

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB
PERFORMANCE OF BRAVE SECURITY SERVICE
CO., LTD.**

**AUNG NAING
EMBA II – 22
EMBA 18th BATCH (NAYPYITAW)**

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ACADEMIC YEAR (2019-2022)

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EMBA II - 22
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This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organizational Culture on Job Performance of Brave Security Service Co., Ltd.**” has been accepted by the Examination Board for awarding of Master of Business Administration (MBA) degree.

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ABSTRACT

This survey examines the effect of organizational culture on organizational commitment and job performance of Brave Security Service Co., Ltd. The objectives of the study are to analyze the direct effect of organizational culture on job performance and the mediating effect of organizational commitment on the relationship between organizational culture and job performance of Brave Security Service Co., Ltd. The survey data are collected from 225 employees of Brave Security Service Co., Ltd. by using simple random sampling method. In this study, organizational culture is identified by clan culture, adhocracy culture, market culture and hierarchical culture. According to multiple regression analysis of organizational culture and job performance, clan culture and hierarchical culture have positive and significant effect on job performance. According to the multiple regression analysis of the mediating effect of organizational commitment on the relationship between organizational culture and job performance, there is positive and partial mediation effect of organizational commitment on the relationship between organizational culture and job performance. This study suggests that the company needs to manage for the improvement and development of the current performance of service team and it can improve their performance by providing required training, exposures and working facilities because the greater the capability of service in organizational culture the greater the chance of getting the higher job performance and the profitability of the entire company.

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CHAPTER 1

INTRODUCTION

In Myanmar, the private security service industry is steadily growing. With the growth of the private business industry, the private security service industry is constantly increasing. A competent security service company not only ensure the safety of commercial or residential property but also help to recognize potential hazards. If a company wants to secure its construction site, hotel, home or commercial property, the best way is to co-operate with one of the top security companies. In case of any potential danger, they can quickly identify the threat and develop a quick, appropriate solution. Hiring an unarmed security guard service deters criminals away from your premises and reduces security risks to people and property that people care about.

In today's business world, the key to success in any business relies on customer satisfaction. Many organizations become tried to provide servicing customer's needs as a priority. However, most of organizations have failed to act upon the satisfaction or commitment of the employees. Ravasi and Schultz (2006) stated that organizational culture shapes the appropriate behavior for different situations. Pawirosumarto et al. (2017) explained that organizational culture is a symbol and value that is shared by all employees of the organization. Organizational culture is known to bind employees together and provide direction for company development. Narayana (2017) described that organizational culture will determine how employees achieve tasks and interact with each other in the organization. This cultural pattern consists of many values, beliefs, rituals and symbols that govern the community's processing style in a company. These cultures are unambiguously owned by bound organizations as a discriminator between organizations and different organizations (Pawirosumarto et al., 2017).

Organizational culture is additionally a value system that's believed by all members of the organization that is applied, studied, and developed as an adhesive system as a reference for firms to realize their goals. In addition, culture will be at the core of what's vital within the organization. as a result of organizational culture includes the activities of giving orders and prohibitions and describing things that are done and not done that regulate the behavior of members (Rodrigues et al., 2012).

Employees' levels of identification, involvement, and loyalty are all components of organizational commitment, which is their level of dedication to helping the

organization achieve its goals (Wambui & Gichanga, 2018). Organizational commitment is defined as associate employee's psychological attachment to their organization (Cesário & Chambel, 2017). Someone who is committed also have an organizational identity, are going to be loyal and have a positive angle towards his organization (Wambui, 2018). These people show behaviors that facilitates the organization deliver the goods its goals and also a temperament to be a part of the organization within the long term. organizational commitment will be defined because the extent to that an employee expertise a way of community with organization (Irefin & Mechanic, 2014). Organizational commitment is additionally a condition of staff who faced with bound organizations and their goals, likewise because the intention to keep up their membership within the company. In alternative words, organizational commitment is going to be concerning the high need of employees to share and sacrifice for the company.

Meyer and Allen (1993) have identified three categories of organizational commitment: affective, continuance, and normative. Nikpour (2017) defined job performance because the total expectation to the organization of the many behavior episodes that a personal engages in throughout a collection time period. Job performance is defined as the efficiency with which job occupants carry out their assigned activities, that satisfies the fulfillment of the company's mission while compensating organization and individual in a corresponding manner (Borman & Motowidlo, 1997).

The performance represents one of the most important aspects. The opinion of performance expresses as the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the organization's strategic planning. Job performance is the work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Nongo and Ikyanyon (2012), the term employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around.

Brave Security Service (BSS), a security service company, is formed with most of the former employees from Myanmar army, police force and fire brigade in 2015. With well trained, well equipped, committed security staffs, BSS company is providing security services to factories, offices, companies, homes, warehouse, hotels, construction sites, mining, banks, hospitals, embassies, and public events. BSS company trained its security guards to handle any contingencies, such as fire hazards, mass causality, injuries

to employees etc., The special training subjects of BSS are Knowledge of Security Service, Customer Service, Security Devices and Usage, Basic English Speaking, First Aid, Fire Fighting Technique, Emergency responses, Knowledge of National Criminal Law. It operates its service at around 80 sites with 512 employees in many cities such as Yangon, Naypyidaw, Mandalay, and Bago.

1.1 Rationale of the Study

Human resources have a very important role in an organization, because human resources can be one of the factors that are directly involved in carrying out organizational activities and play a role in improving the organization in achieving its stated goals. The organizational culture is a crucial component in determining how well potential employees perform in order to develop an emotional connection with their workplace and coworkers and develop a "sense of belongingness" to their workplace. Organizational culture is an essential instrument that helps to articulate the organization's vision, gives members of the organization a common identity, and deepens employee commitment (Cameron & Quinn, 2006). A strong organizational culture shapes the shared beliefs as well as the employees' behavior (Azizollah et al., 2016).

Every employee should have the organizational commitment to their work place, so they are expected to feel happy once operating and participates in transferal accomplish their company. In keeping with Robbins and Judge (2007), the organizational Commitment may be a state during which an employee takes aspect to a certain organization and has the goal and intention to carry out his membership at the organization. An employee is an important working partner for an organization, so that an enormous concern must extremely lean so that the employees are able to have the will, develop the organization for the sake of its progress and are invariably loyal to develop themselves at their work place. Each worker within the organization should be extremely committed to achieving the mission, vision and goals of the organization. workers who have high structure commitment are employees who are a lot of productive and stable therefore that in the finish they're additionally more profitable for the organization (Alvi et al., 2014). It also refers to rising employee performance. worker performance is incredibly necessary for organizational growth and profitability, as a result of employees are thought of because the main business resource that facilitates the daily activities and operations of a corporation. Employee performance is additionally famous to be an element that may considerably have an effect on structure profit.

Today, with the development of private business firms in Myanmar, security services are gradually developing. The number of security service firms has gradually increased in Myanmar over the past few years and there is high competition in the industry. Security service (outsourcing service) is very important service and a necessity in almost every business. Most of employees are reluctant to work in security service firm because the average working hours of a security guard is 12 hours, and salary is lower than other jobs. But at Brave Security Service (BSS) Company, though employees have long working hours and get low wages, most workers feel satisfied. This study aims to explore the effect of organizational culture on organizational commitment, and the influence of organizational commitment on job performance at BSS Co., Ltd.

1.2 Objectives of the Study

The objectives of this study are:

- (1) To examine the direct effect of organizational culture on Job performance in Brave Security Service Co., Ltd.
- (2) To analyze the mediating effect of organizational commitment on the relationship between organizational culture and job performance in Brave Security Service Co., Ltd.

1.3 Scope and Method of the Study

This study mainly focuses on the effect of organizational culture on organizational commitment and job performance to BSS Co., Ltd. There are 512 employees in the BSS Co., Ltd. including 25 managerial and 487 non-managerial. According to the calculation by Yamane's formula with 5% margin of error, the sample size is 225. As the nature of company and objectives of the study, simple random sampling technique is applied to collect data from these 225 employees.

This study applies both primary and secondary data. Structured questionnaire is developed for primary data collection. The questionnaire consists of four main parts first was about the demographic information of respondents and the other parts consist of the questions related with the three main variables. The questionnaire was also distributed in two languages: English, and Myanmar, to be more accessible and understandable to employees. Moreover, the items of the questionnaire are measured with five-point Likert scales. Secondary data are obtained from previous research paper, text-books, websites and other related information resources from BSS Co., Ltd. Descriptive statistics is used

to explore the general information of the respondents (age, gender, educational level, work experience, and salary) and the perception of employees on organizational culture, organizational commitment, its effectiveness and job performance. Descriptive statistics and regression analysis method are used to analyze the effect of organizational culture on organizational commitment and job performance. The data collection period was in July and August 2022.

1.4 Organization of the Study

This study is organized into five chapters. Chapter 1 is the introduction which includes the rationale of the study, objectives of the study, scope and methods of the study, and organization of the study. Chapter 2 is theoretical background regarding organizational culture, organizational commitment and their effectiveness and job performance of Brave Security Service Co., Ltd. Chapter 3 is the profile and the organizational culture of Brave Security Service Co., Ltd. Chapter 4 describes the analysis of the organizational culture on organizational commitment and job performance of Brave Security Service Co., Ltd. Chapter 5 consists of the conclusion of the findings and discussions, suggestions and recommendations, and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter describes previous literature on organizational culture, organizational commitment, and job performance. It reviews the previous studies that help the researcher to understand and identify the problem being studied more appropriately. According to the literature review and previous studies, the conceptual framework of the study has been developed.

2.1 Organizational Culture

Organizational culture plays a primary role through the collaborative actions of individual members of the organization in modelling the organization's behavior and performance. A strong organizational culture shapes the worker's commitment, organizational identity, shared beliefs similarly as the employees' behavior (Azizollah et al., 2015). Organizational culture has assumed considerable importance within the twenty first century, because it impacts on employee performance and job satisfaction. it's the imperative of each organization to know its own dynamic culture in order that managers will capitalize on the insights generated by the cultural perspective to wield larger management over their organizations. The culture of an organization has a very important impact on its performance. Many companies now concentrate to exploring the sociological aspect of the business in order to improve profitability.

Culture is one aspect that is not tangible, but it plays a very important role to the success of any business enterprise. Organizational culture can permeate throughout the entire organization, or sub-cultures can develop in different parts of the company. Culture consists of three levels: artifacts, espoused beliefs and values, and underlying assumptions (Schein, 2004). According to Schein (1990), organizational culture has visible characteristics including stories, norms, myths, faith, language, regulations and values. Most firms have the components of these types of cultures (Lund, 2003). Organizational culture aims to develop worker loyalty, helps employees work hard, and displays the characteristics representing the organizations. Also, employees' preferred organizational culture correlates with their demographic characteristics, especially gender (Belias & Koustelios, 2014).

Additionally, organizational culture serves as a knowledge source as it enables employees' acquisition and sharing of knowledge within the working environment (Jones et al., 2006). Therefore, organizational culture does have a conclusive effect on performance (Yesil & Kaya, 2013). According to Cameron and Quinn (2006), there are basically four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.

2.1.1 Clan Culture

Clan culture is defined as a collaborative culture and can be compared with teamwork. Some of companies using that type of culture working as a large family typically strong bond connection with team members. The team has good relationship and enjoys working together to be intensely engage at job (Pophal, 2018). In this culture, organizations operate like families to market cohesion, a humane work environment, worker loyalty, and group commitment. This culture has higher commitment and collaboration, however also emphasizes individual development, stressing cohesion, morale, teamwork, and accord (Cameron & Quinn, 2006).

Clan culture emphasizes shared values and collective goals; an atmosphere of teamwork and mutual support and development of employees. It is a kind of corporate culture, where there is a strong sense of "family." Teamwork and the role of the leader as a mentor is emphasized (Cobbinah et al., 2020).

2.1.2 Adhocracy Culture

In an Adhocracy Culture, organizations differentiate from others through innovation and creativity. Companies like Google develop high-end tools and technologies to make leaders (Hill, 2013). Adhocracy culture is dynamic and creative: New knowledge, change, and challenges are important, yet as making distinctive services and outcomes (Cameron & Quinn, 2006). Employees may have more flexibility and initiative in Adhocracy Culture (Sugita & Takahashi, 2015). In keeping with bird genus and Manning (2015), Adhocracy and Market Culture are similar as a result of these cultures have targeted more externally. In addition, Adhocracy culture worries for more individual and flexible elements wherever Market Culture stresses competitiveness.

The culture of adhocracy allows people far more flexibility to develop in their own way as long as they are aligned with the organization's goals (Cobbinah et al., 2020). The organization's direction is to gain as much as it can from the external environment.

Individuals would be considered accomplished and successful if they could create and enhance new ideas and innovations.

2.1.3 Market Culture

Market Culture has goal minded and results-oriented elements (Cameron & Quinn, 2006). They compete for larger market share and stress achieving goals and competition (Hill, 2013). Market culture is a competitive environment that inspired all employees to work hard and achieve the company's goal. The organization intensely focused on profitability which is towards employees to do well under high pressure.

Market culture is recognized as being clearly concerned with objective accomplishment culture. The main corporate values inherent in this culture are effectiveness, productivity, and competitiveness and results in optimization (Carmen et.al, 2017). The success of any organization depends on its distinct culture that is developed either by organizational leaders, or is a result of overcoming challenges or a conscious effort on the part of management to improve performance and efficiency.

