	83.00
Advisor 2: Aditya Nova Putra	22.00	63.00	85.00
Examiner 1: Ida Bagus Putu Aditya, ST., MM.	25.00	63.00	88.00
Examiner 2: Siti Nurfitriana, S.TP., M.A.B	25.00	57.00	82.00
Examiner 3: Benny Andrianto	20.00	60.00	80.00

Thesis Score Result

Student Name	: YOSEF DARIEN DIMAS PUTERA	Thesis Title	: JOB SATISFACTION, MOTIVATION AND EMPLOYEE LOYALTY: A CASE STUDY OF SKILLED INDONESIAN MIGRANT WORKERS IN QATAR
Student ID	: 11201616001	Defense Date	: 27 January 2022
Study program	: MGT	Defense Time	: 15:30 - 16:30
Attendance	: PRESENT		

Thesis Defense Attendance

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	PRESENT
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	PRESENT
Examiner 1: Aditya Nova Putra	PRESENT
Examiner 2: Irma M. Nawangwulan	PRESENT

Thesis Final Score

	Thesis Work Evaluation Score	Thesis Presentation Evaluation Score
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	76.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	77.00	93.00
Examiner 1: Aditya Nova Putra		93.00
Examiner 2: Irma M. Nawangwulan		93.00
Average	76.50	93.50
Final Score	83.30	
Score Grade	B	

Thesis Work Evaluation Score Details

	Criteria					Total Score
	Format	Working Process (based on the thesis log)	Subject of Thesis	Value for Potential users	Academic Value	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	17.00	8.00	7.00	22.00	22.00	76.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	17.00	7.00	6.00	23.00	24.00	77.00

Thesis Presentation Evaluation Score Details

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	Criteria		Total Score
	Criteria		
	Presentation Performance	Argumentation Performance	

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	28.00	67.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	27.00	66.00	93.00
Examiner 1: Aditya Nova Putra	25.00	68.00	93.00
Examiner 2: Irma M. Nawangwulan	28.00	65.00	93.00



