

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

**THE EFFECT OF ORGANIZATIONAL CULTURE AND
JOB SATISFACTION ON WORK PERFORMANCE AT
CITCC CO., LTD. IN YANGON**

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EMBA II - 52

EMBA 19TH BATCH (ONLINE)

MARCH, 2024

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ACADEMIC YEAR (2022 – 2024)

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“This thesis is 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 and Job Satisfaction on Work Performance at CITCC Co., Ltd. in Yangon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to examine the organizational culture factors influencing on employee job satisfaction and to analyze the effect of job satisfaction on work performance at CITCC Co., Ltd. in Yangon. To achieve these objectives, both descriptive and regression methods are applied in this study. The primary data are collected with online survey. Structured questionnaires are distributed to 102 employees out of 140 employees of CITCC Co., Ltd. by using simple random sampling method. The organizational culture factors including supportiveness, innovation, emphasis on rewards, performance-oriented and work itself. The findings indicate that performance-oriented factor is more influencing factor than other factors at CITCC Co., Ltd. although all factors have positive significant effect on employee job satisfaction except supportiveness. Moreover, employee job satisfaction has positive significant effect on work performance. The findings of this study provide these important implications for managers to give attention on organizational cultures to get higher satisfaction of their employees. In addition, implementing the performance-oriented is the key factor for enhancing work performances within CITCC Co., Ltd. The company needs to focus on making its workplace better. Since performance-oriented factor is crucial, the company needs to encourage employees and reward for good work consistently and set clear goals, give feedback often, and offer rewards for achievements. Also, even though supportiveness did not show a big effect on job satisfaction, it's still important. Therefore, CITCC has to work on improving support by encouraging open communication, setting up mentorship programs, and making employees feeling that they're part of a team. By focusing on improving their workplace culture and making employees happier, CITCC can boost overall performance and have a more motivated team.

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LIST OF ABBREVIATIONS

BOD	-	Board of Directors
CITCC	-	China International Telecommunication Construction and Cooperation
COVID-19	-	Coronavirus disease 2019
CSR	-	Corporate Social Responsibility
EHS	-	Environmental Health and Safety
FTTH	-	Fiber to the Home
HR	-	Human Resource
ICT	-	Information and Communication Technology
IT	-	Information Technology
VIF	-	Variance Inflation Factors

CHAPTER 1

INTRODUCTION

In today's competitive business environment, businesses must continuously adapt and innovate to stay relevant and competitive. Embracing change and fostering innovation not only enable companies to respond effectively to evolving consumer preferences and market trends but also empower them to differentiate themselves from competitors and establish a strong foothold in the market. This strategic emphasis on adaptation and innovation is indeed crucial for organizations aiming to thrive and sustain long-term success.

Organization is a cluster of people united with the aim of achieving the organizational goals. The management of every organization must pay close attention to its organizational culture as it plays a crucial role in today's business environment. Developing a strong organizational culture cultivates employee commitment, accountability, and contentment. It aligns employee aspirations with goal orientation, reflecting their job satisfaction. This encompasses not only satisfaction with routine tasks but also contentment with colleagues, adherence to organizational policies, and the effect of their job on personal affairs.

Ravasi and Schultz (2006) stated that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. The culture reflects how the organization and its brand are perceived by employees, customers, vendors, and stakeholders. Most successful organizations have organization culture as their competitive advantage (Cameron & Quinn, 1999). Organizational culture stands as a crucial element for success in the workplace, serving as a vital key to achieving efficiency, effectiveness, and productivity when utilized as a management tool.

Organizational culture refers to the underlying beliefs, assumptions, values, and modes of interaction that collectively shape the distinctive social and psychological environment within an organization. Organizational culture in this study encompasses supportiveness, reward focus, innovation, performance orientation, and the nature of the work itself. A supportiveness factor provides the necessary social and psychological

conditions to enhance employee health, safety, and overall well-being. The emphasis on rewards factor represents a particularly powerful means for influencing an organizational culture. The substance of culture is mainly related with the behaviors and attitudes of organization members and the reward system is a crucial method to achieve organizational goals. Innovation culture factor refers to an environment conducive to fostering creative thinking to getting good results for the organization. A performance-oriented culture is a system designed to engage, develop, and high-performing workforce through the implementation of effective performance management strategies, practices, and activities aligned with mission objectives. The work culture is the attitudes and behaviors of employees within an organization.

Organizational culture significantly affects job satisfaction, influencing employees' overall contentment and motivation within the workplace. A positive and supportive culture fosters greater job satisfaction, while a negative culture can lead to decreased morale and dissatisfaction among employees. The success of an organization mostly depends on its employees, especially those who experience high job satisfaction. Satisfied employees are willing to invest their effort and time to attain the organization's objectives. Many organizations acknowledge that job satisfaction is a crucial mechanism for enhancing work performance, improving productivity, and engaging employees. Consequently, organizations actively focus on promoting employee job satisfaction.

Organizational culture profoundly affects job satisfaction. It sets the tone for a work environment where employees are motivated, engaged, and dedicated. When employees feel aligned with the culture, they are more likely to work with enthusiasm and commitment. This shared culture fosters teamwork, empowerment, recognition, and effective communication, making employees feel satisfied and self-reliant in achieving both personal and organizational goals.

Employees who are satisfied with their job in an organization enjoy their work and generate the results of higher work performance. The work performance of employees is regarded as the backbone of any organization, significantly contributing to its overall growth. Moreover, job satisfaction drives work performance. Similarly, work performance, being a dynamic issue, has received much attention from many organizational researchers as well as human resources managers (Campbell, 1990). Satisfied employees enjoy their work, invest time and energy, leading to higher

performance and dedication to the organization. A high level of work performance is a critical component in the successful completion of organizational objectives.

This study investigated the effect of organizational culture factors such as supportiveness, innovation, emphasis on rewards, performance-oriented and work itself on employee job satisfaction and work performance of the employees from CITCC Co., Ltd.

The management of CITCC Co., Ltd. is trying to manage the employees with the good practices of organizational culture to increase job satisfaction and work performance. Their strategic efforts align with the study's aim to investigate the correlation between organizational culture, job satisfaction, and work performance at CITCC Co., Ltd. in Yangon. Thus, this study seeks to explore the effect of organizational culture on job satisfaction and this will lead to work performance at CITCC Co., Ltd. in Yangon.

1.1 Rationale of the Study

Employees are recognized as the fundamental resource for a company's achievement and survive its concerned goals and missions in today's competitive world. The most important factor for an organization's success or failure is the qualifications and performance of its people. Organizations need capable employees to ensure productivity, innovation, creativity, and great customer service. Effective work performance serves as a necessary tool for accomplishing organizational goals, and the higher performance levels result in increased productivity, improve employee morale, and a more competitive edge in the modern business environment. Thus, work performance is crucial for organizational success, and employee job satisfaction plays an important role in achieving optimal performance levels contributing to overall productivity and competitiveness.

In the dynamic and competitive landscape of the telecommunications industry, the success of telecommunication construction companies is contingent upon several critical factors. Among these factors, two stand out as central drivers of success: organizational culture and job satisfaction. The way employees perceive their work environment, interact with colleagues, and find fulfillment in their roles plays a significant role in their overall work performance.

The telecommunication construction industry, which includes the installation of network infrastructure, towers, and related services, is known for its intricate and demanding projects. Ensuring a high level of performance among employees in this sector is essential, as even minor mistakes can lead to costly delays, project setbacks, or even safety hazards. When employees lack satisfaction and engagement, achieving goals becomes challenging. Therefore, it's vital for both employees and employers to understand the factors that promote active engagement.

The organizational culture is very important in telecommunication construction companies. The industry is characterized by complex projects, fast-paced technological advancements, and the need for precision and safety. An organizational culture that fosters collaboration, supporting, innovation, and a strong sense of purpose can greatly affect the company's success. Studying an organization's specific culture is fundamental to the description and analysis of organizational phenomena (Tharp, 2009). Organizations are practicing different cultures to enhance employee performance and the organization's productivity. Enhancing employee job satisfaction and performance is now essential for businesses to effectively compete in today's market.

Job satisfaction is a multifaceted concept encompassing various aspects of an employee's experience within an organization. It includes elements such as satisfaction with work tasks, relationships with colleagues, compensation, career growth, and overall fulfillment in the workplace. High job satisfaction has been linked to increased work performance, as satisfied employees are generally more engaged, motivated, and committed to their tasks. In every organization, work performance and job satisfaction are very important. Every employee in an organization plays a crucial role in achieving long-term success by delivering their best performance, and attaining the highest job satisfaction to meet organizational goals.

Many organizations are currently facing not only challenges in the external environment but also with internal issues related to employee dissatisfaction and disengagement and demotivation. Conversely, employees with high job satisfaction demonstrate the ability to deliver high performance and actively contribute to the attainment of organizational goals. Organizations are trying to retain employees by prioritizing high job satisfaction and work performance within their workforce. Employees with low job satisfaction are unwilling to perform well, lack the desire to invest time, and eventually choose to leave the organization. Consequently, the

organization may encounter poor performance from employees with low job satisfaction, leading to a significant turnover rate.

Therefore, the organization must need to know the importance of organizational culture which can boost the work performance of employees by the strength of job satisfaction. The selected focus on CITCC Co., Ltd. in Yangon aims to clarify the significance of organizational culture in augmenting employee work performance through enhancing job satisfaction, providing insights into the dynamics of this relationship. This research paper chooses to study CITCC Co., Ltd. in Yangon for knowing what organizational culture affects employee's job satisfaction and how to affect this job satisfaction on work performance.

1.2 Objectives of the Study

The objectives of the study are as follow:

1. To examine the effect of organizational culture on job satisfaction at CITCC Co., Ltd in Yangon.
2. To analyze the effect of job satisfaction on work performance at CITCC Co., Ltd. in Yangon.

1.3 Scope and Method of the Study

This study focuses on the organizational culture, job satisfaction and work performance of CITCC Co., Ltd. in Yangon. To fulfill the objectives of the study, both primary and secondary data are used. The primary data are collected with online survey by using structured questionnaire. Most of the questions in the questionnaire were 5-point Likert scale questions. There are 140 employees at CITCC Co., Ltd. The sample size for this research is determined using the Raosoft formula at a 95% confidence level. According to the Raosoft formula, the sample size of the study is 102. Therefore, questionnaires are distributed to 102 employees by using simple random sampling method. The collected data are examined with descriptive statistics and linear regression analysis. Secondary data are collected from the relevant textbooks, online sources, previous research papers, journals, and related information from the China Telecom website.

1.4 Organization of the Study

This study is organized with five chapters. Chapter one includes introduction, rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two is theoretical background that is related to organizational culture, job satisfaction and work performance as well as the empirical studies and conceptual framework of the study. Chapter three consists of the profile and its organizational structure of the company, demographic profile of respondents and reliability analysis. Chapter four presents the analysis on the effect of organizational culture and job satisfaction on work performance of employees at CITCC Co., Ltd. Finally, findings and discussion, suggestions and recommendations, limitations and needs for further research are illustrated in Chapter five.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents theoretical background and literature review dealing with organizational culture, job satisfaction and work performance. It is essential to understand how these factors influence job satisfaction and work performance is crucial for assessing their effect at CITCC Co., Ltd. The study aims to examine the relationship between organizational culture, employee job satisfaction, and work performance.