2.1.4 Hierarchical Culture

Organizations have dominant cultures supported a consistent structure for economical operation. Hierarchical culture has additional formalized structure and processes putting importance on rules and policies (Cameron & Quinn, 2006). Employees might realize it troublesome to be artistic and competitive at identical time during this culture. Also, kindred Culture includes some elements of hierarchal Culture. Hierarchy culture is running the simple way of traditional corporate standard and follows rules and guidelines. The organization focuses on safety business culture and organizational stability. Apparently, Government organization are the examples of this kind of culture (Pourron, 2018).

Caroline, et.al. (2018), found that hierarchy culture has no significant correlation with affective commitment. Yet it has significant relation with continuance and normative commitment dimensions. Nam and Kim (2016) also revealed that hierarchical culture demonstrate a high level of affective commitment, but a low level of normative commitment. According to Akhtar et.al, (2013), hierarchy culture type was found to be statistically insignificant in relation to all dimensions of commitment.

2.2 Organizational Commitment

According to Robbins and Judge (2007), the organizational commitment is a state in which an employee takes side to a certain organization and has the goal and intention to hold out his membership at the organization. An employee is a very important working partner for an organization, so that a big concern must really be given so that the employees are able to have the will, develop the organization for the sake of its progress and are always loyal to develop themselves at their work place. Organizational commitment is defined as an employee's psychological attachment to their organization (Cesário & Chambel, 2017). These employees will also display behaviors that will help the organization achieve its goals and also a willingness to be part of the organization in the long term.

Buchanan (1974) asserted that organizational commitment is a kind of belief that connects feelings of organizational values and objectives with individual values and objectives. Organizational commitment is an individual expression of loyalty and devotion to an organization (Kanter, 1968). Organizational commitment represents a high level of affection, loyalty and concentration on a job role in an organization (Dee et al., 2006). Organizational commitment indicates that individual goal is similar or identical with organizational goals and can stimulate employees' productivity and loyalty (Chen & Aryee, 2007). Chen and Hong (2005) commented that if members in an organization trust and settle for the organizational value, they're a lot of willing to figure laborious to realize organizational goal and have more organizational commitment. High organizational commitment will be beneficial for an organization because it signals that employees have high organizational identification (Jiang & Huang, 2002).

Mowday et al. (1982) also identified that highly committed employees perform better than less committed ones. Meyer and Allen (1993) more pinpointed that organizational commitment are often classified into three components: a desire (affective commitment), a need (continuance commitment), and an obligation (normative commitment) to maintain in the organization. These components are useful to examine the effects of employee retention, on-the-job behaviors, citizenship, job satisfaction and job performance (Somers, 1995). Thus, organizational commitment can be a beneficial factor to employees' behavior and work outcomes and a turnover rate reducer for individuals in an organization (Rose et al., 2009).

According to Porter et al. (1974), organizational commitment is defined as the strength of an individual's association and involvement within a particular organization. The organizational commitment represents a link between the employee and the

organization that includes employee job satisfaction. Organizational commitment remains one of the most considered phenomena in the literature of organizational behavior because of its relationship with job satisfaction and job performance of the employees (Simmons, 2005). Promoting employees' organizational commitment is acknowledged to be the principal concern for organizations to engage with employees who are talented (Reiche, 2008). This concern is significantly associated with employee behavior, performance, job satisfaction, etcetera (Bogler, 2005).

Affective, continuance and normative commitment are the factors that aid in determining the scope of organizational commitment. While individual characteristics affect organizational commitment, and this includes experiences associated with the work that play a particular role in affective commitment, and investments in work play a specific role in continuance commitment. Social experiences and organizational investments are active in affective commitment (Tayfun & Catir, 2014).

2.2.1 Affective Commitment

Employees with a sound affective commitment continue employment with the organization because they enjoy working with the organization. According to Meyer and Allen (1993), affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. This represents the individual's emotional attachment to the organization. Members who are committed to an organization on the basis of affection continue to work for the organization because they want to be closely associated with the same organization. Members who are committed at an affective level stay with the organization.

2.2.2 Continuance Commitment

According to Becker (1960), continuance commitment is a tendency to engage in steady lines of activity based on the individual's perception of the 'costs' connected with discontinuing the activity. The concept of continuance commitment is obtained from the perception of the costs associated with leaving, and the perception of a lack of employment options. Employees who have continuance commitment continue with the organization because they need to do so. Discontinuing employment with the organization will terminate job-related opportunities like seniority, pension, job experiences, and status. Therefore, any factor that increases the anticipated cost of discontinuing the job

could be acknowledged as a forecaster of continuance commitment (Meyer & Allen, 1993).

Meyer and Allen (1993) defined continuance commitment as awareness of the costs associated with leaving the organization. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. This indicates the difference between continuance and affective commitment. Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on an assessment of economic benefits gained. Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values.

2.2.3 Normative Commitment

Normative commitment is defined as the totality of internalized normative demands to perform in a way which meets organizational goals and interests (Wiener, 1982). Normative commitment relates to an employee's commitment based on a perception of the commitment to a particular organization. Employees' operating initially from the normative component of commitment use their efforts on behalf of the organization as they believe they should (Allen & Meyer, 1993). Normative commitment positively manages the relationship between affective commitment and effort. Also, few studies show that job satisfaction has positive results on both effective and normative commitment (Fu et al., 2009).

Meyer and Allen (1993) defined normative commitment as “a feeling of obligation to continue employment”. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization. In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do. Lee and Chan (2013) found that employee commitment will go up when they feel affiliation with the organization and also when organization recognizes them as a part of organization. Recognition as a part of organizational success story will increase the commitment level and also the individual and organizational productivity. Employees with normative commitment feel that they ought to remain with the organization.

2.3 Job Performance

Job performance is kind of outcomes after a job is finished. It represents the levels of achievement of each job (Byars & Rue, 2000) and the fulfillment of organizational regulations, expectations, or requirements for an official role (Campbell, 1990). It is the contribution to organizational goals and can be measured by outcomes (Borman & Motowidlo, 1997). Moreover, job performance is productivity that expresses the quantity, quality and contribution of a job. When productivity is high the overall performance within the organization will be high (Su, 1999; Schermerhorn, 2000; Sun, 2001). Job performance is an employee's overall work outcomes, including efficacy, efficiency, and effectiveness (Tsao et al., 1997). Schermerhorn (1992) argued that job performance is the results of quality and quantity after completion of a mission by an individual or a group. Blumberg and Pringle (1982) proposed that willing to perform, capability to perform and chance to perform are 3 factors to influence job performance. Korman (1977) also pointed that job ability and skill, motivation, and role perception are three determinants to affect individual job performance. Additionally, standards to create organizational members understand their contributions and therefore the direction to their efforts.

In the field of industrial and organizational psychology, Borman (2004) said that job performance is the most significant element acknowledged. Preko and Adjetey (2013) justified this fact by relating it to the employee job performance being the major indicator establishing the performance of the organization. In this regard, Hanif (2013) contended that job performance among employees show regular changes as their behavior is also constantly changing. Generally speaking, performance forms the visible employees' activities relating to the goals of the organization (Campbell et al., 1990). Similarly, performance has also been referred to as a completion of ordinary working efficiency and ability of employees to carry out their responsibilities (Tahir et al., 2014). Added to the above, the achievement of high employee performance has become the primary aim of majority of organizations in the current dynamic and competitive business environment as the performance of employees is the determinant of organizational performance and successes (Preko & Adjetey, 2013).

An employee is an individual who is being hired by the top-level management of the organization, through the interview process for achieving the organizational goals and fulfill the needs and wants of the organization. In order to satisfy the organizational goals and to increase employee performance, organization needs to take the efficient and

effective working of the employees. Employee performance refers to how the workers behave in the workplace and how well they perform the job duties that have obligated to them. For an individual employee, performance may submit work effectiveness, quality and efficiency at the task level. Employee performance affects organization performance.

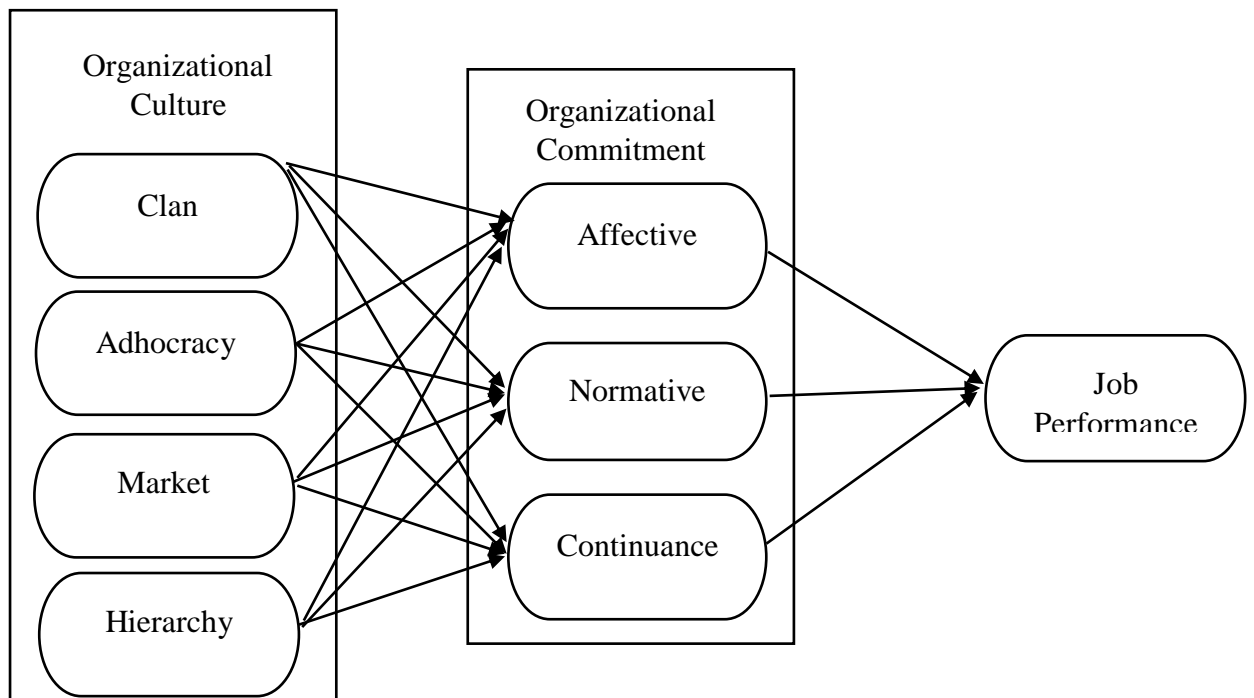
The performance represents one of the most important aspects. The opinion of performance expresses as the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the organization's strategic planning. Employee performance is the work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Nongo and Ikyanyon (2012), the term employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around.

Job performance is regarded as a multi-faceted concept. In relation to employee performance, Borman & Motowidlo (1997) have defined two key factors, namely task performance (in-role behavior) and contextual performance. Task performance is defined as the capability of employees to fulfill their tasks and responsibilities as included in the role description (Griffin et al., 2007). Contextual performance is individual efforts that are not directly related to basic job functions and that stimulate tasks and processes, shaping the organizational, social and psychological environment. Task performance means fulfill the requirements of any job successful while contextual performance relates to the quality of social relationships with juniors, seniors and customers, a factor that is not directly relevant to the job always.

2.4 Previous Studies

There are many studies that have addressed organizational culture, organizational commitment and job performance. Cobbinah et al. (2020) studied "The Effect of Organizational Culture on Job Performance: The Intervening Role of Organizational Commitment". The conceptual framework of Cobbinah et al. (2020) is shown in Figure (2.1).

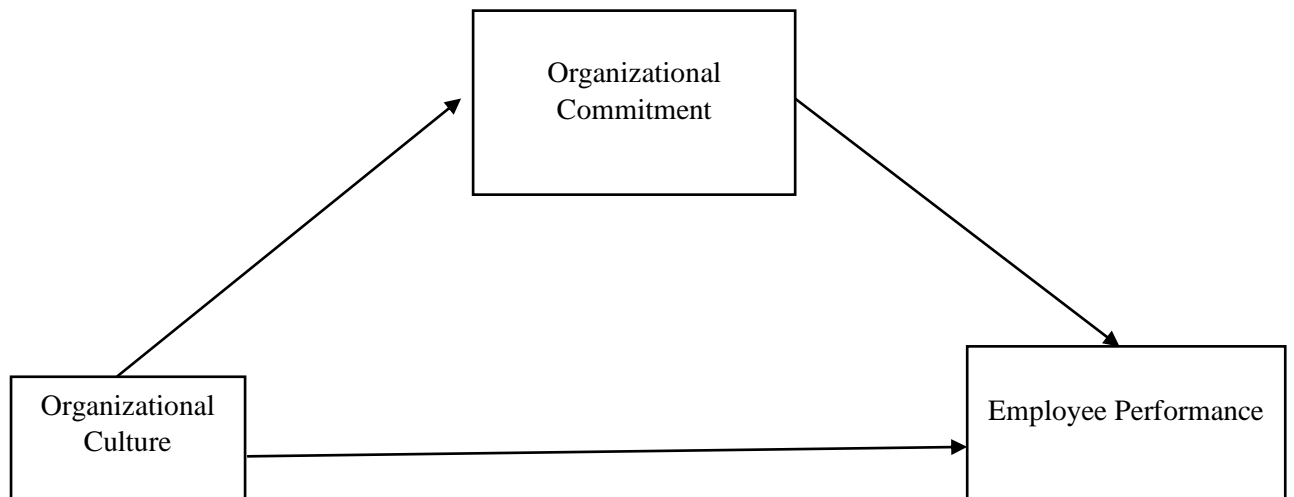
Figure (2.1) Conceptual Framework of Cobbinah et al.