THESIS DEFENSE JANUARY 2022

FACULTY OF ENGINEERING AND LIFE SCIENCES

NO	FULL NAME	STD-ID	PS	BATCH	THESIS TITLE	ADVISOR	ADVISOR/ CO-ADVISOR	EXAMINER1	EXAMINER2	EXAMINER3	DAY	DATE	TIME	ROOM	ZOOM	PASSWORD
1	DONNY DHARMAWAN	11201602012	MTE	2016	Industrial Internet of Things	Dr. Ir. Tutuko Prajogo, MSMfgE	Dipl.-Ing. Maralo Sinaga	Dr. Ir. Prianggada Indra Tanaya, M.M.E	Ir. Invanos, MBA		Thursday	27/01/2022	14.00-15.00	R2501	926 0138 5200	116202
2	AXEL CHRISTOPHER NATHANIEL	11201702003	MTE	2017	ROBOT PATH PLANNING SIMULATION BASED ON TRAVELLING SALESMAN PROBLEM FOR OBSTACLE AVOIDANCE USING COPPELIASIM	Dr. Ir. Prianggada Indra Tanaya, M.M.E.	Dr. Ir. Tutuko Prajogo, MsMfgE	Dipl.-Ing. Maralo Sinaga	Ir. Invanos, MBA		Thursday	27/01/2022	15.30-16.30	R2501	926 0138 5200	116202
3	BARTHOLOMEUS GERALD DARMASETIAWAN	11201701015	AVE	2017	Implementation of Object Avoidance using Haarcascade Detection and PID Controller in Ryze Tello Drone	Neno Ruseno S.T., M.Sc		Dr. Erie Sandhita	Setyo U. Soekarsono, MSc.		Thursday	27/01/2022	14.00-15.00	R2502	945 2949 5991	742419
4	AMELIA ROSULLINAWATI	11201802020	BME	2017	AUTOMATIC SOIL DRIP IRRIGATION SYSTEM USING CAPACITIVE SOIL MOISTURE SENSOR AND ARDUINO UNO	Patmah Fatoni, M.Eng		Tutun Nugraha, PhD	Evelyn Djuardi, M.Si	Runita Rizkiyanti, MSc	Friday	28/01/2022	14.00-15.00	R2502	945 2949 5991	742419
5	MUHAMMAD TAUHID YUSHAM GUNTUR PUTRA	11201601012	AVE	2016	A COMPUTATIONAL FLUID DYNAMIC (CFD) MODEL AND ANALYSIS OF A BULLET WITH MAGNUS EFFECT	Dr. Eng. Ressa Octavianty		Triwanto Simanjuntak, Ph.D.	Neno Ruseno, MSc	Dr. Erie Sandhita	Friday	28/01/2022	14.00-15.00	R2501	926 0138 5200	116202
6	FAISAL TRI MULYAWAN	11201701014	AVE	2017	NUMERICAL INVESTIGATION OF MOMENTS OF INERTIA'S UNCERTAINTY EFFECTS ON LAPAN RX-200C ROCKET	Triwanto Simanjuntak, PhD		Dr. Eng. Ressa Octavianty	Dr. Erie Sandhita	Setyo U. Soekarsono, MSc.	Friday	28/01/2022	15.30-16.30	R2501	926 0138 5200	116202
7	DIMAS HISYAMADIKA DAFFANDRINO	11201701016	AVE	2017	Numerical Analysis of the RX450 Free-Motion Flight	Triwanto Simanjuntak, PhD.		Dr. Eng. Ressa Octavianty	Setyo U. Soekarsono, MSc.	Dipl.-Ing. Ghani Albar Harahap	Friday	28/01/2022	17.00-18.00	R2501	926 0138 5200	116202
8	PETER OLIVER	11201701018	AVE	2017	Network Evaluation and Optimisation for ATR 72 in Indonesia	Ir. Ananta Widjaja M.Sc		Dr. Ir. Prianggada Indra Tanaya, M.M.E	Neno Ruseno, MSc	Arista Atmadjati, MM	Friday	28/01/2022	15.30-16.30	R2502	945 2949 5991	742419
9	CHRISVALDO GILROY SASINGEN	11201713003	MEE	2017	QUALITY ASSURANCE AND QUALITY CONTROL IN TUNA CANNERY COMPANY USING QUALITY CONTROL TOOLS	Dipl.-Ing. Sentot Wahjoe Goeritno, M.Si		Rahmat Nur Adiwijaya, PhD	Dipl.-Ing. Ghani Albar Harahap	Ir. Paulus Sarwanawadya, MSc	Friday	28/01/2022	15.30-16.30	R2503	993 8367 9276	247066

FACULTY OF BUSINESS AND SOCIAL SCIENCES

NO	FULL NAME	STD-ID	PS	BATCH	THESIS TITLE	ADVISOR	ADVISOR/ CO-ADVISOR	EXAMINER1	EXAMINER2	EXAMINER3	DAY	DATE	TIME	ROOM	ZOOM	PASSWORD
1	INNOCENTIUS HERDARUWISNU	11201910004	HTM	2019	ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT: A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA	Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	Aditya Nova Putra, M.Par	Ida Bagus Putu Aditya, MM	Siti Nurfitriana, M.Par	Benny Andrianto (CT Cargo)	Thursday	27/01/2022	14.00-15.00	R2503	993 8367 9276	247066
2	YOSEF DARIEN DIMAS PUTERA	11201616001	MGT	2016	JOB SATISFACTION, MOTIVATION AND EMPLOYEE LOYALTY: A CASE STUDY OF SKILLED INDONESIAN MIGRANT WORKERS IN QATAR	Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	Ida Bagus Putu Aditya, MM	Aditya Nova Putra, M.Par	Irma Nawang Wulan, MBA		Thursday	27/01/2022	15.30-16.30	R2503	993 8367 9276	247066
3	ALDY PUTRA KAUSAR	11201607003	INR	2016	THE ANALYSIS OF CONFLICT RESOLUTIONS TOWARD VERTICAL CONFLICT BETWEEN GOVERNMENT OF INDONESIA AND FREE PAPUA MOVEMENT IN JOKOWI PRESIDENTIAL ERA 2019-2021	Astrid Wiriadidjaja, M.Si	Ningsih Susilowati, M.Si	Tubagus Ari Wibawa Mukti, M.Si			Thursday	27/01/2022	17.00-18.00	R2503	993 8367 9276	247066