2.1 Organizational Culture

Organizational culture is typically defined by combining elements such as assumptions, values, norms, beliefs, and approaches to thinking and working in various ways. Organizational culture is the way employees interact with each other and with the overall institution, organization, or service where they are employed. Organizational culture is the level of a group, presenting itself in different ways contingent upon various dimensions that define its character and nature. Thus, organizational culture is characterized by many dimensions which include supportiveness, emphasis on rewards, innovation, performance-oriented, stability & Communication, career developments and work itself.

The study of organizational culture has been a significant subject in business management and research for the past two decades, mainly due to its potential impact on various organizational and individual outcomes. Culture of organization is defined in a lot of ways in the literature, for example as a system of shared values (Chow et al., 2003). Ritchie (2000) noted that organizational culture has a large impact on the organization, and the behavior of employees, motivation, and finally, the organization financial performance. There is a belief that culture plays a role in shaping individuals' attitude towards outcomes, including commitment, motivation, morale and satisfaction.

Culture provides a framework for understanding distinctions between efficient companies working in about the same national character and distinguishes truly high-performing organizations from everyone and increases employee engagement, while others claim that it has a major effect on organizational efficiency (Schein, 1990).

Organizational culture also influences job satisfaction, which is an aspect of organizational behavior (Johnson & McIntyre, 1998). Organizational culture is a framework that separates the organization from the other organizations with a common definition kept by members (Robbins et al., 2003). Culture delineates the impact and relationship among operators and among delegates and the particular foundation, connection or association they work in (Belias & Koustelios, 2014). Robbins and Judge (2013) stated that organizational culture refers to a system of shared meaning held by people that distinguishes the organization from other organizations.

2.1.1 Importance of Organizational Culture

All organizations develop a distinct approach to work that shapes its culture. The work culture shapes the conduct of employees. The people in an organization vary depending on their jobs, the profession, the position in the hierarchy, the team they belong to, and each processing distinct characteristics. Individuals with shared feelings, values, and beliefs unite to create subgroups within the organization, reflecting their distinct culture. Past successes and learning experiences profoundly influence and contribute to the organization's unique culture. Looking ahead, it is imperative for organizations to actively forecast and anticipate changes in the business environment. This proactive approach ensures that organizational capabilities align with the evolving demands of the dynamic business landscape. Organizational culture defines the organization's internal and external identity, assists onboarding, transforms into a team, impacts performance and employee wellbeing and helps attract and retain talent.

Organizational culture is inherently dynamic, characterized by a balance between stability and change over time. Schaubroeck et al. (2007) documented both the stability and changes, and the theory of the dynamics. Contemporary discussions on organizational culture in the field of organization studies tend to overlook the limited exploration of individual work cultures. Most of the authors generally view culture as stable, with its strength and resistance to change requiring administrative intervention for any significant alterations. Several examples illustrate the potential for changing organizational culture. Moreover, the majority of literature focuses on intentionally altering organizational culture to attain improved control of management or enhance comprehensive organizational effectiveness.

The alignment of individuals and organizations is a critical aspect of any successful organization. According to Khan (2005), the extent to which the founding values match the values of the individual, who works in the company determines whether a person is a good match for a particular organization. Khan (2005) suggested that the rules of collective organization that manages the definition of culture. Culture performs as the foundation shaping the behavior of individuals within an organization. It dictates the norms for both individual and group actions, defining what is considered as normal and is reinforced through rewards for adherence or penalties for deviation.

Culture may be delineated through observable behaviors or the underlying core values guiding actions. In large organizations, the culture is often articulated through official statements such as vision, mission, and values, providing a framework to understand the company's ethos. Essentially, culture encapsulates the shared understanding of how individuals should act and what principles guide their behavior within the organizational context. At the fundamental levels, a set of behaviors can be described as culture. Examples of culture at this level is exemplified by the formality of staff behavior, organizational laws, dress, and the technology employed within the organization.

Beneath observable behaviors lie the underlying values that govern conduct, though these values are not observed directly. Fundamentally, one encounters the expectations and beliefs that shape these values. As organizational or individual values may be conscious and articulated, assumptions and beliefs often reside beneath the surface, operating beyond conscious awareness. These foundational elements form an intricate hierarchy, where assumptions and beliefs influence values, which in turn guide observable behaviors. Understanding this layered structure is crucial for comprehending the essence of an organization or individual, as it unveils the concealed aspects that significantly affect behavior, contributing to the intricate culture and identity.

The function of Culture plays multiple roles within an organization. First, it sets organizations apart from one another. Second, it gives members of the organization a feeling of belonging. Third, culture encourages dedication to goals beyond personal gain. Fourth, it helps maintain a stable social structure. Culture acts as the binding agent within the organization, setting standards for how employees behave and communicate, thereby encouraging teamwork and consistency. Finally, culture serves as a mechanism

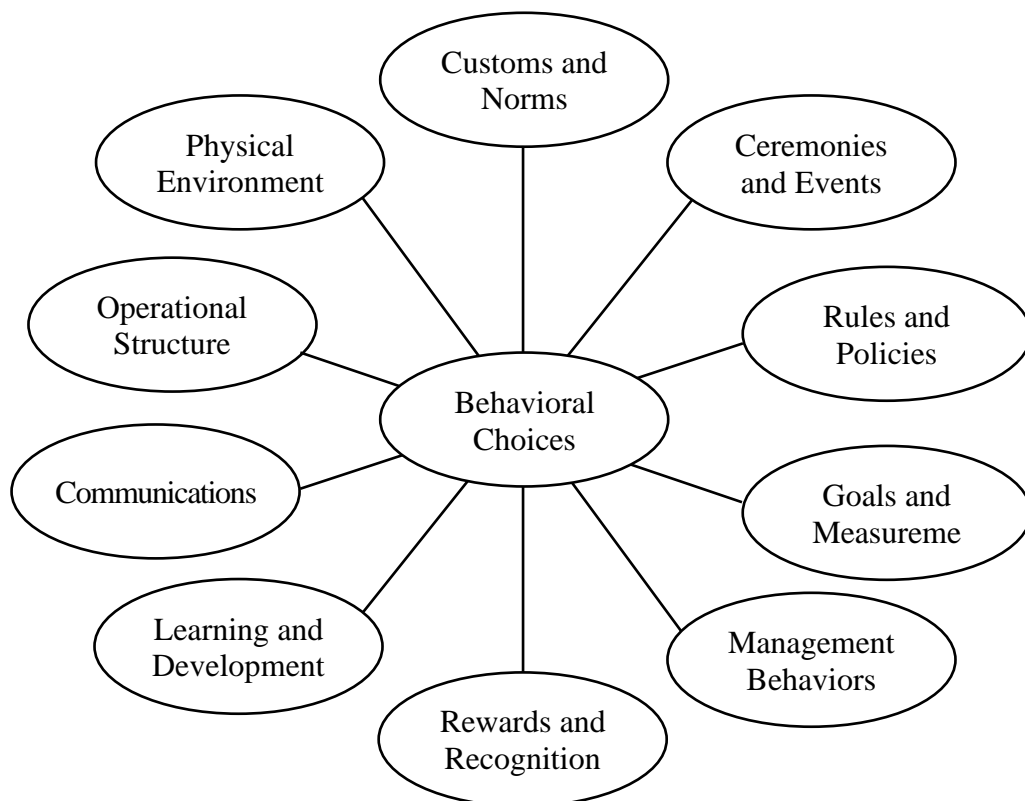
of sense making and control that directs and shapes the attitudes and behavior of staff (Robbins & Judge, 2013).

2.1.2 Components of Organizational Culture

Organizational culture involves the attitudes, workplace norms, experiences, beliefs, and values and behaviors, traditions, perceptives, acquired through social learning, which control how individuals and groups interact internally and with external parties. Organizational culture is shaped by various factors, expressed through the organizational structure, with a standard typology including communal, networked, mercenary, and fragmented cultures, and numerous other typologies existing, emphasizing the crucial role of structure as a culture-bearing mechanism (Abumandil, 2012).

Figure (2.1) describes 10 components collectively influencing organizational culture. Recognizing specific cultural elements enables organizations to manage features for implementing and sustaining positive organizational change.

Figure 2.1 Components of Organizational Culture



Source: Abumandil (2012)

Organizational cultures affect the results, such as commitment to productivity, performance and self-confidence, and ethical behavior (Holmes & Marsden, 1996). It has been said that organizational culture is relevant in various contexts including the adoption of innovative technologies and practices in the workplace (Detert et al., 2000). Wang and Rode (2010) noted that the relationship between corporate culture and the way companies view their environment in their research observes that the shift in an organizational culture consistent with the prevailing business environment is seen as absolutely necessary.

According to Anantamula (2010), there are many dimensions of organizational culture. From these dimensions, the following six dimensions have been identified as being associated with conceptual skills in the relationship, including a team approach, orientation and communication, direction stability, orientation, innovation and employee orientation and result orientation. Each of these traits varies on a spectrum from low to high, and assessing their interplay provides a composite image of the organizational culture, shaping the shared perceptions of how things are done and how individuals should behave within the organization.

Beugelsdijk et al. (2006) described a result-oriented dimension with whether the company is concerned with the goals or means to achieve these objectives, and thus result in practical measures against the position of companies. This dimension is projected to have a negative impact on skills related to the company's relationships. Focusing excessively on outcomes may lead to a lack of patience and understanding. It is crucial to prioritize the development of relations between companies. Innovation orientation reflects the organization's position toward risk, and openness to new ideas and innovation (O'Reilly et al., 1991).

Organizations that are distinguished by innovation with high intensity and research and development which was characterized by high flexibility, cooperation and a spirit of risk-taking behavior and, therefore, expected to be positively related to relationship skills (Noorderhaven et al., 2002). Stability and predictability in the company's behavior are expressive of a certain direction, which, when reversed, may prevent innovative trends. Consequently, an adverse association with skills is anticipated. The dimension of stability and predictability assesses the orientation of behavior within the company and is inversely related to the trends of innovation. Therefore, it is anticipated to have a negative relationship with skills.

A business nurturing interpersonal connections can attract and keep employees specialized in building friendly relation with the external world, enhancing its ability to establish and maintain positive external relationships. An organization that cultivates interpersonal relationships will be capable of attracting and retaining staff skilled in establishing friendly relations with the external world. If so, expect a positive relationship between employee skills and orientation relationship (Amos & Achim, 2007).

Continuing with the exploration of organizational culture dimensions, another critical aspect is communication orientation. Effective communication within an organization is fundamental for fostering understanding, collaboration, and cohesion. Organizations with a strong communication orientation prioritize transparent and open channels of communication, ensuring that information flows efficiently across all levels. This dimension not only influences internal dynamics but also plays a pivotal role in shaping external interactions, affecting how the organization communicates with stakeholders, clients, and the broader community.

Furthermore, the employee orientation dimension reflects the organization's commitment to its workforce. An organization with a strong employee orientation places emphasis on employee well-being, satisfaction, and development. This involves creating a conducive work environment, providing opportunities for skill enhancement, and addressing the overall employee experience. A positive employee orientation contributes to a motivated and engaged workforce, which, in turn, enhances the organization's ability to build strong internal relationships and external partnerships. This dimension emphasizes the human aspect of organizational culture, recognizing that the success of any enterprise is intricately tied to the well-being and commitment of its people.