Source: Cobbinah et al. (2020)

Cobbinah et al. (2020) found that organizational culture (clan, market and adhocracy) had positive results on job performance however hierarchy culture had no effect. Also, organizational culture had positive effect on organizational commitment while organizational commitment absolutely expected job performance. The outcome of the study further shown that organizational commitment acts as a mediator in the relationship between organizational culture and job performance. Adam et al. (2018) studied “The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance”. The conceptual framework of Adam et al. (2018) is shown in Figure (2.2)

Figure (2.2) Conceptual Framework of Adam et al.



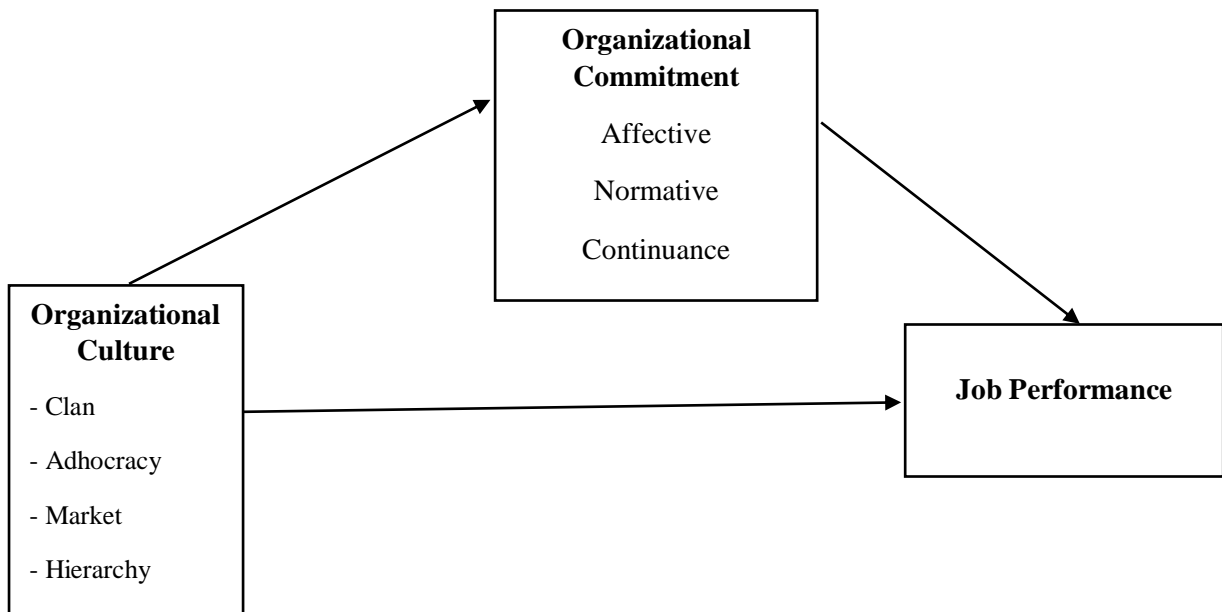
Source: Adam et al. (2018)

In this research, organizational culture has significant effect on employee performance. In addition, organizational commitment proved to be a mediator in the relation. This research suggests that organization should develop strong culture and commitment in order to enhance employee performance.

2.5 Conceptual Framework of the Study

Based on the literature review, the following conceptual framework to analyze these relationships is developed as shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Adapted from Cobbinah et al. (2020) and Adam et al. (2018)

Based on the research of Cobbinah et al. (2020) and Adam et al. (2018), clan culture, adhocracy culture, market culture, and hierarchy culture are considered independent variables, the organizational commitment is considered the mediating variable and job performance is the dependent variable. The results are expected to benefit the organization by focusing on clan culture, adhocracy culture, market culture, and hierarchy culture. Additionally, the effectiveness of the organizational culture will affect job performance.

CHAPTER 3

PROFILE AND ORGANIZATIONAL CULTURE OF BRAVE SECURITY SERVICE CO., LTD.

This chapter describes the profiles and the organization structure of Brave Security Service Co., Ltd. This chapter describes the profiles and the organization structure of Brave Security Service Co., Ltd. are mentioned. In addition, organizational culture of BSS Co., Ltd. is also presented in this chapter.

3.1 Profile of Brave Security Service Co., Ltd.

Brave Security Service Co., Ltd. is situated in No.57, Baho Road, B (1-1), Sanchaung Township, Yangon, Myanmar. As outsourcing security service company, Brave Security Service is well organized for special security services. BSS is mainly responsible for customer's security and it solve the problems of security concerned. It conducts the advanced survey for security area and requirements for security transparently. It was formed by most of the former employees from Myanmar armed force, police force and fire brigade in 2015.

Brave Security Service Co., Ltd. is providing security services to factories, offices, companies, homes, warehouse, hotels, construction sites, mining, banks, hospitals, embassies, and public events with well trained, well equipped, committed security staffs. Its security guards are also trained to handle any contingencies, such as fire hazards, mass causality, injuries to employees. The special training subjects of Brave Security Services are Knowledge of Security Service, Customer Service, Security Devices and Usage, Basic English Speaking, First Aid, Fire Fighting Technique, Emergency responses, Knowledge of National Criminal Law.

The vision of Brave Security Service is to provide the qualified services for the customer's satisfaction by well-trained security staffs. The missions of Brave Security Service are as follow;

1. To establish the quality security services
2. To train its security staffs to offer the highest level of service
3. To strengthen the security service by using high technology and equipment
4. To supply individual serve to the customer consistently and at affordable charge

Brave Security Service is licensed security service company with its headquarters in Yangon. It has around 80 sites with 512 employees in many cities such as Yangon, Naypyidaw, Mandalay, and Bago.

The founder of BSS Co., Ltd. is a former military officer and holds an EMBA degree from Yangon University of Economics. The CEO of BSS Company is highly educated in security matters and BSS Company is also security experts from the Tatmadaw, the police and ex-firefighters. Employees are also trained in security-related courses. BSS Co., Ltd. have the wide range of social networks, advanced business management education; high ability to connect with government departments; by systematically combining the skills of the employees and carrying out the work. These factors are the reasons for standing as a company that can operate with 512 employees. The organizational structure of BSS Co., Ltd. is shown in Appendix.

There are (6) operation departments in Brave Security Service. Those are Human Resource (HR) department, Administration department, Finance and Account department, Sales and Marketing department, Operation-1 department and Operation-2 department.

(1) Human Resource Department

The functions of human resource department are recruitment, workplace safety, compensation planning, employee relations, and labor law compliance. Recruitment is very important task for HR department in this company. Brave Security Service also provides special training courses for security staff are Knowledge of Security Service, Customer Service, Security Devices and Usage, Basic English Speaking, First Aid, Fire Fighting Technique, Emergency responses, Knowledge of National Criminal Law.

(2) Administration Department

The function of the Administration department is to provide and make available quality, facilitative services to employee resulting to highly satisfied employees. Purchasing section of Administration Department always try to get modern electronic security devices such as security guard Walkie Talkie with licensed, hand-held metal detector, security guard baton, vehicle searching mirror and other security guard equipment. It is providing a workplace safe and healthy work environment for employees and provide excellent, timely, and cost effective to the department's necessary.

(3) Finance and Account Department

The function of Finance and Account Department is responsible for managing the finances and accounts of businesses. This includes the preparation of balance sheets, cash flow reports, financial statements, record keeping and reporting. The account section is responsible for collecting security service fees from all customers every month. It also includes managing the payroll and accounts of business.

(4) Sales and Marketing Department

Sales and marketing department find new markets, online marketing, promotes its business and drives sales of its services. The sales operation section consists of a collection of business activities and method that help a sales organization run effectively, efficiently, and in support of business ways and objectives. A marketing operation section gives the necessary research to identify target customers and new business field. The sales section is responsible for sales targets, customer complaints, after sales service and the marketing section is responsible for finding new markets, customer relationships.

(5) Operation-1 and Operation-2 Department

BSS is composed of appropriate managerial level persons for Operation-1 and Operation-2 department that are directly supervised by the GM. When the team receives new work sites, it must visit the site and conduct a security survey. Depending on the survey findings and customer's requests, the number of employees required for that location, work responsibilities and service charges must be made in accordance with the BOD's guidelines to be able to send the proposal. After the proposal is approved by the customer, the contract must be negotiated. As security personnel at various sites, hygiene, uniforms and accessories; whether or not there are rules and regulations. Knowing each person's responsibility according to the safety area, patrol operation; they must go around and inspect whether or not they are working in an orderly manner.

3.2 Organizational Culture of Brave Security Service Co., Ltd.

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. BSS Co., Ltd always concerned with strong values, culture and beliefs. This part focuses on clan culture, adhocracy culture, market culture and hierarchy culture.

(a) Clan Culture

Brave Security Service Co., Ltd. is still using the traditional organizational culture, old employees welcome the new employees with induction training and employees are also friendly with each other. The employees working in the BSS company behave more like a family than workmates. The Managers act as the head of the family, nurturing the employees in the ways he finds fit in running the company. The employees can reach out to the managers and sort problems associated with the company. This relationship makes the managers confident with the employees concerning the welfare of the company. Company allow employees various freedoms since he understands their capabilities in handling the business. For example, company organized welfare support team and that team support many kind of employees' welfares. Employees are allowed to salary advance, staff loan, special loan, and support money for health care. And also employees can request changing working day and off day if necessary, and they can ask to alternate (substitute) working days for reasonable absent days or difficult situation.

In addition, it has also been found out that employees have strongly common interest. Top management of the company is also supportive if employees would like to do continuous learning. As employees also have the supportive environment, it can be assumed that clan culture influence in Brave Security Service Co., Ltd. The supervisors in the company are generally considered to exemplify mentoring, facilitating and nurturing for their employees. They emphasize employee development. They are building to create mutual trust among employees.

(b) Adhocracy Culture

In Brave Security Service Co., Ltd., there are always training sections on every weekend except gazette holidays because its working style or culture based on the ability to adapt quickly to changing conditions. Different topics are included in those training sections. The purpose of these training sections is to produce the innovative and creative ideas. This means that company shapes their working environment to be the dynamic and entrepreneur place to work. After the training sections, it has also been found out that employees become productive more and more innovative and creative ideas. According to those factors, it can be assumed that adhocracy culture also influences the culture of Brave Security Service Co., Ltd. The organization's mission is to gain as much as it can from the external environment. Employees would be considered accomplished and

successful if they could create and enhance new ideas and innovations for security service.

(c) Market Culture

Top management focuses on producing new ideas and new procedures in Brave Security Service Co., Ltd. In addition, company top management focuses on results from employee. According to the market culture, results are oriented. It can be assumed that Brave Security Service Co., Ltd. is also influenced by market culture. Employees in the company are very competitive and achievement oriented. The organizational goal is to benefit from a competitive market. It focuses on achieving the effectiveness of the security service. Competition is a common necessity for employees to develop, which provides less flexibility in personal relationships.

(d) Hierarchical Culture

Employees of Brave Security Service Co., Ltd. must follow the procedures of the company. For example, if the personnel affairs department would like to get money from finance department, they need to write the proposal as first. Then finance department employee have to report to department manager. After getting permission from department manager, process will transfer to the managing director. According to these factors, it can be assumed that hierarchy culture influences on Brave Security Service Co., Ltd. It has a structure, uniform rules and procedures, strict oversight and well-defined duties. Consistency is a key orientation within the organization, and can be maintained by a set of defined and tight rules and regulations. Success standards are based on the degree to which people are able to efficiently conduct their duties in compliance with the protocols laid down by the company.

3.3 Research Design

This research aims to analyze the influence of organizational culture on job performance of BSS and the mediating effect of organizational commitment on the relationship between organizational culture and job performance of BSS Company. To achieve the objectives, primary data and secondary data are used in this research. Simple random sampling method is used to select the sample respondent. The sampling unit is the employee who is currently working in Brave Security Service Co., Ltd. The population for this study is included 512 employees. sample size is 225 employees that is calculated by using Yamane's (1976) formula at 95% confident level as below.

According to Yamane formula,

$$n = \frac{N}{1 + Ne^2}$$

Whereas n = number of sample size
 N = number of populations in BSS
 e = the level of precision (95% of confidence level or 5% of precision was assumed)

$$n = \frac{512}{(1 + 512 \times 0.05^2)} = 224.56$$

Therefore, the primary data are collected from 225 employees of BSS Company by using simple random sampling method. A structured questionnaire is employed to collect the data from selected sample of BSS Co., Ltd. The secondary data sources used in this study are academic research journals, empirical research journals, online articles, websites, BSS annual reports and textbooks. The questionnaires in this study include four parts: Part I, Part II Part III, and Part IV. Part I is demographic profile of the respondents, part II includes organizational culture of BSS Co., Ltd, Part III is organizational commitment of BSS Co., Ltd, Part IV is job performance of employees in BSS Co., Ltd. All variables are measured with 5-point Likert scale which is defined as 1=strongly disagree to 5=strongly agree. Questionnaire is developed from the research of Cobbinah et al. (2020) and Adam et al. (2018).

3.4 Reliability Analysis

In this section, the results of the reliability analysis of the independent and dependent variables selected for the study are described. According to Cronbach (1951), reliability is the overall consistency of a measure. A measure is claimed to possess a high reliable if it produces similar results below consistent conditions. One of the most common measures of internal consistency (reliability) is Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that indicates how will items in a set are positively related to another. It is most commonly used when multiple Likert questions in a survey/questionnaire that from a scale and need to determine if the scale is reliable. A rule for interpreting alpha for dichotomous or Likert scale question is:

$\alpha \geq 0.9$ (Excellent), $0.8 \leq \alpha < 0.9$ (Good)
 $0.7 \leq \alpha < 0.8$ (Acceptable), $0.6 \leq \alpha < 0.7$ (Questionable)
 $0.5 \leq \alpha < 0.6$ (Poor), $\alpha < 0.5$ (Unacceptable)

In general, if the value of alpha is more than 0.7, it is acceptable. Reliability analysis of the variables is shown in Table (3.1).