ZOOM SIGN-IN FOR ADVISOR

Room	Sign in as host	password as host
R2501	r2501@iuli.ac.id	Password@2501
R2501	r2502@iuli.ac.id	Password@2502
R2503	r2503@iuli.ac.id	Password@2503

Thesis Score Result

Student Name	: INNOCENTIUS HERDARUWISNU	Thesis Title	: ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT: A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA
Student ID	: 11201910004	Defense Date	: 27 January 2022
Study program	: HTM	Defense Time	: 14:00 - 15:00
Attendance	: PRESENT		

Thesis Defense Attendance

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	PRESENT
Advisor 2: Aditya Nova Putra	PRESENT
Examiner 1: Ida Bagus Putu Aditya, ST., MM.	PRESENT
Examiner 2: Siti Nurfitriana, S.TP., M.A.B	PRESENT
Examiner 3: Benny Andrianto	PRESENT

Thesis Final Score

	Thesis Work Evaluation Score	Thesis Presentation Evaluation Score
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	87.75	83.00
Advisor 2: Aditya Nova Putra	93.00	85.00
Examiner 1: Ida Bagus Putu Aditya, ST., MM.		88.00
Examiner 2: Siti Nurfitriana, S.TP., M.A.B		82.00
Examiner 3: Benny Andrianto		80.00
Average	90.38	83.60
Final Score	87.67	
Score Grade	A	

Thesis Work Evaluation Score Details

	Criteria					Total Score
	Format	Working Process (based on the thesis log)	Subject of Thesis	Value for Potential users	Academic Value	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	20.00	7.00	7.75	26.50	26.50	87.75
Advisor 2: Aditya Nova Putra	18.00	9.00	10.00	28.00	28.00	93.00

Thesis Presentation Evaluation Score Details

	Criteria		Total Score
	Presentation Performance	Argumentation Performance	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	22.00	61.00	83.00
Advisor 2: Aditya Nova Putra	22.00	63.00	85.00
Examiner 1: Ida Bagus Putu Aditya, ST., MM.	25.00	63.00	88.00
Examiner 2: Siti Nurfitriana, S.TP., M.A.B	25.00	57.00	82.00
Examiner 3: Benny Andrianto	20.00	60.00	80.00

Thesis Score Result

Student Name	: YOSEF DARIEN DIMAS PUTERA	Thesis Title	: JOB SATISFACTION, MOTIVATION AND EMPLOYEE LOYALTY: A CASE STUDY OF SKILLED INDONESIAN MIGRANT WORKERS IN QATAR
Student ID	: 11201616001	Defense Date	: 27 January 2022
Study program	: MGT	Defense Time	: 15:30 - 16:30
Attendance	: PRESENT		

Thesis Defense Attendance

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M. PRESENT

Advisor 2: Ida Bagus Putu Aditya, ST., MM. PRESENT

Examiner 1: Aditya Nova Putra, SE., M.Par. PRESENT

Examiner 2: Irma M. Nawangwulan PRESENT

Thesis Final Score

	Thesis Work Evaluation Score	Thesis Presentation Evaluation Score
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	76.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	77.00	93.00
Examiner 1: Aditya Nova Putra, SE., M.Par.		93.00
Examiner 2: Irma M. Nawangwulan		93.00
Average	76.50	93.50
Final Score	83.30	
Score Grade	B	