Organizational culture, commonly known as corporate culture, concerns the overarching culture within a company or organization. In this study, organizational culture comprises five dimensions: a) supportiveness, b) innovation, c) emphasis on rewards, d) performance-oriented, e) work itself.

(a) Supportiveness

A supportive organizational culture optimizes employee health and safety, well-being by providing social and psychological conditions. This can promote the supporting employees' growth and development, and intentionally construct positive relationships between people, their work and their organization. High employee satisfaction is pivotal, reflecting in motivated and inspired work with deep personal involvement. Organizational culture plays a crucial role, driving substantial staff engagement. It encompasses the design of administrative functions and provides support while setting clear goals for employees. This holistic approach fosters a positive work environment, ensuring a meaningful communication between employees and the organization.

An unsupportive organizational culture ignores employee needs, growth, and wellbeing, resulting in dissatisfaction and disloyalty. In such an environment, employees may feel that their personal and professional needs are not being met, causing reduced job satisfaction, engagement, and loyalty. An unsupportive organizational culture, neglecting employee needs and growth, fosters dissatisfaction and disloyalty, undermining job satisfaction, engagement, and loyalty through unmet personal and professional expectations. The interaction between managers and staff with regard to support and setting goals, as well as design work is also key factors to encourage staff to participate (Sheridan, 1992).

(b) Innovation

Innovation is a key measure of an organization's ability to sustain success. In today's complex and uncertain global business landscape, the importance of maintaining success through an innovative culture is heightened. Cultivating an environment that encourages innovation gives an organization a competitive edge. Harris et al. (1996) noted that just two of the references that are not counted the last that can be called evidence of the importance of creativity, innovation and entrepreneurship in order to survive the regulatory and prosper in today's global environment characterized by levels of technological change, product and service innovation, and intense global competition.

(c) Emphasis on Rewards

Satisfaction with rewards is connected with what is expected, how much is received. Individuals evaluate their input, including their skills, dedication, education, and job performance, by comparing it to the results they achieve and the rewards they receive, both externally and internally. This comparison influences whether they feel satisfied or dissatisfied with their efforts.

Employee satisfaction is influenced by comparing with peers in similar roles and organizations. In essence, individuals evaluate their input-output ratio in comparison to that of others, shaping their satisfaction levels. Diverse perspectives exist on how people assess different inputs in the comparison process, with a tendency to prioritize influential factors like specific skills or recent incidents of successful accomplishment. Additionally, individuals commonly exhibit a tendency to exaggerate their performance in contrast to the ratings given by their superiors (Anantatmula, 2010).

(d) Performance-Oriented

Performance-oriented culture helps employees with essential learning to meet the required performance. It is a powerful tool that can provide successful organizations goals and objectives. By setting clear guidelines and expectations, providing regular feedback, acknowledging performance through rewards, and creating a culture of continuous learning, organizations can create a workforce that is motivated to perform at its best. Companies seek to mobilize all staff and stakeholders towards clear goals in a performance-oriented organizational culture. This culture emphasizes results, continuous improvement, and individual accountability, fostering an environment where high performance is recognized, rewarded, and contributes to the overall success and growth of the organization. This performance-oriented organizational culture instills a sense of purpose, where employees and stakeholders are motivated to achieve clear objectives through their individual contributions, fostering a dynamic and success-driven ethos within the company (Anantatmula, 2010).

(e) Work Itself

Luthans (2005) discussed the content of the work itself as a major source of satisfaction. According to Robbins and Judge (2013), employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. When opportunities are given to employees to advance in their field of work, it will enhance job satisfaction and performance (Funmilola et al., 2013). The dimension of work itself in organizational culture revolves around the nature of tasks, the level of autonomy, and the intrinsic value attached to the work, shaping the overall atmosphere and satisfaction within the workplace. Learner's dictionary (1995) defined the work as what is done by somebody. The nature of the work encompasses the working environment for employees and their perception of the responsibilities associated with their job.

Work culture constitutes a subset of organizational culture, encompassing a shared understanding of the beliefs, values, norms, and philosophies that govern how things work (Wallach, 1983). Work culture remains unique for every organization, presenting a difficulty to change (Robbins & Judge, 2013). Work itself culture involves a detailed examination of the organizational culture on a micro level, evaluating the extent of support, concern, and promotion of a good working environment. Work-culture leads to employee relations which causes an important element of employees' commitment, and performance which may lead to organizational prosperity and sustainability (Samwel, 2018).

2.2 Job Satisfaction

In the field of organizational behavior, job satisfaction is one of the most interesting variables for the researchers to study (Spector, 1997). Job satisfaction highlights the particular task environment of employees, reflecting the individual's position or psychological disposition towards their work. According to Locke (1976), classic definition of job satisfaction, this construct consists of evaluating the employee and are met through the presence of certain conditions, or achieve the objectives of work, and it is aligned to the priorities of the value of the subject. Individuals show positive attitudes when they are satisfied with their jobs (Jain et al., 2007). Hatch (1993)

noted that the worker himself work and organizational characteristics are the factors that affect job satisfaction.

Job satisfaction is a subjective perception concerned with wages, coworkers, promotions and other factors (Rowden, 2002). It was exposed that relationships with supervisors, coworkers, and the work itself as key factors influencing job satisfaction, highlighting that these elements were primary indicators of employees' contentment with their jobs. They also emphasized how salary influences job satisfaction. Olorunsola (2012) stated job satisfaction as an effective responsive reaction of individuals which is reflected in the evaluations of employees undertaking all the individually significant aspects of their job and the organization for which they work.

Organizational culture plays a crucial role in understanding job satisfaction by providing standards and norms for employees, influencing the fit between person and organization (Lund, 2003). Job satisfaction is directly connected to individual needs, encompassing factors such as supportive coworkers and a conducive work environment. This emphasis on individual well-being contributes to higher morale and productivity, reinforcing the positive aspects of organizational culture. In addition, the study of Warr and Inceoglu (2012) described the importance of the work environment and an individual's fit for job satisfaction can be different according to their fit to their culture. If they perceive themselves as a strong fit with the company culture, they will experience higher satisfaction.

2.3 Work Performance

Work performance, particularly task-related performance, refers to how well an individual carries out their job duties, responsibilities, or tasks. Work performance is a kind of evaluation report indicating how well an employee is executing the expected related work activities. While it's commonly used as a measure by management, organizations often overlook thoroughly analyzing its true nature, the aspects it includes, and the specific areas of work where it becomes important. Edward et al. (2008) studied the relationship between the aspects of job satisfaction and both task performance and contextual performance. Task performance, which is the other component defining the job performance, was defined by many scholars as behaviors that are role prescribed, distinguish one job from another, and contribute to the technical

core of the organization (Edward et al., 2008). In any organization, the employees' feelings and perceptions toward their work have a significant impact on the success or the failure of the organization (Herzberg et al., 1959).

Consequently, effective work performance is vital for organizations aiming for success through their skilled human capital, recognized as the primary assets for an organization. Similarly, job satisfaction provides the positive feeling that gives motivation to an individual's activities in the job and commit their effort towards achieving goals. Consequently, understanding and optimizing work performance is integral for organizations seeking success through their valuable human capital, acknowledged as the primary assets of the organization.

2.4 Empirical Studies

Nowadays, organizations recognize that fostering a positive organizational culture is essential to improve job satisfaction and optimize work performance. Precisely, organization culture can promote job satisfaction of employees to perform their work effectively and efficiently success the organizational goals and objectives.

An organizational culture has influence on organizational performances and employee commitment (Lok & Crawford, 2004). Schein (1984) defined that organizational culture can be seen as a set of beliefs, values, and assumptions that are shared by the organizational members. Sims (2000) discussed the culture of an organization that socializes the people. According to Hofstede (1998), organizational culture needs to be in the minds of all the members of the organization. The definitions of organizational culture discussed earlier all come together to view it as a set of core values that influence how everyone behaves in a company. It acts as a way to integrate employees into the company's way of doing things.

Deci and Ryan (2008) conducted a study to explore the relationship between organizational culture and job satisfaction in the Chinese cultural context. The research conducted employees from various backgrounds and job roles at all organizational levels. The study produced convincing results that strongly affect the significance of organizational culture and its support on job satisfaction. An investigation by Gifford et al. (2002) described the relationship between culture of nurses in hospitals and unit quality of work life through the seven different hospitals in the western United States.

The data analysis showed a positive correlation between the organizational culture and job satisfaction, organizational commitment, as well as employee involvement and empowerment.

In a study conducted by Gray and Densten (2003) on the perceptions of executive organizational culture and job satisfaction in small enterprises (less than 100 employees), the results showed that the consideration of the focus on rewards, support and cultural characteristics of the dominant culture, there was a close association with job satisfaction. The results aligned with the finding of Nystrom's (1993), which indicated that employees in strong cultures typically demonstrate higher levels of commitment to the organization and increased job satisfaction.

McKinnon et al. (2003) studied diversified manufacturers in Taiwan. It is found that organizational cultural values, including respect for people, innovation, and stability, as well as aggressiveness, are associated with a unified commitment to emotional well-being, job satisfaction, and information exchange. Huang and Wu (2000) conducted a study on the organizational culture of public agencies. There exists a correlation between these cultural dimensions and a favorable influence on employees' commitment and job satisfaction.

The above discussion highlights that organizational culture is crucial for enhancing job satisfaction among workers, contributing to organizational success. This can be achieved by aligning the organizational culture with managerial values, behaviors and attitudes. Pietroń-Pyszczyk (2010) stated that the effects of the organization's activities strongly correlate with employee satisfaction. Among the widely researched and verified relationships are the effect of job satisfaction on commitment to work, and thus on effectiveness, and job satisfaction influences commitment to work, which influences work performance (Yalabik et al., 2013). Kelidbari et al. (2011) stated that employee efficiency and work performance have consistently been a crucial concern for organization managers. A strong commitment among employees to their organization is associated with higher levels of service or product quality, increased productivity and getting higher profits.

Employees having job satisfaction work happily in the related roles and promote products and services actively. There is proof that employee involvement enhances work performance and overall productivity, creates a better and more productive work

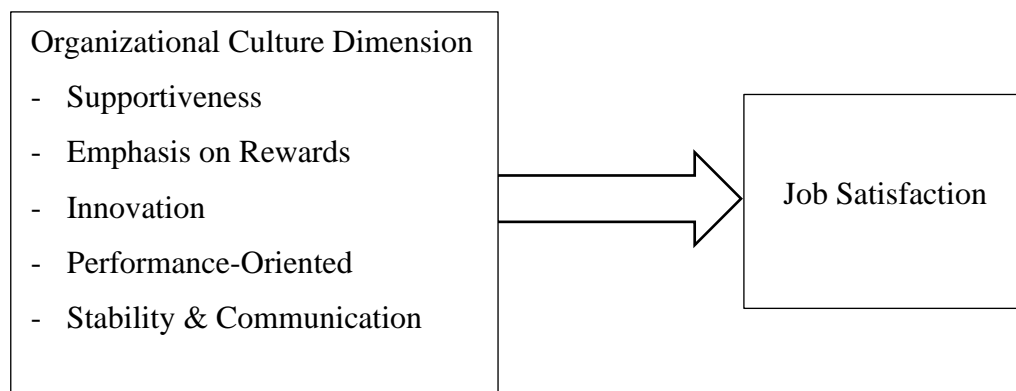
environment, reduces employee absence and turnover rate (Shmailan, 2016). Employees having job satisfaction work happily in the related roles and promote products and services actively.