Table (3.1) Reliability Analysis

Sr. No.	Particular	Variables	Number of Items	Cronbach's Alpha
1.	Organizational Culture	Clan Culture	5	0.820
2.		Adhocracy Culture	5	0.805
3.		Market Culture	5	0.775
4.		Hierarchical Culture	5	0.791
5.	Organizational Commitment	Affective Commitment	5	0.842
6.		Continuance Commitment	5	0.895
7.		Normative Commitment	5	0.876
8.		Job performance	5	0.888

Source: Survey Data, 2022

According to the Table (4.2), the Cronbach's Alpha values of the selected variables organizational culture (market culture and hierarchical culture) are more than 0.7, organizational culture (clam culture and adhocracy culture), organizational commitment (affective commitment, continuance commitment and normative commitment), and job performance are more than 0.8. The scale items of questionnaires are consistent and reliable because Cronbach's Alpha values are greater than 0.7. Therefore, this data are acceptable level of reliability and further analysis can be conducted.

3.5 Demographic Profile of Respondents

In this study, 225 employees are surveyed to analyze the organizational culture, organizational commitment and job performance of BSS Company. In this section, the demographic characteristics of the respondents; gender, age, marital status, education,

position, working experiences and salary are explored. The results of the demographic profile of respondents are shown in Table (3.2).

Table (3.2) Profile of Respondents

Sr. No	Particulars		No. of Respondents	Percentage
	Total Respondents		225	100
1	Gender	Male	203	90.2
		Female	22	9.8
2	Age	Below 20	26	11.6
		Between 21- 35	63	28.0
		Between 36 – 40	51	22.7
		Between 41 – 50	49	21.8
		51 and above	36	16.0
3	Marital Status	Single	82	36.4
		Married	143	63.6
4	Education	Undergraduate	120	53.3
		Graduate	45	20.0
		Master Degree	1	0.4
		Others	59	26.2
5	Working Position	Staff	110	48.9
		Sr. Staff	36	16.0
		Assistant Supervisor	32	14.2
		Supervisor	33	14.7
		Assist Manager	3	1.3
		Deputy Manager	1	0.4
		Manager	8	3.6
		Senior Manager	2	0.9
6	Working Experiences	Below 1 year	48	21.3
		1 Year-2 Years	69	30.7
		3 Years-4 Years	62	27.6
		5 Years and above	46	20.4
7	Salary (Kyats)	≤ 200,000	112	49.8
		200,001 – 400,000	62	27.6
		400,001 – 600,000	29	12.9
		600,001 – 800,000	17	7.6
		800,001 – 10,000,000	4	1.8

		Above 1,000,000	1	0.4
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Source: Survey Data, 2022

According to the survey data, gender group of respondents are described by male and female with frequency and percentage. According to the gender result, the respondents include 203 male employees and 22 female employees. Therefore, BSS company has more male employees than female because of the nature of the work. Simply, age is described by below 20 years, between 21-35years, between 36-40 years, between 41-50 years and 51years and above respectively. The maximum age group of respondents is between 21-35 years. This group has 63 respondents with 28.0 percent. The second maximum age group is between 36-40 years, this group has 51 respondents with 22.7 percent. The third maximum age group is between 41-50 years, this group has 49 respondents with 21.8 percent. The fourth maximum age group is 51 years and above. This group has 36 respondents with 16.0 percent. The minority of the respondents' group is below 20 years, this group has 26 respondents with 11.6 percent.

The 82 respondents describing 36.4 percent are single and 143 respondents describing 61.6 percent are married. Thus, majority of respondents in BSS Co., Ltd. is married. Furthermore, the education level is described into undergraduate, graduate, master degree and other. The 120 respondents describing 53.3 percent are undergraduate level, 45 respondents describing 20.0 percent are graduate level, 1 respondent describing 0.4 percent are master degree level and 59 respondents describing 26.2 percent are others (monastery education and illiterate). According to the education level result, most of the employees in BSS Co., Ltd. are working at undergraduate level. The minority of the respondents belongs to Master Degree and 1 employee of total respondents.

Then, the working experience of the respondents are categorized into below 1 year, 1 year-2 years, 3 years-4 years, and 5 years and above. The respondents of below 1 year experience are 48 respondents describing 21.3 percent, 1-2 years experienced respondents are 69 respondents describing 30.7 percent, 3-4 years experienced respondents are 62 respondents describing 27.6 percent and 5 years and above experienced respondents are 46 respondents describing 20.4 percent. Therefore, most of the employees are 1-2 years working experience.

The current position of the respondents is classified into staff, senior staff, assistant supervisor, supervisor, assistant manager, deputy manager, manager, senior manager. The respondents of staff position are 110 respondents describing 48.9 percent, senior staff position respondents are 36 respondents describing 16.0 percent, assistant

supervisor position respondents are 32 respondents describing 14.2 percent, supervisor position respondents are 33 respondents describing 14.7 percent, assistant manager position respondents are 3 respondents describing 1.3 percent, deputy manager position respondents are 1 respondent describing 0.4 percent, manager position respondents are 8 respondent describing 3.6 percent and manager position respondents are 2 respondents describing 0.9 percent. According to the results, most of the working position in BSS Co., Ltd. is staff position.

It has also been found out that the respondents by salary in BSS Co., Ltd. are grouped into six. Among the respondents, the group with 200,000 Kyats and below is the largest group. This group has 112 respondents with 49.8 percent. The second largest group get 200,001-400,000 Kyats with 27.6 percent. The third largest group get 400,001-600,000 Kyats with 12.9 percent. The fourth largest group gets 600,001-800,000 Kyats with 7.6 percent. The next group get 800,001-1,000,000 with 1.8 percent. The final group get above 1,000,000 Kyats with 0.4 percent.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB PERFORMANCE OF BRAVE SECURITY SERVICE CO., LTD.

This chapter analyze to examine the direct effect of organizational culture on Job performance in Brave Security Service Co., Ltd. and to analyze the mediating effect of organizational commitment on the relationship between organizational culture and job performance in Brave Security Service company. The descriptive statistics and multiple regression analysis are presented in this chapter.

4.1. Organizational Culture, Organizational Commitment and Job performance of Brave Security Service Co., Ltd.

This section presents the organizational culture of BSS Co., Ltd. Organizational culture (clan culture, adhocracy culture, market culture, hierarchical culture) is regarded as the independent variables and job performance is dependent variable. While Organizational culture (clan culture, adhocracy culture, market culture, hierarchical culture) is regarded as the independent variables, organizational commitment is mediating variable and job performance is the dependent variable. The structured questionnaire includes different number of items which are measured with Five-Point Likert scale (1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree).

According to Best (1977), the mean values of five-point Likert scale items are interpreted as follows:

The score among 1.00 to 1.80 means strongly disagree.

The score among 1.81 to 2.60 means disagree.

The score among 2.61 to 3.40 means neutral or neither agree nor disagree.

The score among 3.41.00 to 4.20 means agree.

The score among 4.21 to 5.00 means strongly agree.

4.1.1 Organizational Culture

Organizational Culture includes clan culture, adhocracy culture, market culture and hierarchical culture. Descriptive statistics (Mean value and Standard Deviation) of organizational culture of BSS Co., Ltd. are described as follows.

(1) Clan Culture

Clan Culture is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.1).

Table (4.1) Clan Culture

Sr. No.	Description	Mean	Std. Deviation
1.	Being a personal place by the organization like an extended family	4.32	0.579
2.	Considering leadership style to exemplify mentoring, facilitating, or nurturing	4.13	0.626
3.	Characterizing the management style by teamwork, consensus, and participation	4.14	0.681
4.	Being loyal and having mutual trust as the glue for high commitment.	4.17	0.644
5.	Emphasizing human development with the persistence of high trust, openness and participation	4.12	0.548
	Overall mean	4.18	

Source: Survey Data, 2022

According to the Table (4.1), it is found that overall mean score of the clan culture is 4.18 which shows the agree level of employees. Thus, employees agree with the clan culture based on their needs. Being a personal place by the organization like an extended family gets the maximum mean value of 4.32 which shows the agree level of employees. It can be said that employees are devoting themselves in the company. Emphasizing human development with the persistence of high trust, openness and participation has the minimum mean value of 4.12 which shows the agree level of employees. Therefore, employees accepted that the company has good management and leadership styles and they have strong commitment with loyalty and mutual trust.

(2) Adhocracy Culture

Adhocracy Culture is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.2).

Table (4.2) Adhocracy Culture

Sr. No.	Description	Mean	Std. Deviation
1.	Being willingness to take risks	4.04	0.643
2.	Considering leadership style to exemplify entrepreneurship, innovation, or risk-taking	4.00	0.590
3.	Characterizing the management style by individual risk-taking, innovation, freedom and uniqueness	4.11	0.641
4.	Defining success on the basis of having a unique, or the newest way of delivering social services	4.09	0.574
5.	Being emphasizes acquiring new resources and creating new challenges	4.16	0.625
	Overall mean	4.08	

Source: Survey Data, 2022

According to the Table (4.2), it is found that overall mean score of the adhocracy culture is 4.08 which shows the agree level of employees. It can be concluded that employees agree with the adhocracy culture based on their requirements. Being emphasizes acquiring new resources and creating new challenges gets the maximum mean value of 4.16 which shows the agree level of employees. It can be said that employees feel that the company focuses on new resources and challenges depend on the environment. Considering leadership style to exemplify entrepreneurship, innovation, or risk-taking has the minimum mean value of 4.00 which shows the agree level of employees. Therefore, employees accepted that the company has the newest way of delivering social services and they also get individual risk-taking, innovation, freedom and uniqueness.

(3) Market Culture

Market Culture is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.3).

Table (4.3) Market Culture

Sr. No.	Description	Mean	Std. Deviation
1.	Being very competitive and achievement orientated people	4.31	0.656
2.	Being considered in leadership style to exemplify a no-nonsense, aggressive, results-orientated focus	4.09	0.581
3.	Being characterized by hard-driving competitiveness, high demands and achievement	4.21	0.581
4.	Emphasizing stretch targets and providing social services are dominant	4.22	0.610
5.	Defining success on the basis of providing quality social services to the people	4.29	0.621
	Overall mean	4.22	

Source: Survey Data, 2022

According to the Table (4.3), it is found that overall mean score of the market culture is 4.22 which shows the agree level of employees. It can be said that employees agree with the market culture based on their needs. Being very competitive and achievement orientated people gets the maximum mean value of 4.31 which shows the agree level of employees. It can be concluded that employees prefer that various competition within the company. Being considered in leadership style to exemplify a no-nonsense, aggressive, results-orientated focus has the minimum mean value of 4.09 which shows the agree level of employees. Therefore, employees accept that the company has hard-driving competitiveness, high demands, and achievement management style for providing quality social services to the people.

(4) Hierarchical Culture

Hierarchical Culture is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.4).

Table (4.4) Hierarchical Culture

Sr. No.	Description	Mean	Std. Deviation
1.	Being a controlled and structured place	4.31	0.605
2.	Considering co-coordinating, organizing, and smooth-running efficiency	4.14	0.590
3.	Characterizing by the security of employment, conformity, predictability and stability in relationships	4.09	0.684
4.	Emphasizing permanence and stability	4.28	0.595
5.	Defining success on the basis of efficiency	4.27	0.637
	Overall mean	4.22	

Source: Survey Data, 2022

According to the Table (4.4), it is found that overall mean score of the hierarchical culture is 4.22 which shows the agree level of employees. It can be said that employees agree with the hierarchical culture based on their needs. Being a controlled and structured place gets the maximum mean value of 4.31 which shows the agree level of employees. It can be said that employees seem that the company have monitoring and controlling continuously. Characterizing by the security of employment, conformity, predictability and stability in relationships has the minimum mean value of 4.09 which shows the agree level of employees. Therefore, employees accepted that the company has permanence and stability, defines success on the basis of efficiency and considered to exemplify co-coordinating, organizing, and smooth- running efficiency.

4.1.2 Organizational Commitment

Organizational Commitment includes affective commitment, continuance commitment and normative commitment. The followings reveal detail explanation of each commitment.

(1) Affective Commitment

Affective commitment is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.5).

Table (4.5) Affective Commitment

Sr. No.	Description	Mean	Std. Deviation
1.	Being happy to spend the rest of career	4.23	0.713
2.	Accepting any type of job assignment to keep working	4.32	0.602
3.	Feeling as employees' own problems to the company's ones	4.12	0.645
4.	Having a great deal of personal meaning	4.20	0.672
5.	Feeling emotionally attached	4.25	0.671
	Overall mean	4.23	

Source: Survey Data, 2022

According to the Table (4.5), it is found that overall mean score of the affective commitment is 4.23 which shows the agree level of employees. It can be said that employees agree with the affective commitment based on their needs. Accepting any type of job assignment to keep working gets the maximum mean value of 4.32 which shows the agree level of employees. It can be said that employees are happy to do job assignment. Feeling as employees' own problems to the company's ones has the minimum mean value of 4.12 which shows the agree level of employees. Therefore, the company has a great deal of personal meaning for employees and they feel very happy to spend the rest of their career in this company.

(2) Continuance Commitment

Continuance Commitment is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.6).