Thesis Work Evaluation Score Details

	Criteria					Total Score
	Format	Working Process (based on the thesis log)	Subject of Thesis	Value for Potential users	Academic Value	
Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	17.00	8.00	7.00	22.00	22.00	76.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	17.00	7.00	6.00	23.00	24.00	77.00

Thesis Presentation Evaluation Score Details

	Criteria	Total Score
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	Presentation Performance	Argumentation Performance	Total Score
	Presentation Performance	Argumentation Performance	Total Score

Advisor 1: Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	28.00	67.00	95.00
Advisor 2: Ida Bagus Putu Aditya, ST., MM.	27.00	66.00	93.00
Examiner 1: Aditya Nova Putra, SE., M.Par.	25.00	68.00	93.00
Examiner 2: Irma M. Nawangwulan	28.00	65.00	93.00



THESIS DEFENSE JANUARY 2022

FACULTY OF ENGINEERING AND LIFE SCIENCES

NO	FULL NAME	STD-ID	PS	BATCH	THESIS TITLE	ADVISOR	ADVISOR/ CO-ADVISOR	EXAMINER1	EXAMINER2	EXAMINER3	DAY	DATE	TIME	ROOM	ZOOM	PASSWORD
1	DONNY DHARMAWAN	11201602012	MTE	2016	Industrial Internet of Things	Dr. Ir. Tutuko Prajogo, MSMfgE	Dipl.-Ing. Maralo Sinaga	Dr. Ir. Prianggada Indra Tanaya, M.M.E	Ir. Invanos, MBA		Thursday	27/01/2022	14.00-15.00	R2501	926 0138 5200	116202
2	AXEL CHRISTOPHER NATHANIEL	11201702003	MTE	2017	ROBOT PATH PLANNING SIMULATION BASED ON TRAVELLING SALESMAN PROBLEM FOR OBSTACLE AVOIDANCE USING COPPELIASIM	Dr. Ir. Prianggada Indra Tanaya, M.M.E.	Dr. Ir. Tutuko Prajogo, MsMfgE	Dipl.-Ing. Maralo Sinaga	Ir. Invanos, MBA		Thursday	27/01/2022	15.30-16.30	R2501	926 0138 5200	116202
3	BARTHOLOMEUS GERALD DARMASETIAWAN	11201701015	AVE	2017	Implementation of Object Avoidance using Haarcascade Detection and PID Controller in Ryze Tello Drone	Neno Ruseno S.T., M.Sc		Dr. Erie Sandhita	Setyo U. Soekarsono, MSc.		Thursday	27/01/2022	14.00-15.00	R2502	945 2949 5991	742419
4	AMELIA ROSULLINAWATI	11201802020	BME	2017	AUTOMATIC SOIL DRIP IRRIGATION SYSTEM USING CAPACITIVE SOIL MOISTURE SENSOR AND ARDUINO UNO	Patmah Fatoni, M.Eng		Tutun Nugraha, PhD	Evelyn Djuardi, M.Si	Runita Rizkiyanti, MSc	Friday	28/01/2022	14.00-15.00	R2502	945 2949 5991	742419
5	MUHAMMAD TAUHID YUSHAM GUNTUR PUTRA	11201601012	AVE	2016	A COMPUTATIONAL FLUID DYNAMIC (CFD) MODEL AND ANALYSIS OF A BULLET WITH MAGNUS EFFECT	Dr. Eng. Ressa Octavianty		Triwanto Simanjuntak, Ph.D.	Neno Ruseno, MSc	Dr. Erie Sandhita	Friday	28/01/2022	14.00-15.00	R2501	926 0138 5200	116202
6	FAISAL TRI MULYAWAN	11201701014	AVE	2017	NUMERICAL INVESTIGATION OF MOMENTS OF INERTIA'S UNCERTAINTY EFFECTS ON LAPAN RX-200C ROCKET	Triwanto Simanjuntak, PhD		Dr. Eng. Ressa Octavianty	Dr. Erie Sandhita	Setyo U. Soekarsono, MSc.	Friday	28/01/2022	15.30-16.30	R2501	926 0138 5200	116202
7	DIMAS HISYAMADIKA DAFFANDRINO	11201701016	AVE	2017	Numerical Analysis of the RX450 Free-Motion Flight	Triwanto Simanjuntak, PhD.		Dr. Eng. Ressa Octavianty	Setyo U. Soekarsono, MSc.	Dipl.-Ing. Ghani Albar Harahap	Friday	28/01/2022	17.00-18.00	R2501	926 0138 5200	116202
8	PETER OLIVER	11201701018	AVE	2017	Network Evaluation and Optimisation for ATR 72 in Indonesia	Ir. Ananta Widjaja M.Sc		Dr. Ir. Prianggada Indra Tanaya, M.M.E	Neno Ruseno, MSc	Arista Atmadjati, MM	Friday	28/01/2022	15.30-16.30	R2502	945 2949 5991	742419
9	CHRISVALDO GILROY SASINGEN	11201713003	MEE	2017	QUALITY ASSURANCE AND QUALITY CONTROL IN TUNA CANNERY COMPANY USING QUALITY CONTROL TOOLS	Dipl.-Ing. Sentot Wahjoe Goeritno, M.Si		Rahmat Nur Adiwijaya, PhD	Dipl.-Ing. Ghani Albar Harahap	Ir. Paulus Sarwanawadya, MSc	Friday	28/01/2022	15.30-16.30	R2503	993 8367 9276	247066