2.5 Conceptual Models of Previous Papers

To develop the conceptual framework of the study, the three previous papers are closely relating to the objectives of the study.

The conceptual model of first previous paper is shown in Figure (2.2). The relevant research paper investigated organizational culture and job satisfaction of academicians at Al-Azhar University-Gaza. This research was developed by Abumandil (2012).

Figure 2.2 Conceptual Framework of Abumandil



Source: Abumandil (2012)

The purpose of this study was to examine the relationship between organizational culture and their effect on job satisfaction by five dimensions such as supportiveness, innovation, and emphasis on rewards, performance-oriented and communication and stability on job satisfaction. The data were collected from 203 academic staffs at Al-Azhar University-Gaza. The result of this study showed that the organizational culture has a significant effect on staff job satisfaction. With the recognition about the dimensions of organizational culture suggested the positive reactions toward higher job satisfaction.

Figure 2.3 Conceptual Framework of Alemnew

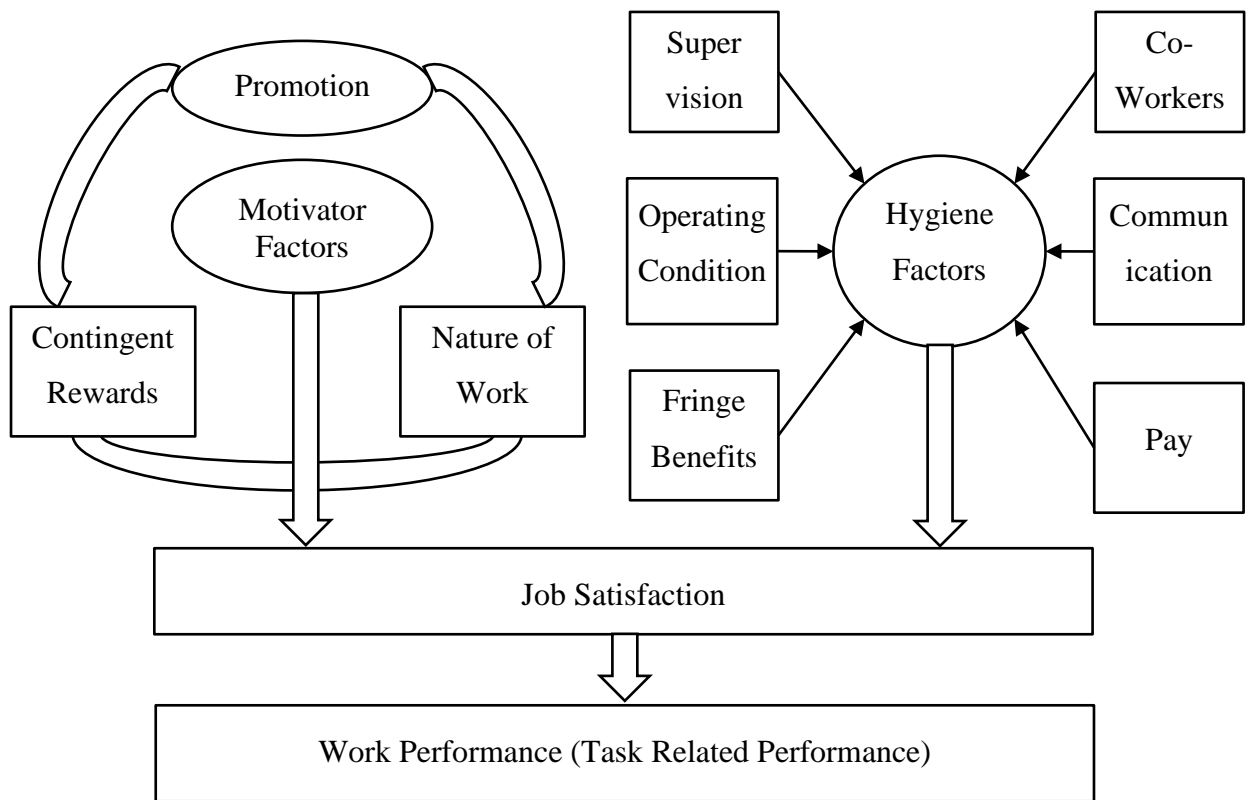


Source: Alemnew (2014)

Figure (2.3) shows conceptual frameworks for previous research. Alemnew (2014) studied empirically the effect of job satisfaction on employee job performance. The title is “the influence of job satisfaction on employee job performance at Development Bank of Ethiopia.” This study was conducted at St. Mary’s University, Ethiopia. The study population was a total of 230 employees from the bank. The research presents empirical evidence illustrating the effect of employee job satisfaction on job performance. The survey result found that the respondents were satisfied with their pay, promotional opportunities in the bank, relation with co-workers, their supervisor and work itself. There is a positive moderate correlation between job satisfaction and Job performance. This means that job satisfaction has a positive effect on employee job performance.

Similarly, other researchers studied the effect of job satisfaction on work performance (Task related performance). Figure (2.4) shows conceptual frameworks for the research paper, the title is the job satisfaction and work performance at American University in Cairo.

Figure 2.4 Conceptual Framework of Younes



Source: Younes (2012)

This research was conducted by Younes (2012) at American University in Kairo. The conceptual framework of this research starts from independent variables as Job Satisfaction, then to dependent variables of work performance. Job satisfaction is measured by considering 9 specific job facets, including the nature of the job, contingent rewards, promotion opportunity, pay, operating procedures, supervision, fringe benefits, coworkers, and communication, to determine an employee's level of satisfaction. Job performance is a multidimensional concept that needed to be categorized into task related and contextual performance as suggested by many researchers cited by Edward et al. (2008), in this study that examined the relationship between facets of job satisfaction and both task & contextual performance (Borman & Motowidlo, 1997).

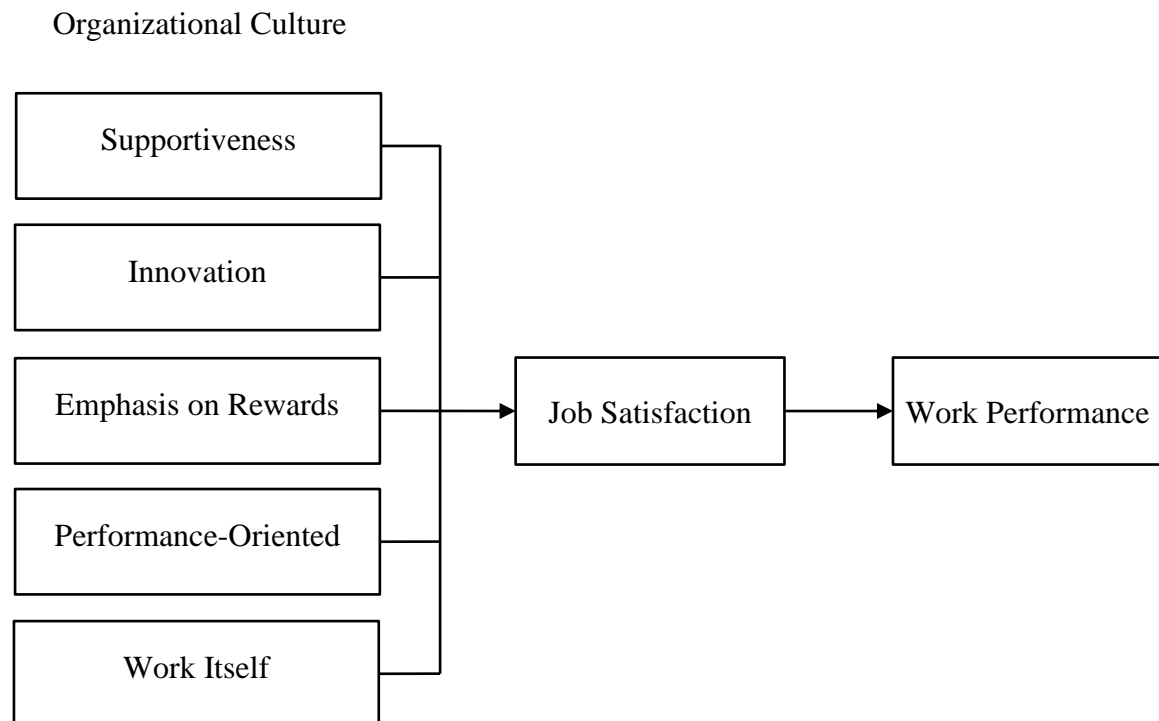
The study population was a total of 277 employees from the American University Cairo. The research shows the empirical evidence of the effect of job satisfaction on work performance. The findings of the study are; first, there is a very strong and positive correlation between rewards, promotion, supervision, and

communications. The relationship between coworkers, pay, nature of work, fringe benefits and job satisfaction are moderate and positive correlations. As the study findings have revealed that a weak correlation between the AUC employees' overall satisfaction and work performance exists.

2.6 Conceptual Framework of the Study

The conceptual framework of the study is developed based on the literature review and previous papers. According to the conceptual framework, there are five independent variables such as supportiveness, emphasis on rewards, innovation, performance-oriented and work itself. The independent variable is job satisfaction and the dependent variable is work performance. The conceptual framework of this study is shown in Figure (2.5) which is adopted from Abumandil (2012), Alemnew (2014) and Younes (2012).

Figure 2.5 Conceptual Framework of the Study



Source: Own Compilation (2024)

In this study, organizational culture factors such as supportiveness, emphasis on rewards, innovation, performance-oriented and work itself factors are analyzed. The

study investigates whether organizational culture factors affect job satisfaction positively or negatively. In addition, this study also analyzes which factors have the most effects on job satisfaction. Finally, it also analyzes whether job satisfaction affects the work performance of employees in CITCC CO., Ltd. This study proposes that organizational cultures positively affect job satisfaction and that will help CITCC Co., Ltd. create and improve the work performance of the business.

CHAPTER 3

PROFILE AND ORGANIZATIONAL CULTURE OF CITCC Co., Ltd.

This chapter presents the profile of CITCC Co., Ltd. including the company background history, vision, mission, core services and organizational structure. It also includes organizational culture practices and describes the demographic profile of respondents in CITCC Co., Ltd.

3.1 Profile of CITCC Co., Ltd.

CITCC ‘China International Telecommunication Construction Corporation’ Company Limited is well established in telecommunications; it is worthy to note that it is a subsidiary of “China Telecom”, one of the largest Telecom operators in China. CITCC was established in Myanmar in 2013 with currently 140 employees, 75% are locals and the rest are international employees. Head office is located in Beijing, China which has been established since 1983 (40years experience) and achievements in the communication construction industry. The organization has a significant global presence, with nine subsidiaries located domestically and an additional nine operating overseas. Its operations span across 40 countries worldwide.

CITCC has cultivated a commendable reputation as a well-known organization in the field of telecommunication services. Renowned for its excellence, the company stands out for providing comprehensive one-stop solutions to meet diverse telecommunication needs. This esteemed status extends to its operations in Myanmar, where CITCC has maintained its good reputation for a substantial period of nine years. The company's sustained success underscores its commitment to delivering high-quality services in the dynamic telecommunications landscape.