Table (4.6) Continuance Commitment

Sr. No.	Description	Mean	Std. Deviation
1.	Disrupting too much of life when leaving the company	3.81	0.849
2.	Being very hard to leave the job right now	3.88	0.671
3.	Feeling too few options to consider leaving the company	4.03	0.755
4.	Being not considered working elsewhere	3.99	0.737
5.	Being continue to work due to a considerable personal sacrifice	3.98	0.667
	Overall mean	3.94	

Source: Survey Data, 2022

According to the Table (4.6), it is found that overall mean score of the continuance commitment is 3.94 which shows the agree level of employees. Feeling too few options to consider leaving the company gets the maximum mean value of 4.03 which shows the agree level of employees. It seems that the company have good relationship employees and they have strongly mutual respect. Disrupting too much of life when leaving the company has the minimum mean value of 3.81 which shows the agree level of employees. Therefore, employees accepted that they do not consider working elsewhere and very hard for them to leave their job at this company right now.

(3) Normative Commitment

Normative Commitment is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.7).

Table (4.7) Normative Commitment

Sr. No.	Description	Mean	Std. Deviation
1.	Deserving employee loyalty	4.24	0.623
2.	Being not feeling right to leave even if having the advantage	3.92	0.703
3.	Owing a great deal to the company	4.13	0.629
4.	Not feeling any obligation to remain with the company	3.96	0.604
5.	Not leaving the company right now because of the sense of obligation	4.12	0.717
	Overall mean	4.08	

Source: Survey Data, 2022

According to the Table (4.7), it is found that overall mean score of the normative commitment is 4.08 which shows the agree level of employees. Thus, employees agree with the normative commitment based on their needs. Deserving employee loyalty and gets the maximum mean value of 4.24 which shows the agree level of employees. It can be said that the company have deserving on their employee loyalty. Being not feeling right to leave even if having the advantage has the minimum mean value of 3.92 which shows the agree level of employees. Therefore, employees accepted that they would not leave in this company right now because of their sense of obligation to it.

4.1.3 Job Performance

Job Performance is measured with five statements. The mean value, standard deviation and overall mean value are described in Table (4.8).

Table (4.8) Job Performance

Sr. No.	Description	Mean	Std. Deviation
1.	Completing assigned duties adequately	4.53	.574
2.	Fulfilling responsibilities specified in the job description	4.46	.597
3.	Performing tasks that are expected	4.56	.572
4.	Meeting formal performance requirements of the job	4.44	.624
5.	Engage in activities that will directly affect the performance evaluation	4.46	.654
	Overall mean	4.49	

Source: Survey Data, 2022

According to the Table (4.8), it is found that overall mean score of the job performance is 4.49 which shows the agree level of employees. Thus, employees agree with the job performance based on their needs. Performing tasks that are expected gets the maximum mean value of 4.56 which shows the agree level of employees. It can be said that the company encourages their employee with reward and recognition. Meeting formal performance requirements of the job has the minimum mean value of 4.44 which shows the agree level of employees. Therefore, employees adequately complete assigned duties, they fulfil responsibilities specified in job description and they engage in activities that will directly affect their performance evaluation.

4.2 Analysis on the Direct Effect of Organizational Culture on Job Performance

In this section, the direct effect of Organizational Culture on Job Performance is analyzed, based on the conceptual framework. In order to analyze the effect of Organizational Culture on Job Performance of BSS Co., Ltd, Multiple Linear Regression Model is used to analyze the findings of survey collected from the respondents. Table (4.9) mentions the analysis on the Organizational Culture on Job Performance of BSS Co., Ltd.

Table (4.9) The Direct Effect of Organizational Culture on Job Performance of BSS Co., Ltd

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.433	0.275		5.213	0.000	
Clan Culture	0.319***	0.101	0.299	3.145	0.002	3.214
Adhocracy Culture	0.163	0.108	0.149	1.501	0.135	3.519
Market Culture	0.044	0.096	0.039	0.459	0.646	2.566
Hierarchical Culture	0.207**	0.104	0.189	1.988	0.048	3.227
R Square	0.382					
Adjusted R Square	0.371					
F Value	33.984***					

Source: Survey Data, 2022

*** significance at 1% level, ** significance at 5% level, * significance at 10% level

According to the result Table (4.9), R square is 0.382 and adjusted R square is 0.371. This model has accounted for 37% of the variance in job performance of BSS Co., Ltd. that can be explained by the measure of organizational culture. The value of F test (the overall significance of the model) is highly significant at 1% level. Table (4.9) indicates that the Effect of Organizational Culture on Job Performance of BSS Co., Ltd is statistically significant at 1% level as its significant value is 0.000. Moreover, it is stated that the effects of these two variables is strongly correlated. The increase in Clan Culture by 1 unit will also raise the job performance of employees in BSS Co., Ltd. by 0.319 unit. Moreover, the increase in Hierarchical Culture by 1 unit will also raise the effect on Job Performance of BSS Co., Ltd. by 0.207 unit.

It is found that Clan Culture has positive effect on job performance at 1% significant level. BSS Co., Ltd. provides the working environment as a personal place like an extended family to share employees' opinion. Moreover, the management style is characterized by teamwork and participation. This clan culture of BSS Co., Ltd. has positive effect on job performance. The findings show that clan culture has the most influencing culture on Job Performance for BSS Co., Ltd.

Hierarchical culture has positive effect on job performance at 5% significant level. As a security company, BSS Co., Ltd. is built by a controlled and structured place for their employees. Company creates security of employment, conformity, predictability and stability in the work. Thus, hierarchical culture has positive influence on job performance of BSS Co., Ltd.

4.3 Analysis on Mediating Effect of Organizational commitment on the Relationship between the Organizational Culture and Job Performance

A mediation model can explain the process that exists an observed relationship between two variables of independent and dependent variable with the inclusion of mediating variable. The mediator variable is used to examine the nature of the relationship between dependent and independent variable. Hence, mediation analysis is applied to explore the underlying process by which variable influences another variable through mediator. In this section, organizational commitment is considered as a mediator to clarify the nature of relationship between independent variable (organizational culture which includes clan culture, adhocracy culture, market culture and hierarchy culture) and a dependent variable (job performance).

4.3.1 Analysis on the Mediating Effect of Affective Commitment on the Relationship between the Organizational Culture and Job Performance

Then, mediation analysis is served to understand the mediating role of affective commitment on the linkage between organizational culture and job performance. Table (4.10), shows the direct and indirect and total effects of organizational culture on job performance.

Table (4.10) Mediating Effect of the Affective Commitment on the Relationship Between Organizational Culture and Job Performance

Organizational Culture	Direct Effect	Indirect Effect	Total Effect
Clan Culture	0.585	0.489	1.074
Adhocracy Culture	0.560	0.472	1.032
Market Culture	0.488	0.431	.919
Hierarchical Culture	0.552	0.469	1.021

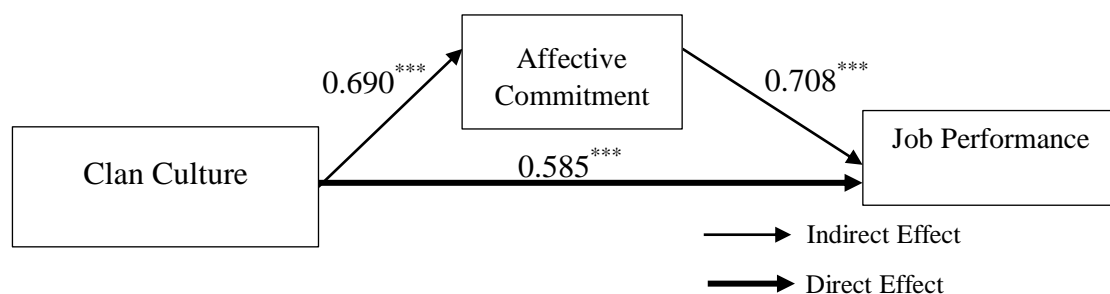
Source: Survey Data, 2022

According to Table (4.10), the total effect of affective commitment on the relationship between organizational culture and job performance is greater than the direct effect. If the BSS Company conducts proper organizational culture, affective commitment can have mediating effect on job performance. When affective commitment is used as the mediator variable, the results in Table (4.1) reveal that the affective commitment significantly mediate the relationship between organizational culture (clan, adhocracy, market and hierarchical cultures) and job performance. Since the nature of security business, clan and hierarchical culture has influence on job performance through affective commitment. This research focuses on both the managerial and non-managerial level of BSS Co., Ltd. Thus, all types of culture influences on job performance by mediating with the affective commitment.

(a) Mediating Effect of Affective Commitment on the Relationship between Clan Culture and Job Performance

The mediating effect of affective commitment on the relationship between clan culture and job performance is presented in Figure (4.1).

Figure (4.1) Mediating Effect of Affective Commitment on the Relationship Between Clan Culture and Job Performance



Source: Survey Data, 2022

***significant at 1%, level, **significant at 5% level, * significant at 10% level

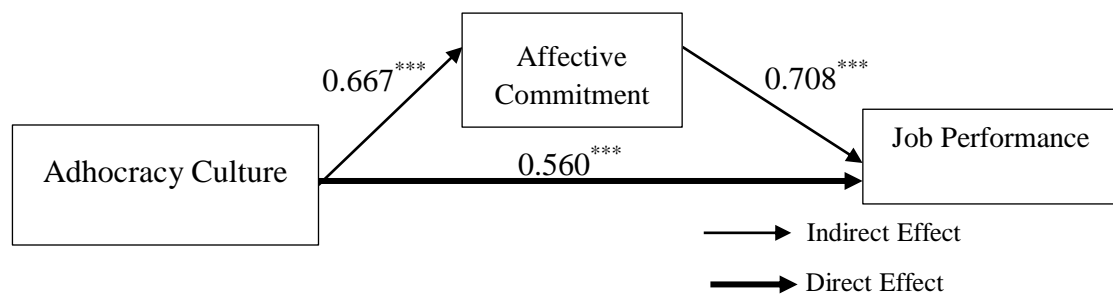
The result shows that there is a positive significant effect of clan culture on job performance, as shown in Figure (4.1). Regarding with the indirect effect, it is found that there is a positive significant effect of clan culture on affective commitment and a

positive significant effect of affective commitment on job performance as well. Thus, there is a partial mediation of affective commitment is found on the relationship between clan culture and job performance of BSS Co., Ltd. This is because when the staff of the company have the course to believe or perceive a high level of support from the company or have a better quality exchange with their leadership (management) they will feel a sense of belonging, a form of indebtedness to the company and will be obliged to reciprocate or exchange by demonstrating affective commitment and supportive attitudes towards their work within the company.

(b) Mediating Effect of Affective Commitment on the Relationship between Adhocracy Culture and Job Performance

The total effect of adhocracy culture on job performance through affective commitment is greater than the direct effect of adhocracy culture on job performance. Therefore, there is a mediating effect of affective commitment on relationship between adhocracy culture and job performance. The mediating effect of affective commitment on the relationship between adhocracy culture and job performance is presented in Figure (4.2).

Figure (4.2) Mediating Effect of Affective Commitment on the Relationship Between Adhocracy Culture and Job Performance



Source: Survey Data, 2022

***significant at 1% level, **significant at 5% level, * significant at 10% level

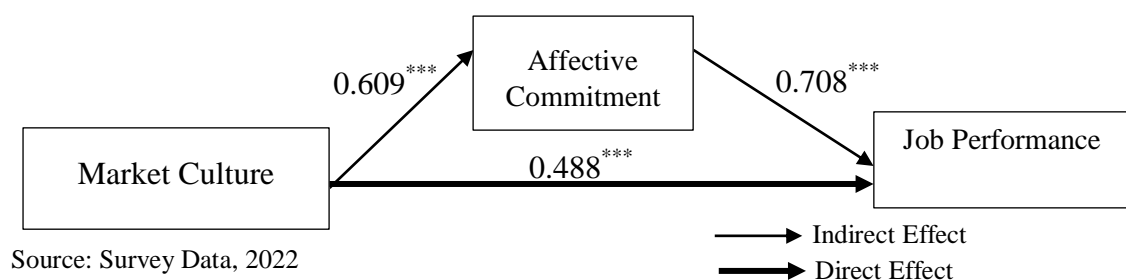
There is a positive significant effect of adhocracy culture on job performance, as shown in Figure (4.2). Regarding with the indirect effect, it is found that there is a

positive significant effect of adhocracy culture on affective commitment and a positive significant effect of affective commitment on job performance as well. Thus, there is a partial mediation of affective commitment is found on the relationship between adhocracy culture and job performance of BSS Co., Ltd. This shows that in the context of BSS Co., Ltd., the ability of the Chief Executive Officers (CEO) and the management to create and sustain an organizational culture which is well coordinated, characterized by flexible formal rules and policies, a highly competitive culture where the achievement of organizational goal is the “glue” that holds the employees and the organization together is crucial towards retaining committed employees. In this regard to ensure employee commitment within the company, CEOs and management members who are leaders of company must create an organizational culture that creates a friendly and “cozy” working environment, where the working force is perceived as an extended family and the superiors are perceived as mentors; employees are characterized by high job performance with the underlining principle that employees within BSS Co., Ltd. are emotionally attached to the organization (affective commitment) and are willing and ready to go beyond their normal work duties to ensure that the company succeed.