FACULTY OF BUSINESS AND SOCIAL SCIENCES

NO	FULL NAME	STD-ID	PS	BATCH	THESIS TITLE	ADVISOR	ADVISOR/ CO-ADVISOR	EXAMINER1	EXAMINER2	EXAMINER3	DAY	DATE	TIME	ROOM	ZOOM	PASSWORD
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2	YOSEF DARIEN DIMAS PUTERA	11201616001	MGT	2016	JOB SATISFACTION, MOTIVATION AND EMPLOYEE LOYALTY: A CASE STUDY OF SKILLED INDONESIAN MIGRANT WORKERS IN QATAR	Dr. Samuel PD Anantadjaya, B.Sc., MBA., M.M.	Ida Bagus Putu Aditya, MM	Aditya Nova Putra, M.Par	Irma Nawang Wulan, MBA		Thursday	27/01/2022	15.30-16.30	R2503	993 8367 9276	247066
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Room	Sign in as host	password as host
R2501	r2501@iuli.ac.id	Password@2501
R2501	r2502@iuli.ac.id	Password@2502
R2503	r2503@iuli.ac.id	Password@2503



INTERNATIONAL UNIVERSITY LIAISON INDONESIA

BACHELOR'S THESIS

**ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT:
A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA**

11201910004

By

Innocentius Herdaruwisnu

11201910004

Presented to the Faculty of Business & Social Sciences
In Partial Fulfillment of the Requirements for the Degree of

SARJANA PARIWISATA

In

HOTEL & TOURISM MANAGEMENT

FACULTY OF BUSINESS & SOCIAL SCIENCES

BSD City 15345

Indonesia

December 2021

APPROVAL PAGE

**ORGANIZATIONAL CULTURE & ORGANIZATIONAL COMMITMENT:
A CASE STUDY IN HOTEL EMPLOYEES IN JAKARTA**

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In

HOTEL & TOURISM MANAGEMENT

FACULTY OF BUSINESS & SOCIAL SCIENCES

Dr. Samuel PD Anantadjaya, MBA, MM

Thesis Advisor

Date

Ir.YXYXYXYXYXYXYXY, M.Sc

Thesis Co-Advisor

Date

Dr. Samuel PD Anantadjaya, MBA, MM

Dean of Faculty of Business & Social Sciences

Date

STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge. I have carefully inserted the citations for material previously published or written by other individuals, including any materials that has been accepted for awards of any academic degrees or diplomas at any educational institutions. I am confident that I have made the necessary due acknowledgement of sources throughout this thesis work.

Innocentius Herdaruwisnu

Student

Date