CITCC mainly focuses on infrastructure construction services. This involves various aspects such as designing, constructing, installing, and maintaining fiber optic cables. Additionally, they handle projects related to civil works for telecommunication sites, erecting towers, and acquiring and designing sites for these purposes and many

more portfolios perfectly set up in telecommunication business. CITCC provides a comprehensive range of services in the telecommunications field, covering everything from consultation to operation and maintenance. Their expertise includes fiber optic cable construction services, satellite site construction works, and more. Over the experience of 40 years, CITCC Group has developed an impressive portfolio, strategically positioned to enhance Myanmar's communications infrastructure.

CITCC stands out because it can handle complete operations, offering customized solutions tailored to each customer's needs, making its services flexible and adaptable. CITCC strategically positions itself as a predominantly local entity in Myanmar by employing effective human resource and supply chain management strategies. Simultaneously, it leverages international support from headquarter in China to enhance its overall significance and influence in the region.

CITCC engages in ongoing enhancement across various areas, across diverse domains, encompassing quality control, environmental health and safety (EHS) management, customer service, and corporate social responsibility (CSR). Additionally, the organization extends its focus to innovation and employee development as integral components of its ongoing enhancement initiatives. In order to fulfill corporate social responsibility and contribute to society, it is very important for CITCC to constantly encourage and maintain organizational stability, flexibility, and creativity.

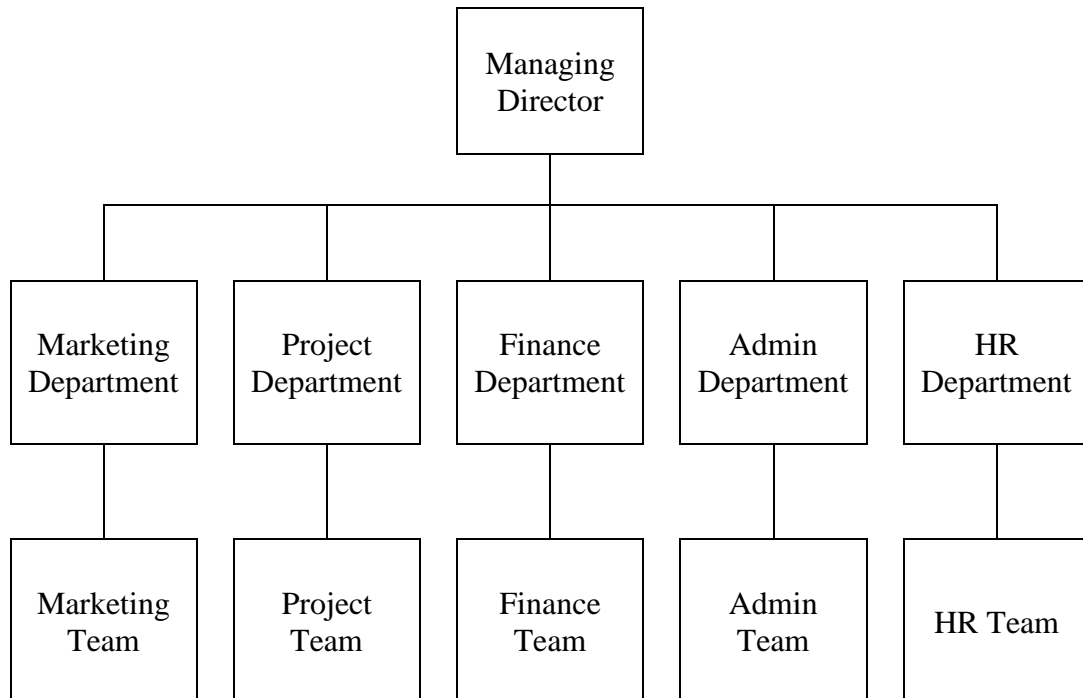
CITCC consistently strives to build a reputable company with a positive organizational culture, ensuring a harmonious working environment for both expatriate and local employees, thereby minimizing any potential culture-related challenges. To achieve this, CITCC places strong HR practices producing skillful employees, focusing on marketing techniques, controlling the quality, to make sure that they contribute well to Myanmar's telecommunications field.

Vision of CITCC Co., Ltd. is to be the largest integrated telecommunication service provider in the world. Mission of CITCC Co., Ltd. is to develop information system integration and infrastructure construction. Core value of CITCC Co., Ltd. is core service in telecommunications including network consultation designs, tower, optical fiber, FTTH (Fiber to the Home) project, construction survey design and installation, providing ICT (Information and Communication Technology) integrated solution with an additional focus on efficient maintenance and support services.

3.2 Organizational Structure of CITCC Co., Ltd.

CITCC's organizational structure consists of five main departments: Human Resources, Administration, Project Management, Finance, and Sales and Marketing. These departments are managed by the Managing Director and Directors. Each department is responsible for specific functions and has the department directors.

Figure (3.1) Organizational Structure of CITCC Co., Ltd.



Source: CITCC Co., Ltd. (2024)

The Human Resource (HR) Department handles human resource-related tasks, with roles such as HR Manager, HR Assistant, and team members situated within it. In the Administration Department, there are two subdivisions; Admin (Admin Manager, Admin Assistant, Receptionist, Drivers and Cleaners) and IT (IT Coordinator). Under the Finance Department, Finance Manager, Deputy Manager (Finance & Accounts) and Cashier are included. In the Sales and Marketing Department, Senior Manager, Manager, Supervisor, and Technical Solution Assistant are operating. The Project Department comprises the Project Manager, Assistant Project Manager, Associate and engineers.

3.3 Organizational Culture of CITCC Co., Ltd.

The organizational culture at CITCC is characterized by a strong emphasis on supportiveness, innovation, rewards, performance orientation, and the intrinsic value of the work itself. Through clear goal-setting, a well-organized work structure, and open communication, CITCC prioritizes the well-being of its employees. The company encourages a culture of innovation, valuing both substantial changes and incremental improvements. Emphasis on rewards aligns intrinsic and extrinsic elements, fostering employee satisfaction and motivation. CITCC's performance-oriented approach includes regular evaluations and a comprehensive reward system, contributing to individual and organizational success. The company's commitment to the quality of the work itself ensures a positive and fulfilling work environment. Additionally, CITCC's family-friendly culture promotes a sense of belonging, health, safety, and work-life balance for its employees.

(1) Supportiveness in CITCC

In CITCC, supportiveness practices are integral to fostering a conducive work environment and enhancing the well-being of employees. One key practice involves the establishment of clear goals for employees, aligning individual objectives with the broader organizational mission. This goal-setting process is not only directive but also participatory, encouraging input from staff members and fostering a sense of ownership. Supportiveness is further manifested in the design of administrative functions within the company. CITCC ensures that the work structure is well-organized and supportive, providing employees with the necessary resources and tools to excel in their roles. Additionally, CITCC places a significant emphasis on meaningful communication, facilitating open dialogue between managers and staff.

CITCC actively engages in practices that prioritize the holistic well-being of its workforce, recognizing that a positive and supportive culture is not just an advantage for individual employees; it's vital for the overall success and effectiveness of the organization. Family friendly culture of CITCC gives employees the most experience with the company. Employees feel like a family member and work together happily. Company cares about the health & safety for employees. Team building trip once a year and the company allowed the direct family members on the trip together. CITCC

focuses on the work-life balance of their employees and gives flexible working hours in some cases.

The company offers various benefits to help the work-life balance of employees, such as flexible schedules, on-site facilities. Since the onset of the COVID-19 pandemic, CITCC has implemented the work-from-home option as part of its operational practices. By aligning with the company's future strategies, including core values, policies, and procedures, employees contribute to improving productivity and enhancing overall performance.

(2) Innovation in CITCC

In CITCC, fostering innovation goes beyond sheer quantity; it hinges on a culture that values and encourages change. Employees are empowered to propose and embrace change initiatives, creating an environment that prizes adaptability. Rather than solely focusing on a high volume of innovations, the company promotes a mindset of continual improvement and is receptive to change proposals from its workforce.

By embracing a culture that values both substantial innovations and incremental changes, the CITCC ensures its adaptability in the face of technological advancements and global competition. CITCC fosters an innovative culture, particularly evident in its telecom projects, where a strong emphasis on continuous improvement and creativity is evident. Additionally, CITCC recognizes and celebrates the efforts of its employees, creating a culture where innovative thinking is not only encouraged but also acknowledged and rewarded, further fueling the passion for continuous improvement. This commitment to fostering innovation positions CITCC as a dynamic and forward-thinking player in the ever-evolving telecommunications landscape.

(3) Emphasis on Rewards in CITCC

Emphasis on rewards is a strategic practice designed to ensure employee satisfaction and motivation. CITCC recognizes the importance of aligning expected and received rewards, incorporating both intrinsic and extrinsic elements. Intrinsic rewards, such as recognition for job skills, empowerment and effective performance, are actively emphasized to nurture a sense of accomplishment and pride. At the same time, the

company offers extrinsic rewards, such as competitive salaries, bonuses, awards, and other benefits to acknowledge individual efforts and foster a positive work environment. The robust rewards system at CITCC provides to enhance individual work performance, it also significantly contributes to elevated job satisfaction, fostering a positive and fulfilling work environment for its employees. By aligning its reward system with the diverse perspectives of its workforce and considering factors like specific skills and recent performance, CITCC not only motivates its employees but also ensures a competitive edge in the industry.

Moreover, CITCC regularly reviews and updates its rewards system to stay in tune with evolving employee needs and industry standards. This commitment to staying current ensures that the rewards offered remain meaningful and continue to drive motivation among the workforce. This emphasis on rewards serves as a retention strategy and also attracts top talent, positioning CITCC as an employer of choice in the competitive business landscape.

(4) Performance-Oriented in CITCC

In CITCC, a strong performance-oriented approach is ingrained in its practices. The company conducts quarterly performance evaluations, systematically reviewing individual contributions aligned with organizational goals. This dynamic assessment not only ensures continuous improvement but also serves as the basis for a comprehensive reward system. Employees engaged in high-performance endeavors are acknowledged through incentives, promotions, and competitive compensation and benefits.

This meticulous performance review process not only fosters accountability but also propels the overall success and growth of the company, creating a culture where individual achievements directly contribute to the organization's thriving and dynamic ethos. Through CITCC's quarterly performance assessments, employees undergo thorough evaluations that gauge their contributions aligned with organizational goals. This proactive approach not only fosters a culture of continuous improvement but also serves as the foundation for a responsive reward system, ensuring that recognition and incentives are intricately linked to individual achievements and sustained high performance.

CITCC's commitment to performance assessment extends beyond routine evaluations, incorporating innovative methodologies and continuous feedback loops, ensuring a dynamic and adaptive approach that aligns individual contributions seamlessly with the company's evolving strategic objectives.

(5) Work Itself in CITCC

In CITCC, the emphasis on a positive work itself is paramount. Employees are given chances to utilize their skills and abilities by participating in tasks that provide variety, autonomy, and constructive feedback. The company prioritizes creating a work environment where individuals feel a sense of intrinsic value in their roles, contributing to heightened job satisfaction and performance. Recognizing the correlation between career advancement opportunities and employee contentment, the company actively supports and encourages professional growth within the company.

CITCC enhances job satisfaction by creating a workplace environment where meaningful tasks contribute to increased productivity and sustained employee contentment. This focus on the quality of the work itself cultivates a workplace atmosphere where tasks are meaningful, fostering overall job satisfaction and work performance. CITCC's emphasis on the positive aspects of the work itself, coupled with a commitment to employee growth and well-being, creates a workplace culture that not only attracts top talent but also retains and nurtures a highly motivated and satisfied workforce.