(c) Mediating Effect of Affective Commitment on the Relationship between Market Culture and Job Performance

The total effect of market culture on job performance through affective commitment is greater than the direct effect of market culture on job performance. Therefore, there is a mediating effect of affective commitment on relationship between market culture and job performance. The mediating effect of affective commitment on the relationship between market culture and job performance is presented in Figure (4.3)

Figure (4.3) Mediating Effect of Affective Commitment on the Relationship Between Market Culture and Job Performance



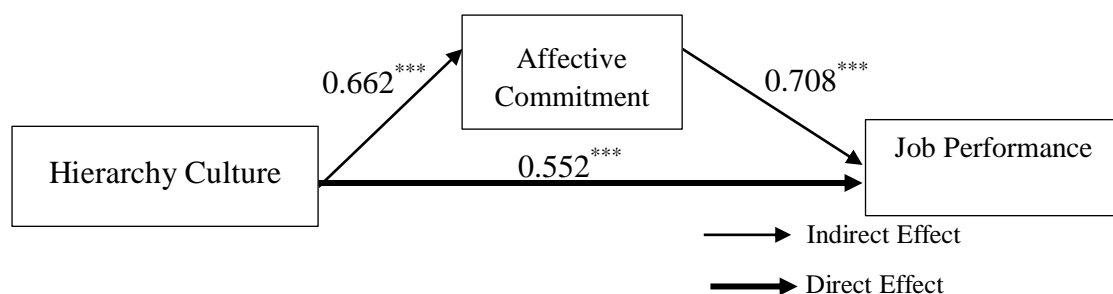
***significant at 1%, level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of market culture on job performance, as shown in Figure (4.3). Regarding with the indirect effect, it is found that there is a positive significant effect of market culture on affective commitment and a positive significant effect of affective commitment on job performance as well. Thus, there is a partial mediation of affective commitment is found on the relationship between market culture and job performance of BSS Co., Ltd. Affective commitment of the employees as an intervening variable to help the company understand better the mechanism through which the organizational culture within BSS Co., Ltd. influences the performance of the staff.

(d) Mediating Effect of Affective Commitment on the Relationship between Hierarchical Culture and Job Performance

The total effect of hierarchical culture on job performance through affective commitment is greater than the direct effect of hierarchical culture on job performance. Therefore, there is a mediating effect of affective commitment on relationship between hierarchical culture and job performance. The mediating effect of affective commitment on the relationship between hierarchical culture and job performance is presented in Figure (4.4)

Figure (4.4) Mediating Effect of Affective Commitment on the Relationship Between Hierarchy Culture and Job Performance



Source: Survey Data, 2022

***significant at 1% level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of hierarchical culture on job performance, as shown in Figure (4.4). Regarding with the indirect effect, it is found that there is a positive significant effect of hierarchical culture on affective commitment and a positive

significant effect of affective commitment on job performance as well. Thus, there is a partial mediation of affective commitment is found on the relationship between hierarchical culture and job performance of BSS Co., Ltd. This is because the hierarchy culture is characterized by strict laid down procedures and which at times make it difficult for the organization to adjust to changes within their environment. In a developing country like Myanmar, administrative bureaucracies sometimes militate against organizational effectiveness especially in private institutions where strict bureaucratic processes are stringent. The reason being that, many employees are uncomfortable with strict bureaucratic and administrative processes which is a feature akin to hierarchy culture.

4.3.2 Analysis on the Mediating Effect of Continuance Commitment on the Relationship between the Organizational Culture and Job Performance

Then, mediation analysis is served to understand the mediating role of continuance commitment on the linkage between organizational culture and job performance. Table (4.11) shows the direct and indirect and total effects of organizational culture on job performance.

Table (4.11) Mediating Effect of the Continuance Commitment on the Relationship Between Organizational Culture and Job Performance

Organizational Culture	Direct Effect	Indirect Effect	Total Effect
Clan Culture	0.585	0.372	0.957
Adhocracy Culture	0.560	0.368	0.928
Market Culture	0.488	0.286	0.774
Hierarchical Culture	0.552	0.338	0.890

Source: Survey Data, 2022

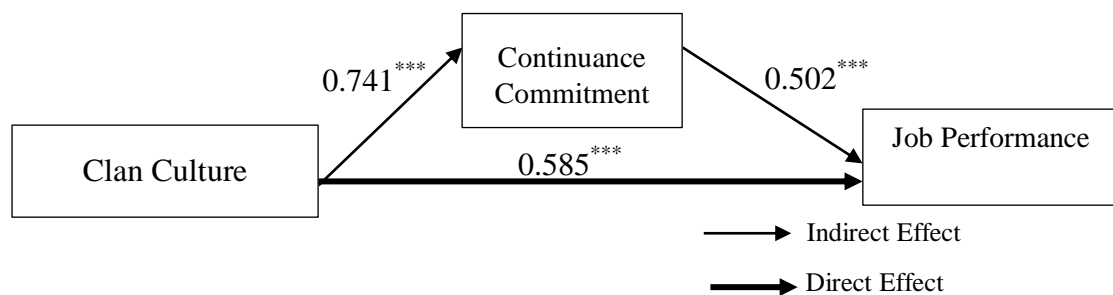
According to Table (4.11), the total effect of continuance commitment on the relationship between organizational culture and job performance is greater than the direct effect. If the BSS Co., Ltd. conducts proper organizational culture, continuance commitment can have mediating effect on job performance. The results reveal that continuance commitment significantly mediates the relationship between all the organizational culture and job performance. It is proved that organizational culture of

BSS Co., Ltd. can become a driver to boost job performance through continuance commitment.

(a) Mediating Effect of Continuance Commitment on the Relationship between Clan Culture and Job Performance

The total effect of clan culture on job performance through affective commitment is greater than the direct effect of clan culture on job performance. Therefore, there is a mediating effect of continuance commitment on relationship between clan culture and job performance. The mediating effect of continuance commitment on the relationship between clan culture and job performance is presented in Figure (4.5).

Figure (4.5) Mediating Effect of Continuance Commitment on the Relationship Between Clan Culture and Job Performance



Source: Survey Data, 2022

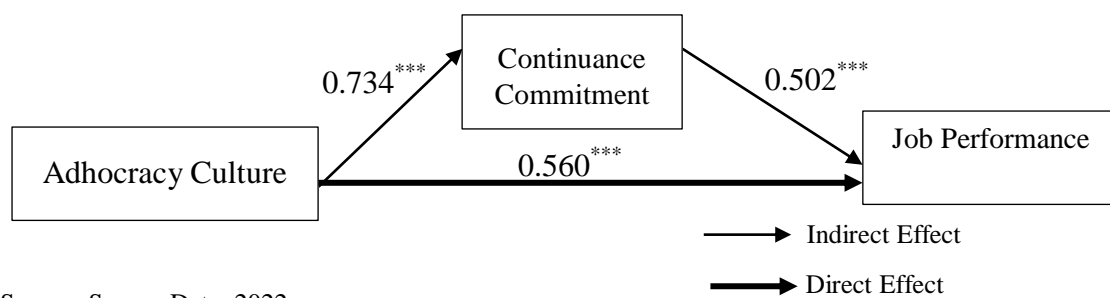
***significant at 1%, level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of clan culture job performance, as shown in Figure (4.5). Regarding with the indirect effect, it is found that there is a positive significant effect of clan culture on continuance commitment and a positive significant effect of continuance commitment on job performance as well. Thus, there is a partial mediation of job performance is found on the relationship between clan culture and job performance of BSS Co., Ltd. Employees in the company perceive that they are fitted with the culture the company developed, they also have high continuance commitment and perceive their performance is met the organization standard.

(b) Mediating Effect of Continuance Commitment on the Relationship between Adhocracy Culture and Job Performance

The total effect of adhocracy culture on job performance through affective commitment is greater than the direct effect of adhocracy culture on job performance. Therefore, there is a mediating effect of continuance commitment on relationship between adhocracy culture and job performance. The mediating effect of continuance commitment on the relationship between adhocracy culture and job performance is presented in Figure (4.6).

Figure (4.6) Mediating Effect of Continuance Commitment on the Relationship Between Adhocracy Culture and Job Performance



Source: Survey Data, 2022

***significant at 1%, level, **significant at 5% level, * significant at 10% level

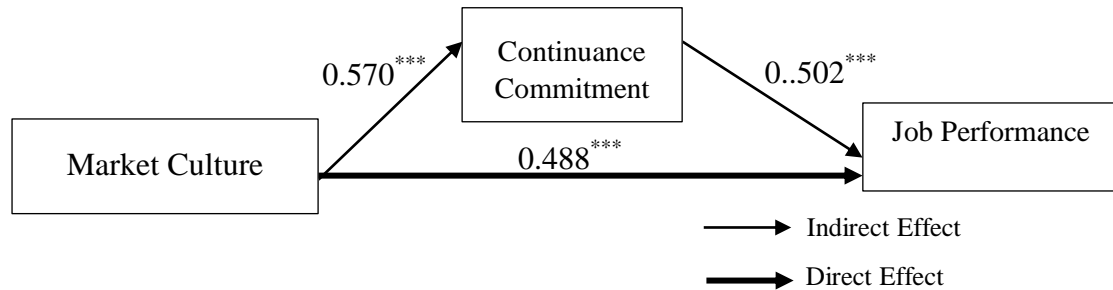
There is a positive significant effect of adhocracy culture on job performance, as shown in Figure (4.6). Regarding with the indirect effect, it is found that there is a positive significant effect of adhocracy culture on continuance commitment and a positive significant effect of continuance commitment on job performance as well. Thus, there is a partial mediation of continuance commitment is found on the relationship between adhocracy culture and job performance of BSS Co., Ltd. From the result, management could develop its adhocracy culture during the crisis in Myanmar to enhance job performance through continuance commitment.

(c) Mediating Effect of Continuance Commitment on the Relationship between Market Culture and Job Performance

The total effect of market culture on job performance through affective commitment is greater than the direct effect of market culture on job performance. Therefore, there is a mediating effect of continuance commitment on relationship between

market culture and job performance. The mediating effect of continuance commitment on the relationship between market culture and job performance is presented in Figure (4.7).

Figure (4.7) Mediating Effect of Continuance Commitment on the Relationship Between Market Culture and Job Performance



Source: Survey Data, 2022

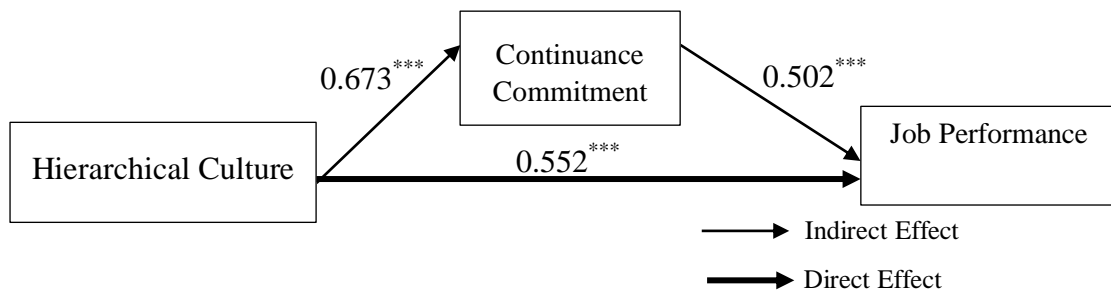
***significant at 1% level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of market culture on job performance, as shown in Figure (4.7). Regarding with the indirect impact, it is found that there is a positive significant effect of market culture on continuance commitment and a positive significant effect of continuance commitment on job performance as well. Thus, there is a partial mediation of continuance commitment is found on the relationship between market culture and job performance of BSS Co., Ltd. It focuses on revenue outside the company rather than internal operations. The organizational goal is to benefit from a competitive market during the crisis period. Since the nature of security company, it emphasizes the security of customers' company. Therefore, market culture influences job performance through continuance commitment.

(d) Mediating Effect of Continuance Commitment on the Relationship between Hierarchical Culture and Job Performance

The total effect of hierarchical culture on job performance through affective commitment is greater than the direct effect of hierarchical culture on job performance. Therefore, there is a mediating effect of continuance commitment on relationship between hierarchical culture and job performance. The mediating effect of continuance commitment on the relationship between hierarchical culture and job performance is presented in Figure (4.8).

Figure (4.8) Mediating Effect of Continuance Commitment on the Relationship Between Hierarchical Culture and Job Performance



Source: Survey Data, 2022

***significant at 1% level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of hierarchical culture on job performance, as shown in Figure (4.8). Regarding with the indirect impact, it is found that there is a positive significant effect of hierarchical culture on continuance commitment and a positive significant effect of continuance commitment on job performance as well. Thus, there is a partial mediation of continuance commitment is found on the relationship between hierarchical culture and job performance of BSS Co., Ltd. Hierarchical culture is a crucial factor behind the longevity of workers within the company. Hierarchical culture usually brought to practices in terms of how management manage their planning, organizing, controlling, evaluation is carried out. Thus, this culture can improve job performance by mediating with continuance commitment.

4.3.3 Analysis on the Mediating Effect of Normative Commitment on the Relationship between the Organizational Culture and Job Performance

Then, mediation analysis is served to understand the mediating role of normative commitment on the linkage between organizational culture and job performance. Table (4.12), shows the direct and indirect and total effects of organizational culture on job performance.

Table (4.12) Mediating Effect of the Normative Commitment on the Relationship Between Organizational Culture and Job Performance

Organizational Culture	Direct Effect	Indirect Effect	Total Effect
Clan Culture	0.585	0.405	0.990
Adhocracy Culture	0.560	0.413	0.973
Market Culture	0.488	0.338	0.826
Hierarchical Culture	0.552	0.393	0.945

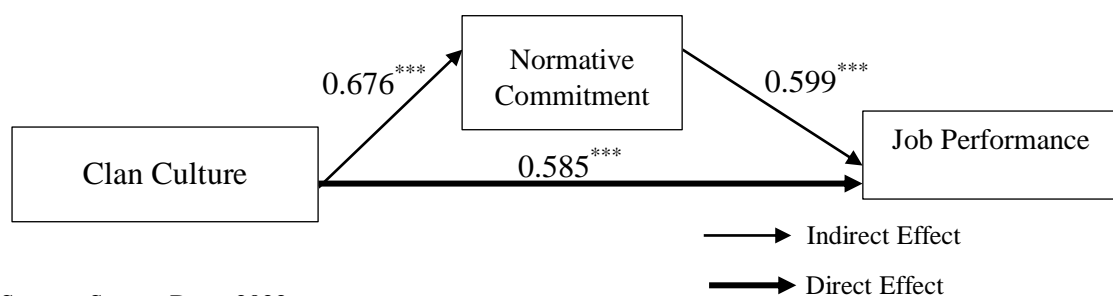
Source: Survey Data, 2022

According to Table (4.12), the total effect of normative commitment on the relationship between organizational culture and job performance is greater than the direct effect. If the BSS Co., Ltd. conducts proper organizational culture, normative commitment can have mediating effect on job performance. The more employee felt they fit with the culture, they will work towards organizational goals and then drive the increase of job performance through normative commitment.

(a) Mediating Effect of Normative Commitment on the Relationship between Clan Culture and job performance

The total effect of clan culture on job performance through normative commitment is greater than the direct effect of clan culture on job performance. Therefore, there is a mediating effect of normative commitment on relationship between clan culture and job performance. The mediating effect of normative commitment on the relationship between clan culture and job performance is presented in Figure (4.9).

Figure (4.9) Mediating Effect of Normative Commitment on the Relationship Between Clan Culture and Job Performance



Source: Survey Data, 2022

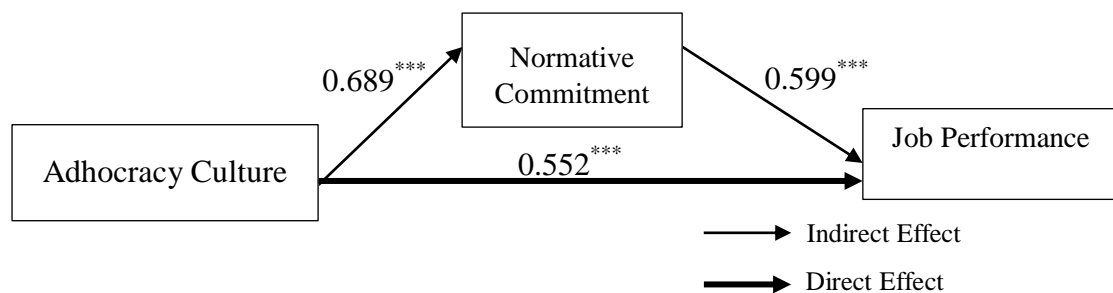
***significant at 1% level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of clan culture on job performance, as shown in Figure (4.9). Regarding with the indirect effect, it is found that there is a positive significant effect of clan culture on normative commitment and a positive significant effect of normative commitment on job performance as well. Thus, there is a partial mediation of normative commitment is found on the relationship between meaning and job performance of BSS Co., Ltd. The mediating function of normative commitment is gaining much attention in relation to clan culture and performance relationship. Clan culture as the dominant cultural type that enhances performance within the company since it focuses on human relationships. Clan culture as the name connotes is synonymous with the extended family or clan system which is the dominant family type in BSS Co., Ltd.

(b) Mediating Effect of Normative Commitment on the Relationship between Adhocracy Culture and Job Performance

The total effect of adhocracy culture on job performance through normative commitment is greater than the direct effect of adhocracy culture on job performance. Therefore, there is a mediating effect of normative commitment on relationship between adhocracy culture and job performance. The mediating effect of normative commitment on the relationship between adhocracy culture and job performance is presented in Figure (4.10).

Figure (4.10) Mediating Effect of Normative Commitment on the Relationship Between Adhocracy Culture and Job Performance



Source: Survey Data, 2022

***significant at 1% level, **significant at 5% level, * significant at 10% level

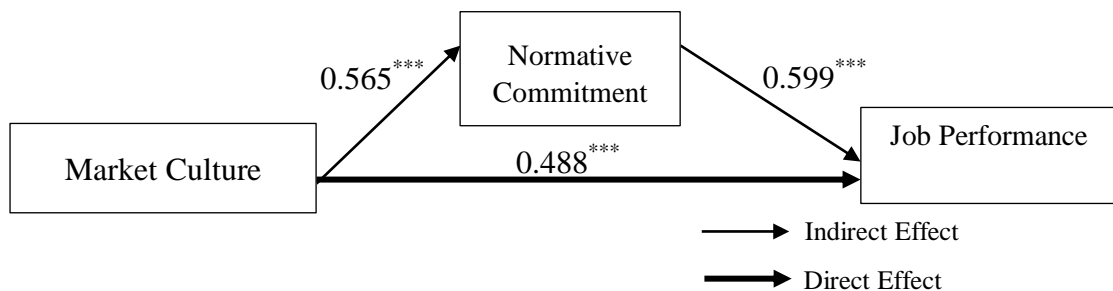
There is a positive significant effect of adhocracy culture on job performance, as shown in Figure (4.10). Regarding with the indirect effect, it is found that there is a

positive significant effect of meaning on normative commitment and a positive significant effect of normative commitment on job performance as well. Thus, there is a partial mediation of normative commitment is found on the relationship between adhocracy culture and job performance of BSS Co., Ltd. It allows supervisors at security projects far more flexibility to develop in their own way as long as they are aligned with the organization's goals. Thus, adhocracy culture influences job performance through normative commitment.

(c) Mediating Effect of Normative Commitment on the Relationship between Market Culture and Job Performance

The total effect of market culture on job performance through normative commitment is greater than the direct effect of market culture on job performance. Therefore, there is a mediating effect of normative commitment on relationship between market culture and job performance. The mediating effect of normative commitment on the relationship between market culture and job performance is presented in Figure (4.11).

Figure (4.11) Mediating Effect of Normative Commitment on the Relationship Between Market Culture and Job Performance



Source: Survey Data, 2022

***significant at 1%, level, **significant at 5% level, * significant at 10% level

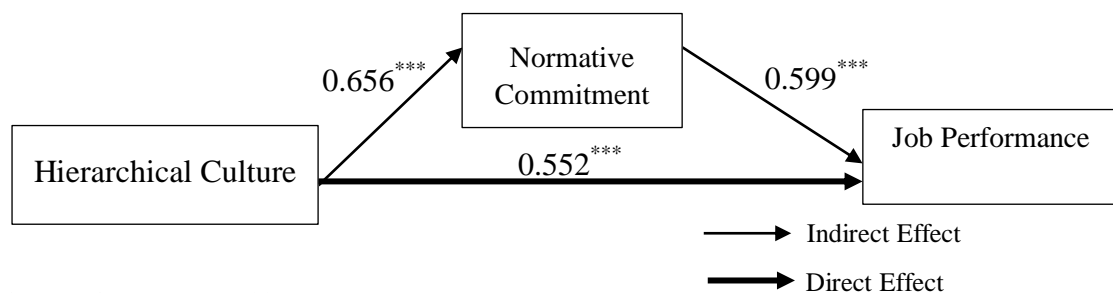
There is a positive significant effect of market culture on job performance, as shown in Figure (4.11). Regarding with the indirect effect, it is found that there is a positive significant effect of market culture on normative commitment and a positive significant effect of normative commitment on job performance as well. Thus, there is a

partial mediation of normative commitment is found on the relationship between market culture and job performance of BSS Co., Ltd. It focuses on achieving the effectiveness of the project. Competition is a common necessity for employees to develop, which provides less flexibility in personal relationships. Thus, market culture has effect on job performance through normative commitment.

(d) Mediating Effect of Normative Commitment on the Relationship between Hierarchical Culture and Job Performance

The total effect of hierarchical culture on job performance through normative commitment is greater than the direct effect of hierarchical culture on job performance. Therefore, there is a mediating effect of normative commitment on relationship between hierarchical culture and job performance. The mediating effect of normative commitment on the relationship between hierarchical culture and job performance is presented in Figure (4.12).

Figure (4.12) Mediating Effect of Normative Commitment on the Relationship Between Hierarchical Culture and Job Performance



Source: Survey Data, 2022

***significant at 1%, level, **significant at 5% level, * significant at 10% level

There is a positive significant effect of hierarchical culture on job performance, as shown in Figure (4.12). Regarding with the indirect impact, it is found that there is a positive significant effect of hierarchical culture on normative commitment and a positive significant effect of normative commitment on job performance as well. Thus, there is a partial mediation of normative commitment is found on the relationship between

hierarchical culture and job performance of BSS company. It has a structure, uniform rules and procedures, strict oversight and well-defined duties. Consistency is a key orientation within the company and can be maintained by a set of defined and tight rules and regulations. Success standards are based on the degree to which people are able to efficiently conduct their duties in compliance with the protocols laid down by organizations. Therefore, adhocracy culture influences on job performance of BSS Co., Ltd. through normative commitment.

CHAPTER 5

CONCLUSION

This chapter concludes the results of the analysis. It includes findings and discussions, suggestions and recommendations from analysis on effect of organizational culture on job performance and needs for further research.

5.1 Findings and Discussions

This study aims to examine the direct effect of organizational culture on Job performance in Brave Security Service company and to analyze the mediating effect of organizational commitment on the relationship between organizational culture and job performance in Brave Security Service company. The data were collected with Five-Point Likert-Scale structured questionnaires by distributing to a randomly selected sample of 225 employees who are working at various level and various departments within the company.

The findings indicate that most of the respondents of BSS Co., Ltd. are male employees since in the security service, for related positions, the ratio of male higher than the ratio of female. Hence, male employees occupy a much larger proportion than female employees in BSS Co., Ltd. For that reason, participation of male was higher than the participation of female in the survey. Regarding the respondents age, mainly between 21-35 years, most of the respondents are married. With the relation to education background in the company, it was shown that the majority of the respondents are undergraduate. According to the respondents working position, most of the respondents are staff for security service of the company. Regarding the working experience, most of the respondents are between 1-2 years and 3-4 years respectively. According to the salary, most of the respondents gets the lowest salary 200,00 Kyats and below per month and the highest salary above 1,000,000 Kyats gets a few respondents.

It found that the highest overall mean value of organizational culture is market culture and hierarchical culture which indicate that employees satisfy that top management of the company focuses on producing new ideas, new procedures, and result from employees in Brave Security Service Company. Moreover, company must follow the procedures of the company. The lowest overall mean value of organizational culture is adhocracy culture which show that there are always training sections with different topics

on every weekend except gazette holidays. Thus, it means that employee do not prefer some training sections.

The result show that the organizational culture (clan culture and hierarchical culture) has positive significant effects on job performance towards BSS Co., Ltd. Regarding with organizational culture, clan culture has the greater influence than hierarchical culture on job performance for BSS Co., Ltd.

The study reveals that there is a partial mediation of organizational culture on the relationship between the independent variables of organizational culture (clan culture, adhocracy culture, market culture, hierarchical culture) and dependent variable of job performance.

5.2 Suggestions and Recommendations

Based on the findings of this study, some of the relevant suggestions and recommendations for the company are provided to stimulate the influencing factors on organizational culture and to improve the building of job performance of BSS Co., Ltd.

Regarding with the finding of the effects of organizational culture on job performance, the results highlight that the most important elements of organizational culture are clan culture and hierarchical culture among four variables. Moreover, clan culture is the most important factor of the organizational culture. It is suggesting that the company should maintain the greater clan culture in order to obtain the highest organizational culture. Regarding with hierarchical culture, the company needs to manage for maintaining the higher hierarchical culture in order to achieve a controlled and structured place, emphasizing permanence and stability.

With regards to upgrade the existing service team, it is suggesting that the company needs to manage for the improvement and development of the current performance of service team and improving their performance by providing required training, exposures and working facilities because the greater the capability of service in organizational culture the greater the chance of getting the higher job performance and the profitability of the entire company. This study highly recommends that the company should emphasize to improve their service team in order to increase the customer perception and they will satisfy to the BSS Co., Ltd.'s job performance.

Regarding with the mediating effect of organizational commitment on the relationship between each element of the organizational culture (clan culture, adhocracy culture, market culture, hierarchical culture) and job performance of BSS Co., Ltd., a

partial mediation is occurred. Thus, it is recommended that the company needs to manage for increasing job performance which leads to the greater impact on the relationship between the organizational culture and job performance of BSS Co., Ltd.

In this study, it is also found that there is mediating effect of commitment on the relationship between the independent variable of organizational culture which involves clan culture, adhocracy culture, market culture and hierarchical culture and dependent variable of job performance. Besides, the observation of the mediating analysis results, there is partial mediation on the relationship between all variables of culture (clan culture, adhocracy culture, market culture and hierarchical culture) and job performance while organizational commitment is as a mediator. The organizational culture at Brave Security Service Co., Ltd is reliable and better for improving job performance. Because of better in organizational culture (clan culture, adhocracy culture, market culture and hierarchical culture), employees Brave Security Service Co., Ltd are satisfy it. Therefore, the employees use confidently those organizational culture in their works. By using of organizational culture in their work, it comes out the result of achieve assign duty and meet formal performance requirement of the job at Brave Security Service Co., Ltd.