3.4 Demographic Profile of Respondents

This study involves surveying 102 employees to analyze the organizational culture, job satisfaction, and work performance at CITCC Co., Ltd. The survey questionnaires were successfully delivered to 102 employees of CITCC, and responses were collected from each participant, ensuring comprehensive insights into organizational culture, job satisfaction, and work performance.

The survey data categorizes respondents' gender as male and female, along with their frequency and percentage. Similarly, age groups are categorized as 25 years and below, 26-35 years, 36-45 years, and over 46 years. Respondents' current positions are

classified into junior level, senior level, and management level. Education levels are categorized as undergraduate, graduate, and postgraduate. Lastly, the tenure of respondents' service years is divided into under 2 years, 2 years - 5 years, 6 years - 9 years, and above 9 years.

This analysis is conducted based on the responses of the one hundred and two employees from CITCC Co., Ltd. The demographic profile of respondents is shown in Table (3.1), which displays the respondents by gender, age, level of position, education level and working experience (tenure).

Table (3.1) Demographic Profile of Respondents

Sr. No	Particular		Number of Respondents	Percentage
	Total		102	100.00
1	Gender	Male	69	67.65
		Female	33	32.35
2	Age Group	25 years and below	15	14.71
		26-35 Years	50	49.02
		36-45 Years	28	27.45
		46 Years and above	9	8.82
3	Level of Position	Junior staff	68	66.67
		Senior staff	23	22.55
		Management level	11	10.78
4	Education Level	Under graduate	14	13.73
		Graduated	58	56.86
		Post graduate	30	29.41
5	Tenure	Less than 2 years	32	31.37
		2 - 5 Years	35	34.32
		6 - 9 Years	26	25.49
		Above 9 Years	9	8.82

Source: Survey Data (2024)

According to Table (3.1), the majority of respondents are male which accounts for 67.65% and the remaining 32.35% are female employees because of the nature of the work. CITCC is a telecommunication construction company, most of the employees are working for the construction project sites and male is more than female employees. The ages of employees have been grouped into four categories. The majority of employees fall into the age groups of 26-35 years and 36-45 years, representing 49.02% and 27.45% respectively. The age group of 25 years and below accounts for 14.71%, while the age group of 46 years and above constitutes 8.82%. It's notable that the age group of 25 years and below is the smallest, and the age group of 46 years and above is the least represented in CITCC.

According to the survey results, 66.67% of the total respondents are in junior positions and 22.55% are senior positions. Management level is 10.78%. The dominance of junior positions at 66.67% in CITCC is attributed to the prevalence of junior engineer roles, particularly in telecom projects, as indicated by the survey results. This specialization underscores the focus on cultivating a workforce with specific technical expertise for the company's telecom initiatives.

The majority of employees in CITCC are graduates, accounting for 56.86% of the respondents. The least group of respondents are 13.73% that represent undergraduate education level and still attending some college. The remaining portions of respondents are 29.41% that represent post graduate employees. Regarding experience at CITCC, the majority of employees have two to five years of experience, representing 34.32% of the total workforce. Additionally, 31.37% of employees have less than two years of service. Among them, only 25.49% are six to nine years' service and 8.82% are more than nine years' experience in CITCC.

In summary, the survey was conducted among 102 employees from CITCC Co., Ltd. to analyze the organizational culture, job satisfaction, and work performance. Predominantly male employees align with the nature of the telecommunications construction industry. The survey reveals that a majority of respondents at CITCC Co., Ltd. are educated employees occupying junior positions, primarily within the age groups of 26-35 and 36-45 years. This finding is attributed to the prevalence of junior engineers engaged in telecommunication construction projects. Most of the respondents are educated employees with junior positions within the age groups of 26-35 years due the involvement of junior engineers engaged in telecom construction projects. The

majority of employees have two to five years of experience, it may be influenced by project-based recruitment.

3.5 Reliability Analysis

Before conducting data analysis, a reliability analysis is performed to assess the internal consistency of the variables in the questionnaire. This analysis is conducted using the data collected from 102 respondents in the SPSS software. The aim is to measure the internal consistencies and stability of the constructs, namely, supportiveness, emphasis on rewards, innovation, performance-oriented, work itself, job satisfaction and work performance.

The Cronbach's Alpha coefficient is utilized to measure the internal consistency of the questionnaires, ensuring reliability and validity of the research instruments used in this study. Reliability analyses are conducted using data from the main survey before proceeding with further analyses on the relationships between independent and dependent variables. This ensures the reliability and validity of the results and subsequent conclusions drawn from the research.

According to the study, it comprises three parts. Firstly, 25 questions were utilized to gauge employee opinions on organizational culture approaches at CITCC Co., Ltd. Secondly, 10 questions were employed to assess job satisfaction. Finally, 10 questions were used to evaluate the work performance of employees in the organization.

The Cronbach's Alpha coefficient value of 0.90 and above indicate as excellent, between 0.80 and 0.90 indicates as good reliability. A range from 0.70 to below 0.80 indicates as acceptable and between 0.60 and 0.70 indicates as questionable. A Cronbach's Alpha coefficient value between 0.5 and 0.6 indicates as poor and less than 0.5 is unacceptable. The Cronbach's Alpha values for organizational culture, job satisfaction, and work performance are presented in Table (3.2).

Table (3.2) Reliability Analysis

Description	Numbers of Items	Cronbach's Alpha	Alpha Coefficient Range	Strength of Association
Supportiveness	5	0.788	0.7 to <0.8	Acceptable
Innovation	5	0.729	0.7 to <0.8	Acceptable
Emphasis on Rewards	5	0.884	0.8 to <0.95	Good
Performance-Oriented	5	0.806	0.8 to <0.95	Good
Work Itself	5	0.751	0.7 to <0.8	Acceptable
Job Satisfaction	10	0.858	0.8 to <0.95	Good
Work Performance	10	0.848	0.8 to <0.95	Good

Source: Survey Data (2024)

As indicated in Table (3.2), the Cronbach's Alpha values for the emphasis on rewards factor, performance-oriented factor, job satisfaction, and work performance factors fall between 0.80 and 0.95. This range signifies good reliability. The Cronbach's Alpha values for the supportiveness, innovation, and work itself factors range between 0.70 and 0.80, indicating acceptable. These results suggest that the selected questions were consistent and valid for eliciting the desired responses, providing reliable measurements of the respondents' opinions on all factors considered in the study. Consequently, the data can be interpreted as reliable and valid for this research.

CHAPTER 4

**ANALYSIS ON THE EFFECT OF ORGANIZATIONAL CULTURE
AND JOB SATISFACTION ON WORK PERFORMANCE OF
CITCC CO., LTD.**

In this chapter, the analysis on the effect of organizational culture and job satisfaction on work performance of employees at CITCC Co., Ltd. is conducted using mean values for each factor. Additionally, regression analysis is employed to analyze job satisfaction and work performance at CITCC Co., Ltd. Specifically, a linear regression model is utilized to identify the factors influencing job satisfaction and the effect of job satisfaction on work performance, based on a survey of 102 employees from CITCC Co., Ltd.

In this study, the structured questionnaire is developed to collect the primary data. The questionnaire consists of (4) parts: profile of respondent, organizational culture, job satisfaction, and work performance. The questionnaire items are formatted using a 5-point Likert scale, with responses ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). A structured questionnaire is employed, collecting primary data from respondents based on this scale format. For organizational culture, the five question items are identified for each of the following aspects: supportiveness, innovation, emphasis on rewards, performance-oriented, and work itself culture. To assess job satisfaction, the ten question items are used, and to assess the work performance, the ten question items are used.

The questionnaires are distributed to selected 102 employees via online. All employees replied to the questionnaires. For data analysis, for descriptive analysis, Best (1977) identification is based. According to Best (1977), the mean values of 5-point Likert scale items are interpreted as follows.

Scores falling within the range of 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 to 5.00 indicates a response of strongly agree.

The mean score provides an overall measure of the respondent collective sentiment or opinion on the set of items. It shows the central tendency or average of their responses. A higher mean score indicates a more positive or favorable response to the items, while a lower mean score suggests a more negative or unfavorable response. For data analysis, the descriptive and regression analysis are applied. For regression analysis, data reliability is tested in advance.

4.1 Employee Perception on Organizational Culture of CITCC Co., Ltd.

Organizational culture is vital for employee engagement, productivity, and innovation. It attracts talent, shapes ethical behavior, and influences customer satisfaction, contributing to a company's overall success and reputation. It is important in any organization which leads in enhancing job satisfaction and work performance in an organization. Furthermore, a positive organizational culture fosters a sense of belonging and teamwork among employees, promoting collaboration and open communication.

This part consists of items on organizational culture to measure employee perception towards supportiveness, emphasis on rewards, innovation, performance-oriented and work itself. In this section, descriptive statistics are presented in the form of means to illustrate the extent of agreement or disagreement among employees regarding the current organizational culture practices at CITCC. This provides insight into employee perceptions of organizational culture practices. The questionnaires consist of twenty-five statements related to organizational culture, as well as ten statements each for job satisfaction and work performance.

4.1.1 Supportiveness

A supportiveness factor typically includes elements such as open communication channels, mentorship programs, employee assistance initiatives, recognition and appreciation practices, a focus on work-life balance and a commitment to fostering a positive and inclusive workplace atmosphere. The supportiveness cultures of CITCC are asked in the questionnaire.

Table (4.1) presents the results of supportiveness at CITCC. This section includes the analysis of respondent perceptions towards supportiveness, based on five questions. The analysis is conducted using mean values.

Table (4.1) Supportiveness

Sr. No.	Supportiveness	Mean Values
1	Having adequate mentoring from their superiors.	3.40
2	Supporting in executing duties by superior	3.40
3	Experiencing friendly and supportive co-workers at work	3.59
4	Promoting a healthy work-life balance for employees	3.93
5	Treating people fairly within the organization	3.88
Overall Mean		3.64

Source: Survey Data (2024)

Based on the results from Table (4.1), it can be inferred that the organizational culture at CITCC is perceived to be supportive, with an overall mean score of 3.64. Respondents generally agree that the organizational culture fosters supportiveness. Among the five items, the organization actively promotes a healthy work-life balance for employees has the highest mean value of 3.93, agree with this statement compared to others. The least mean scores for supportiveness culture are the employees have adequate mentoring from the superior and superiors supports in executing duties with the mean value of 3.40. Based on the overall mean score, it can be concluded that the organization has a supportive culture. Employees not only collaborate and assist each other but also benefit from management practices that prioritize mentorship and professional development. This creates a workplace that values and invests in individual growth.

4.1.2 Innovation

Innovation brings the introduction of new ideas and solutions, which drives to adapt and progress. This section includes five questionnaires to analyze on innovation of

CITCC. The results of the analysis on employee perception towards innovation at CITCC are presented in Table (4.2).

Table (4.2) Innovation

Sr. No.	Innovation	Mean Values
1	Encouraging and supporting for innovation	3.79
2	Continually adopting new and improved ways to do work	3.83
3	Responding well to competitors and other changes	3.75
4	Cooperating to create change in different parts of the organization	4.30
5	Doing very flexible and easy to change	3.99
Overall Mean		3.93

Source: Survey Data (2024)

Table (4.2) shows the results of the innovation culture of CITCC. These are five questions of innovation culture and respondent perception towards innovation factor and analyzed by mean value. Different parts of the organization often cooperate to create change, receiving the highest mean value of 4.30 among the five items. This indicates a notable organizational tendency towards collaboration across different departments or teams to bring about meaningful changes within the company. The response well by organization to competitors and other changes is the lowest mean value as 3.75, indicating a neutral. This suggests that the organization's responsiveness to competitors and external changes may be perceived as moderate, without a distinct inclination towards proactivity or reactivity in adapting to industry dynamics. According to the survey results for innovation, the overall mean score value is 3.93 which means the respondents agree that the organization has an innovative culture.

4.1.3 Emphasis on Rewards

Emphasis on rewards can serve as a powerful motivator, inspiring individuals to strive for excellence and achieve their goals. By highlighting the positive outcomes and

benefits associated with specific actions or accomplishments, emphasis on rewards creates a framework that encourages sustained effort and dedication. This section includes five questionnaires to analyze the emphasis on rewards factor of CITCC. In the analysis of employee perception towards emphasis on rewards at CITCC, the findings are presented in Table (4.3).

Table (4.3) Emphasis on Rewards

Sr. No.	Emphasis on Rewards	Mean Values
1	Ensuring equity in the distribution of rewards	3.85
2	Rewarding employees in proportion to the excellence in the quality of job performance	3.93
3	Managing rewards based on merit.	3.84
4	Meeting employees' expectations for rewards	3.66
5	Recognizing and rewarding consistent with individual contribution.	3.71
Overall Mean		3.80

Source: Survey Data (2024)

Table (4.3) displays the mean value of the results for emphasis on rewards. It reveals that all five items related to emphasis on rewards have mean scores greater than 3, with an overall mean score value of 3.80. This suggests that the organization has a culture emphasizing rewards, with the overall mean value at an acceptable level. Among the five items, employees are rewarded in proportion to the excellence in quality of job performance with the highest mean value of 3.93 which points out that CITCC prioritizes a rewards-oriented culture, where employees are acknowledged and compensated proportionately for their outstanding job performance. The least mean score, organization practices as the rewards meet employee's expectation with a mean value of 3.66.

4.1.4 Performance-Oriented

Being performance-oriented means consistently striving for excellence and efficiency, with a focus on achieving measurable and impactful results. This section includes five questionnaires to analyze the performance-oriented factor of CITCC. The results of this analysis are presented in Table (4.4).

Table (4.4) Performance-Oriented

Sr. No.	Performance-Oriented	Mean Values
1	Emphasizing on tasks and goal accomplishment	4.00
2	Having an ongoing process of performance evaluation.	4.10
3	Practicing a well-defined criterion in evaluating performance	4.22
4	Doing a performance evaluating as an objective manner	4.38
5	Maintaining progress and striving towards excellence is a norm within the organization	3.99
Overall Mean		4.14

Source: Survey Data (2024)

Table (4.4) presents the analysis of the mean value of performance-oriented culture at CITCC. The overall mean score obtained is 4.14, indicating that the majority of respondents agree with the statements related to performance-oriented culture. Among the five statements of the performance-oriented culture dimension, the employees' performance evaluating assessment is done in an objective manner is the highest with the mean value of 4.38 which means employees strongly agree with this statement. The highest mean score shows that the majority of respondents at CITCC are satisfied with the performance evaluation practice. There is a norm to maintain progress and strive towards excellence is the lowest mean score of 3.99, it indicates that while there is room for improvement in fostering a collective norm for progress and excellence within the organizational culture.

4.1.5 Work Itself

Engaging in meaningful work itself brings a sense of fulfillment and accomplishment, fostering a positive effect on personal well-being and satisfaction. This section includes five questionnaires to analyze on the work itself factor of CITCC. The results of the analysis on employee perception towards the work itself at CITCC are presented in Table (4.5).

Table (4.5) Work Itself

Sr. No.	Work Itself	Mean Values
1	Mentally challenging with a variety of job responsibilities	4.07
2	Doing the Job is interesting	4.19
3	Being aware of the daily operations within department	3.95
4	Having enough information to do the job well.	3.94
5	Considering the expected amount of work is reasonable	3.77
Overall Mean		3.98

Source: Survey Data (2024)

For the work itself culture from Table (4.5), all the five items of mean score value shows that the respondents agree with the organizational culture of work itself. The highest mean score value is when employees feel that a job is interesting with the mean value of 4.19, which means that employees find their work engaging and stimulating within the organizational context. On the other hand, the statement that the amount of work is reasonable has the lowest mean score value of 3.77. This means that a perception among employees that the workload may be considered somewhat challenging or demanding within the organizational setting. According to the survey results for work itself, the overall mean score value 3.98 means the respondents agree with the presence of work itself organizational culture. The survey's overall mean result from the analysis of organizational culture of employees is shown in Table (4.6).

Table (4.6) Overall Mean of Organizational Culture

Sr. No.	Organizational Culture	Mean Values
1	Supportiveness	3.64
2	Emphasis on rewards	3.93
3	Innovation	3.80
4	Performance-Oriented	4.14
5	Work itself	3.98

Source: Survey Data (2024)

According to the results presented in Table (4.6), the overall mean values of organizational culture practices range from 3.64 to 4.14, falling within the "agree" level between 3.41 and 4.20. This suggests that employees generally agree with the current organizational culture. Among the different aspects of organizational culture, performance-oriented culture has the highest mean score of 4.14, while supportiveness culture has the lowest mean score of 3.64. It can be concluded that the organization succeeds in encouraging a performance-oriented factor, but there is room for improvement in enhancing the supportiveness factor.

4.2 Job Satisfaction of Employees

In this study, the combinations of ten survey questions are used to explore the level of job satisfaction. The results on survey on job satisfaction of 102 employees in CITCC Co., Ltd. are shown in Table (4.7).

Table (4.7) Job Satisfaction

Sr. No.	Job Satisfaction	Mean Values
1	Praising employee suggestions that aid in solving organizational problems by the supervisor	3.85
2	Doing job performance evaluations are fair and based on clear performance standards	4.04
3	Feeling fairly compensated for individual's work	4.01
4	Having the equitable benefit package	3.99
5	Working in an environment there is cooperation and respect	3.82
6	Addressing the problems in the workplace quickly and adequately	3.90
7	Delegating work assignments fairly	4.00
8	Having open-door policy in management and being a welcoming feeling present	3.89
9	Considering the career growth for employee by the management	3.84
10	Having ability to improve skills and knowledge from job	3.94
Overall Mean		3.93

Source: Survey Data (2024)

According to Table (4.7), the average total mean value for job satisfaction is 3.93, indicating a good result regarding employee job satisfaction. Among the results, job performance evaluations are fair and based on clear performance standards and have the highest mean score with a value of 4.04. This suggests that employees perceive the performance evaluation process as fair and transparent, which contributes to a good working environment and reinforces job satisfaction within the organization. The second highest mean value is an organization that provides fairly compensated for an individual's work with the mean score value of 4.01. It means that employees feel adequately rewarded for their individual contributions, reflecting positively on job satisfaction and overall motivation within the organization. The lowest mean value is

the statement of the cooperation and respect in the working environment, with a mean value of 3.82. Therefore, it can be concluded that employees working at CITCC are generally satisfied with the nature of their job, feel respected by the organization, and are satisfied with the compensation and reward system, performance evaluation practices, and innovation culture.

Employees at CITCC enjoy elevated levels of job satisfaction, largely attributed to the company's esteemed international reputation. This is bolstered by CITCC's implementation of competitive compensation and rewards systems, along with benefits that meet global standards. CITCC's dedication to offering favorable working conditions and acknowledging employee contributions contributes to cultivating a positive workplace atmosphere.

4.3 Work Performance of Employees

In this study, the work performances of CITCC Co., Ltd. were analyzed using ten questions. The survey results from the analysis of perception on work performance were examined, and their mean values are shown in Table (4.8).

Table (4.8) Work Performance

Sr. No.	Work Performance	Mean Values
1	Achieving the objective of the job	3.92
2	Managing more responsibility than typically assigned	4.01
3	Doing all tasks which are expected	3.74
4	Fulfilling the formal requirements of work performance	3.96
5	Engaging in the activities which influence the evaluation related to job	3.87
6	Motivating to exert more effort into the job	3.84
7	Communicating effectively with colleagues for problem solving and decision making	4.10
8	Believing in possessing the necessary skills, sociological readiness, and behavioral abilities to perform tasks.	3.97
9	Seeking methods to enhance performance in the workplace.	4.26
10	Following a defined work performance measurement criterion	4.48
Overall Mean		4.02

Source: Survey Data (2024)

In Table (4.8), the overall mean value of work performance is 4.02 which is at agree level. According to the results, organization follows a defined work performance measurement criterion is the highest mean score with the value of 4.48 which is at the strongly agree level and explained that the organization practices in establishing clear work performance criteria. The mean value of looking for ways to improve performance at work is the second highest at 4.26, indicating a proactive mindset toward continuous improvement which is at the strongly agree level. This high score reflects a commitment to structured evaluation, contributing to enhanced work performance and efficiency.

The employees can do all tasks which are expected with the minimum mean value of 3.74 which explains a potential area for improvement in employees perceived

ability to fulfill expected tasks. The second lowest mean value of 3.84 is the motivation to exert more effort into the job means that improving motivation is crucial from a work performance perspective, as it positively affects engagement, productivity, and overall job satisfaction, fostering a more effective and successful work environment. Addressing this concern could involve clarifying expectations, providing support, and enhancing training programs.

High work performance at CITCC is attributed to several factors. Firstly, systematic job descriptions and specifications provide employees with clear guidelines and expectations for their roles. This clarity ensures that employees understand their responsibilities, leading to focused and efficient work.

Additionally, the absence of role conflict eliminates confusion and promotes seamless collaboration among team members. Clearly defining responsibilities improves accountability and makes workflow smoother. These organizational practices create an environment conducive to optimal performance, where employees can effectively contribute to the company's objectives with clarity and confidence.

4.4 Analysis on the Effect of Organizational Culture on Job Satisfaction

The primary aim of this study is to investigate how organizational factors affect employee job satisfaction at CITCC. To analyze these factors, a multiple regression model is employed, using data collected from 102 CITCC employees.

This section focuses on identifying the effect of organizational culture on employee job satisfaction through multiple regression analysis. Five organizational culture factors (supportiveness, emphasis on rewards, innovation, performance-oriented, and work itself) are examined as independent variables, while employee job satisfaction is considered the dependent variable. Table (4.9) displays the results of the multiple regression model analysis, examining the effect of organizational culture factors on employee job satisfaction.

Table (4.9) Effect of Organizational Culture Factors on Job Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1. (Constant)	.103	.157		.655	.514	
Supportiveness	.004	.031	.006	.134	.894	1.539
Innovation	.094**	.047	.103	1.998	.049	2.189
Emphasis on Rewards	.177***	.042	.248	4.247	.000	2.819
Performance-Oriented	.377***	.053	.422	7.067	.000	2.964
Work Itself	.303***	.055	.323	5.549	.000	2.803
R	.940					
R Square	.884					
Adjusted R Square	.878					
Durbin-Watson	2.440					
F Value	146.653***					

Source: Survey Data (2024)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to the results in Table (4.9), the R square value is 0.884, and the adjusted R square value is 0.878. This indicates that the model can explain approximately 87.8% of the variance in both the independent and dependent variables. The F-test value, assessing the overall significance of the model, is highly significant at the 1 percent level, suggesting that the specified model is valid and effectively represents the relationship between employee job satisfaction and organizational culture. The Durbin-Watson value is 2.440, falling within the accepted range of 1.5 to 2.5, indicating no autocorrelation issue in the sample. Additionally, the variance inflation factors (VIF) show no

multicollinearity problem between independent variables, as all VIFs of influencing factors are less than 10.