5.3 Needs for Further Research

This study main focuses on the influencing factors on job performance of BSS Co., Ltd. and the satisfaction of its customer in BSS Co., Ltd. Some security service company which may influence on security service market competition in Myanmar are not included in this study. This survey does not cover all segments of the customers of BSS Co., Ltd. Hence, it would be great is a larger sample size would be used and if the whole security in Myanmar would be included to carry out for any further study to the better understanding of the influencing factors on organizational culture. Additionally, this study will serve as a foundation for those who are anxious to broaden this subject and do the similar study who interest to analyze the whole industry of the security service.

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APPENDIX
QUESTIONNAIRES

Dear respondent,

I am conducting research (required as a partial fulfillment for my master's degree) regarding various aspects of employee participation in organization. It will be great support for me if you could spend approximately 15-20 minutes in filling out this questionnaire, information provided will be kept confidential.

Part (1)
Demographic Factors

1. Gender

- Male Female

2. Age (years)

- Below 20 21 – 35
 36 – 40 41 – 50
 51 and above

3. Marital Status

- Single Married

4. Level of Education

- Undergraduate Graduate
 Master Degree Others

5. Working Position

- Staff Sr. Staff
 Assistant Supervisor Supervisor
 Assistant Manager Deputy Manager
 Manager Sr. Manager

6. Working Experience

- Below 1 year 1 – 2 years
 3 – 4 years Above 5

7. Salary (Kyats)

- ≤ 200,000 200,001-400,000
 400,001-600,000 600,001-800,000
 800,001-1,000,000 Above 1,000,000

Part (2)

Organizational Culture

Please circle a number from 1 to 5 using the scale below (or) please check (√) in the box that matches your opinion.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

	Clan Culture	1	2	3	4	5
1	This organization is a personal place, it is like an extended family, people seem to share a lot of themselves.					
2	The leadership in this organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in this organization is characterized by teamwork, consensus and participation.					
4	The 'glue' that holds this organization together is loyalty and mutual trust. Commitment to the organization runs high.					
5	This organization emphasizes employee development, trust, openness and participation persist.					
	Adhocracy Culture					
1.	People are willing to stick their necks out and take risks because this organization is a dynamic place.					
2	The leadership in this organization is generally considered to exemplify entrepreneurship, innovation, or risk- taking.					
3	The management style in this organization is characterized by individual risk-taking, innovation, freedom and uniqueness.					
4	This organization defines success on the basis of having unique, or the newest way of delivering social services.					
5	This organization emphasizes acquiring new resources and creating new challenges.					

Market Culture						
1	People in this organization are very competitive and achievement orientated.					
2	The leadership in this organization is generally considered to exemplify a no-nonsense, aggressive, results- orientated focus.					
3	The management style in this organization is characterized by hard-driving competitiveness, high demands and achievement.					
4	This organization emphasizes to hit stretch targets and provide social services are dominant.					
5	This organization defines success on the basis of providing quality social services to the people.					
Hierarchical Culture						
1	This organization is a controlled and structured place.					
2	The leadership in this organization is generally considered to exemplify co-coordinating, organizing, and smooth-running efficiency.					
3	The management style in this organization is characterized by security of employment, conformity, predictability and stability in relationships.					
4	This organization emphasizes permanence and stability.					
5	This organization defines success on the basis of efficiency.					

Part (3)

Organizational Commitment

Please circle a number from 1 to 5 using the scale below (or) please check (√) in the box that matches your opinion.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

Affective Commitment		1	2	3	4	5
1	I would be very happy to spend the rest of my career in this organization.					

2	I would accept almost any type of job assignment in order to keep working for this organization.					
3	I really feel as if this organization's problems are my own.					
4	This organization has a great deal of personal meaning for me.					
5	I feel "emotionally attached" to this organization.					
Continuance Commitment						
1	Too much of my life will be disrupted if I leave my organization.					
2	It would be very hard for me to leave my job at this organization right now even if I want to					
3	I feel that I have too few options to consider leaving this organization.					
4	I might not consider working elsewhere.					
5	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					
Normative Commitment						
1	This organization deserves my loyalty.					
2	Even if it were my advantage, I do not feel it would be right to leave					
3	I owe a great deal to this organization					
4	I do not feel any obligation to remain with my organization.					
5	I would not leave my organization right now because of my sense of obligation to it.					

Part (4)

Job Performance

Please circle a number from 1 to 5 using the scale below (or) please check (√) in the box that matches your opinion.

1 = Strong Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree

		1	2	3	4	5
1	I adequately complete assigned duties.					
2	I fulfil responsibilities specified in job description.					
3	I perform tasks that are expected of me.					
4	I meet formal performance requirement of the job.					
5	I engage in activities that will directly affect my performance evaluation.					

APPENDIX B
STATISTICAL OUTPUT

**The Direct Effect of Organizational Culture on Job Performance of BSS
Co., Ltd**

. The effect of Organizational Culture on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.618 ^a	.382	.371	.39890	.796

a. Predictors: (Constant), MeanHC, MeanCC, MeanMC, MeanAC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.630	4	5.408	33.984	.000 ^b
	Residual	35.007	220	.159		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanHC, MeanCC, MeanMC, MeanAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.433	.275		5.213	.000		
	MeanCC	.319	.101	.299	3.145	.002	.311	3.214
	MeanAC	.163	.108	.149	1.501	.135	.284	3.519
	MeanMC	.044	.096	.039	.459	.646	.390	2.566
	MeanHC	.207	.104	.189	1.988	.048	.310	3.227

a. Dependent Variable: MeanJP

The effect of Clan Culture on Job Performance

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.585 ^a	.342	.339	.40890	.907

a. Predictors: (Constant), MeanCC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.353	1	19.353	115.748	.000 ^b
	Residual	37.285	223	.167		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.882	.244		7.711	.000		
	MeanCC	.624	.058	.585	10.759	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Adhocracy Culture on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.560 ^a	.314	.311	.41743	.799

a. Predictors: (Constant), MeanAC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.781	1	17.781	102.045	.000 ^b
	Residual	38.856	223	.174		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.997	.249		8.031	.000		
	MeanAC	.611	.060	.560	10.102	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Market Culture on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.488 ^a	.238	.234	.43995	.799

a. Predictors: (Constant), MeanMC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.473	1	13.473	69.609	.000 ^b
	Residual	43.164	223	.194		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanMC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.152	.282		7.631	.000		
	MeanMC	.553	.066	.488	8.343	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Hierarchical Culture on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.552 ^a	.305	.302	.42019	.794

a. Predictors: (Constant), MeanHC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.265	1	17.265	97.785	.000 ^b
	Residual	39.372	223	.177		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanHC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.947	.259		7.522	.000		
	MeanHC	.603	.061	.552	9.889	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Clan Culture on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.690 ^a	.476	.473	.34179	1.289

a. Predictors: (Constant), MeanAFC

b. Dependent Variable: MeanCC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.638	1	23.638	202.342	.000 ^b
	Residual	26.051	223	.117		
	Total	49.689	224			

a. Dependent Variable: MeanCC

b. Predictors: (Constant), MeanAFC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.531	.188		8.157	.000		
	MeanAFC	.627	.044	.690	14.225	.000	1.000	1.000

a. Dependent Variable: MeanCC

The effect of Adhocracy Culture on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.667 ^a	.444	.442	.38726	.880

a. Predictors: (Constant), MeanAC

b. Dependent Variable: MeanAFC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.751	1	26.751	178.377	.000 ^b
	Residual	33.443	223	.150		
	Total	60.194	224			

a. Dependent Variable: MeanAFC

b. Predictors: (Constant), MeanAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.169	.231		5.068	.000		
	MeanAC	.749	.056	.667	13.356	.000	1.000	1.000

a. Dependent Variable: MeanAFC

The effect of Market Culture on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.609 ^a	.370	.368	.41227	.818

a. Predictors: (Constant), MeanMC

b. Dependent Variable: MeanAFC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.292	1	22.292	131.152	.000 ^b
	Residual	37.903	223	.170		
	Total	60.194	224			

a. Dependent Variable: MeanAFC

b. Predictors: (Constant), MeanMC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.220	.264		4.617	.000		
	MeanMC	.712	.062	.609	11.452	.000	1.000	1.000

a. Dependent Variable: MeanAFC

The effect of Hierarchical Culture on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.662 ^a	.439	.436	.38925	.968

a. Predictors: (Constant), MeanHC

b. Dependent Variable: MeanAFC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.406	1	26.406	174.275	.000 ^b
	Residual	33.789	223	.152		
	Total	60.194	224			

a. Dependent Variable: MeanAFC

b. Predictors: (Constant), MeanHC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.083	.240		4.515	.000		
	MeanHC	.746	.056	.662	13.201	.000	1.000	1.000

a. Dependent Variable: MeanAFC

The effect of Clan Culture on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.741 ^a	.549	.547	.41740	1.066

a. Predictors: (Constant), MeanCC

b. Dependent Variable: MeanCOC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.318	1	47.318	271.599	.000 ^b
	Residual	38.851	223	.174		
	Total	86.169	224			

a. Dependent Variable: MeanCOC

b. Predictors: (Constant), MeanCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.139	.249		-.558	.578		
	MeanCC	.976	.059	.741	16.480	.000	1.000	1.000

a. Dependent Variable: MeanCOC

The effect of Adhocracy Culture on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.734 ^a	.539	.537	.42217	.830

a. Predictors: (Constant), MeanAC

b. Dependent Variable: MeanCOC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.425	1	46.425	260.486	.000 ^b
	Residual	39.744	223	.178		
	Total	86.169	224			

a. Dependent Variable: MeanCOC

b. Predictors: (Constant), MeanAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.091	.251		-.360	.719		
	MeanAC	.987	.061	.734	16.140	.000	1.000	1.000

a. Dependent Variable: MeanCOC

The effect of Market Culture on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.570 ^a	.325	.322	.51074	.660

a. Predictors: (Constant), MeanMC

b. Dependent Variable: MeanCOC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.998	1	27.998	107.333	.000 ^b
	Residual	58.171	223	.261		
	Total	86.169	224			

a. Dependent Variable: MeanCOC

b. Predictors: (Constant), MeanMC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.569	.327		1.737	.084		
	MeanMC	.798	.077	.570	10.360	.000	1.000	1.000

a. Dependent Variable: MeanCOC

The effect of Hierarchical Culture on Continuance Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 ^a	.453	.451	.45958	.870

a. Predictors: (Constant), MeanHC

b. Dependent Variable: MeanCOC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.068	1	39.068	184.972	.000 ^b
	Residual	47.100	223	.211		
	Total	86.169	224			

a. Dependent Variable: MeanCOC

b. Predictors: (Constant), MeanHC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.114	.283		.402	.688		
	MeanHC	.907	.067	.673	13.600	.000	1.000	1.000

a. Dependent Variable: MeanCOC

The effect of Affective Commitment on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.708 ^a	.501	.499	.35597	.917

a. Predictors: (Constant), MeanAFC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.379	1	28.379	223.960	.000 ^b
	Residual	28.258	223	.127		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanAFC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.588	.196		8.121	.000		
	MeanAFC	.687	.046	.708	14.965	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Continuance Commitment on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.502 ^a	.252	.248	.43598	.648

a. Predictors: (Constant), MeanCOC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.250	1	14.250	74.971	.000 ^b
	Residual	42.387	223	.190		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanCOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.889	.187		15.416	.000		
	MeanCOC	.407	.047	.502	8.659	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Normative Commitment on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.599 ^a	.359	.357	.40336	.758

a. Predictors: (Constant), MeanNC

b. Dependent Variable: MeanJP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.355	1	20.355	125.111	.000 ^b
	Residual	36.282	223	.163		
	Total	56.637	224			

a. Dependent Variable: MeanJP

b. Predictors: (Constant), MeanNC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.204	.206		10.684	.000		
	MeanNC	.561	.050	.599	11.185	.000	1.000	1.000

a. Dependent Variable: MeanJP

The effect of Clan Culture on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.676 ^a	.458	.455	.39677	1.038

a. Predictors: (Constant), MeanCC

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.614	1	29.614	188.114	.000 ^b
	Residual	35.106	223	.157		
	Total	64.720	224			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.851	.237		3.594	.000		
	MeanCC	.772	.056	.676	13.715	.000	1.000	1.000

a. Dependent Variable: MeanNC

The effect of Adhocracy Culture on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.689 ^a	.475	.472	.39040	.903

a. Predictors: (Constant), MeanAC

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.732	1	30.732	201.640	.000 ^b
	Residual	33.988	223	.152		
	Total	64.720	224			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanAC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.799	.233		3.435	.001		
	MeanAC	.803	.057	.689	14.200	.000	1.000	1.000

a. Dependent Variable: MeanNC

The effect of Market Culture on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.565 ^a	.319	.316	.44450	.695

a. Predictors: (Constant), MeanMC

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.659	1	20.659	104.561	.000 ^b
	Residual	44.061	223	.198		
	Total	64.720	224			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanMC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.182	.285		4.149	.000		
	MeanMC	.685	.067	.565	10.226	.000	1.000	1.000

a. Dependent Variable: MeanNC

The effect of Hierarchical Culture on Normative Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.656 ^a	.430	.428	.40657	.849

a. Predictors: (Constant), MeanHC

b. Dependent Variable: MeanNC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.859	1	27.859	168.535	.000 ^b
	Residual	36.861	223	.165		
	Total	64.720	224			

a. Dependent Variable: MeanNC

b. Predictors: (Constant), MeanHC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.847	.250		3.382	.001		
	MeanHC	.766	.059	.656	12.982	.000	1.000	1.000

a. Dependent Variable: MeanNC

APPENDIX B

Organizational Structure of BSS Co., Ltd.