Among five factors of organizational culture, innovation, emphasis on rewards, performance-oriented and work itself have the expected positive signs. Although emphasis on rewards, performance-oriented, the coefficients for the work itself factors are highly significant at the 1 percent level, indicating a strong relationship with employee job satisfaction. Innovation also shows significant coefficient values at the 5 percent level, suggesting a notable effect on job satisfaction. However, supportiveness displays a positive sign but it is not statistically significant.

The positive relationship indicates that employee job satisfaction tends to increase with higher levels of innovation, emphasis on rewards, performance-oriented, and work itself factor at CITCC. Notably, performance-oriented factor significantly enhances job satisfaction. The current positive effect of CITCC performance-oriented factor on job satisfaction underscores the effectiveness of their existing approach and the potential for continued success in the workplace. However, a valid model shows positive relationships between job satisfaction and innovation, emphasis on rewards, performance-oriented and work itself factor of CITCC. Among the organizational culture factors at CITCC, the performance-oriented factor has the highest value compared to other factors, indicating that it has the greatest contribution to employee job satisfaction. Consequently, it can be concluded that the performance-oriented factor, with its focus on performance systems, is the most appealing and satisfying aspect for employees at CITCC.

4.5 Analysis on the Effect of Job Satisfaction on Work Performance

The second objective of this study is to examine the effect of employee job satisfaction on work performance at CITCC Co., Ltd. To analyze this effect, a linear regression model is utilized, and the analysis is conducted based on data collected from 102 employees of CITCC in this study. Employee job satisfaction is regarded as the independent variable and work performance is considered as the dependent variable. Table (4.10) shows the results of linear regression model analysis the effect of job satisfaction factors on work performance.

Table (4.10) Effect of Job Satisfaction on Work Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1. (Constant)	.978	.179		5.477	.000	
Job Satisfaction	.773***	.045	.864	17.164	.000	1.000
R	0.864					
R Square	0.747					
Adjusted R Square	0.744					
Durbin-Watson	1.791					
F Value	294.595***					

Source: Survey Data (2024)

Note: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to the results in Table (4.10), the R square value is 0.747. This indicates that the model can explain approximately 74.7% of the variance in both the independent and dependent variables. The F-test value, assessing the overall significance of the model, is highly significant at the 1 percent level, suggesting that the specified model is valid and effectively represents the relationship between employee job satisfaction and work performance. The Durbin-Watson value is 1.791, falling within the accepted range of 1.5 to 2.5, indicating no autocorrelation issue in the sample. Additionally, the variance inflation factor (VIF) value is less than 10, indicating no multicollinearity problem, and there is no issue in the correlation between independent variables.

From the survey results, employee job satisfaction exhibits expected positive signs and highly significant coefficient values at the 1 percent level. This positive relationship suggests that work performance increases with an increase in employee job satisfaction. This result strongly indicates a positive relationship between employee job satisfaction and work performance.

The validated model for CITCC Co., Ltd. not only confirms the positive correlation between employee job satisfaction and work performance but also highlights the organization's commitment to employee well-being. The notable coefficient values at the 1 percent level suggest that improvements in job satisfaction can significantly contribute to enhanced work performance within the company. These findings underscore the need for CITCC to prioritize employee satisfaction initiatives as a strategic approach to fostering a high-performing work culture.

Based on the observed results, CITCC could consider implementing targeted initiatives to further boost employee job satisfaction and, consequently, work performance. This may involve conducting regular surveys or feedback sessions to identify specific areas of improvement within the work environment. Additionally, the company could explore the implementation of employee recognition programs, professional development opportunities, and work-life balance initiatives to enhance overall job satisfaction. This emphasizes the critical role of job satisfaction in enhancing work performance across all organizations.

CHAPTER 5

CONCLUSION

This chapter outlines the results of the study and is divided into three main sections: findings and discussions, recommendations and suggestions, and needs for further research. The primary aim of this study is to investigate the influence of organizational culture on employee job satisfaction and to analyze the effect of employee job satisfaction on work performance at CITCC Co., Ltd. in Yangon.

5.1 Findings and Discussions

The objective of this study is to analyze the influence of organizational culture and employee job satisfaction on the work performance of CITCC Co., Ltd. To attain these objectives, structured questionnaires were distributed to 102 employees of CITCC. The survey data reveals a significant positive relationship between employee job satisfaction and work performance.

This study concludes that there is a significant relationship between organizational culture and employee job satisfaction. A well-planned and effectively managed organizational culture can enhance the capabilities of human resources and lead to improved service delivery, resulting in higher quality products and more efficient distribution channels. The research focuses on exploring the organizational culture, job satisfaction, and work performance of employees at CITCC Co., Ltd.

According to the demographic profile of employees, there is a higher representation of men compared to women at CITCC. It indicates that there are more men than women at CITCC. This can be attributed to the nature of the work, particularly in telecommunication construction, where male employees are deemed more suitable due to the job requirements. The construction projects, such as telecommunication tower construction and fiber installation, are located mostly in rural areas, which may not be conducive for female employees. The age range of respondents is mostly 26 to 35 years old. The predominant age range of respondents is 26 to 35 years old, reflecting the fact that a majority of employees are young and energetic engineers specifically engaged in telecommunication construction projects.

According to the position, more than half of the respondents are junior positions. In terms of education level, most of the respondents are graduates. In terms of years of service, employees of 2 to 5 years of service and less than 2 years of service are more than any other groups because some of the telecommunication projects are short term projects based at the project area.

Regarding the organizational culture, the performance-oriented culture received the highest mean value, indicating that employees at CITCC perceive a strong emphasis on performance-related values and goals within the organizational framework. This indicates a potential strength that CITCC can leverage to further enhance productivity and job satisfaction by reinforcing and promoting aspects of the performance-oriented culture that resonate positively with its workforce. They also hypothesize that the company serves as a platform for employees to gain recognition for their efforts, and rewarded for their individual and collective contributions and performance, creating a workplace where employees perceive themselves as valued and are motivated to excel.

Among the mean score of organizational culture factors, supportiveness culture received the lowest mean value. Most of the respondents believe that CITCC lacks in cultivating a supportive factor, as indicated by the lowest mean score. CITCC must focus on the supportiveness plan to match the needs of the employees. The respondents believe that CITCC may benefit from initiatives aimed at fostering a more supportive environment, such as promoting teamwork, providing resources for employee well-being, and implementing policies that prioritize a work-life balance. Addressing these perceived gaps in supportiveness culture could contribute to a more positive and enriching workplace experience for CITCC employees. It can be concluded that while CITCC thrives in promoting a performance-oriented culture, there is a clear need for concerted efforts to strengthen the supportiveness factor.

The first objective of the study is to analyze the effect of organizational culture on job satisfaction. The analysis of the effect of organizational culture on job satisfaction by using multiple regression model, among the organizational culture factors, innovation, emphasis on rewards, performance-oriented and work itself have the positive significant effect on employee job satisfaction at CITCC.

The second objective is to analyze the effect of job satisfaction on work performance. The result indicates that job satisfaction has a significant effect on work

performance. The result of job satisfaction and work performance suggests that investing in strategies to enhance employee satisfaction can be a pivotal factor in improving overall organizational productivity and efficiency. Implementing initiatives that address the factors contributing to job satisfaction, such as recognition programs, professional development opportunities, and a positive work environment, can create a virtuous cycle wherein satisfied employees are more likely to contribute positively to the company's work performance. As a result, the organizational culture factors of CITCC affect employee job satisfaction and that job satisfaction leads to work performance.

5.2 Suggestions and Recommendations

According to the findings mentioned above, understanding organizational culture and job satisfaction of CITCC Co., Ltd. Specifically, by understanding employee job satisfaction of this company increasing in work performance. Based on the extensive research conducted on the organizational culture, employee job satisfaction, and work performance at CITCC Co., Ltd., several key recommendations emerge to improve the overall effectiveness of the organization. It is crucial for CITCC to tailor its supportiveness factor to better align with the specific needs of employees, addressing areas where additional mentoring and support may be required.

There is a necessity to redesign the reward system, ensuring it aligns with employee expectations and preferences, and communicate transparently about salary increment decisions, even during difficult business scenarios. Additionally, CITCC should focus on promoting a culture of continuous improvement, setting higher standards, and fostering a collective commitment to excellence among the workforce. Addressing concerns related to workload and expectations is also paramount, necessitating a thorough workload analysis and potential adjustments. Establishing a continuous employee feedback mechanism can facilitate regular assessments of organizational culture, job satisfaction, and work performance, allowing CITCC to adapt proactively to evolving employee needs and concerns. These recommendations aim to cultivate a dynamic and employee-centric approach to organizational culture, ultimately enhancing the workplace environment at CITCC.

The findings of this study suggest that managers at CITCC should focus on learning about and implementing new and appealing supportive organizational culture practices. They should also understand how to effectively enforce these practices within the organization. Modifying existing supportiveness practices is crucial for employee satisfaction. Managers should prioritize listening to employees more to know their satisfaction with working at CITCC. Furthermore, managers should exert more effort in fostering employees' job satisfaction to enhance work performance. This can be achieved by creating an attractive work environment, implementing a robust rewards system, recognizing and appreciating performance, and ensuring job security.

Continuing to prioritize and reinforce these factors of organizational cultures at CITCC will maintain a high level of job satisfaction among employees. CITCC should persist in prioritizing and reinforcing these cultures to sustain a high level of job satisfaction among employees. These findings not only confirm the importance of these specific cultural dimensions but also offer actionable insights for CITCC to strategically enhance organizational practices that positively impact employee job satisfaction. However, the supportiveness factor does not exhibit significance. This indicates that the current practice of supportiveness may not align with the needs and desires of employees. To cultivate a more supportive culture at CITCC, it could be advantageous to conduct employee surveys or feedback sessions to gain a better understanding of their expectations and concerns. This would enable the implementation of targeted initiatives addressing specific areas for improvement.

Implementing an effective organizational culture system has the potential to yield satisfied, high-performing, and productive employees. Overall, it is believed that enhancing supportiveness factor for employees could include tailored mentoring programs, initiatives for developing technical skills, and platforms for knowledge sharing to foster personal growth. By prioritizing these aspects, CITCC can elevate employee job satisfaction and work performance.

In conclusion, it is crucial for executives to prioritize the cultivation of a conducive organizational culture to enhance the workplace environment, thereby securing full engagement and commitment from employees. This approach not only promotes stronger allegiance to the organization but also results in sustained improvements in work performance. With the ultimate aim of long-term organizational success in sight, nurturing a positive and supportive culture becomes more than just a

strategic decision, but a vital necessity for the comprehensive development and prosperity of the company.

5.3 Needs for Further Research

This study examined how organizational culture influences job satisfaction and how job satisfaction affects work performance, focusing solely on the company's five cultural dimensions (supportiveness, innovation, emphasis on rewards, performance-oriented, and work itself). However, there may be other organizational culture factors that influence employee job satisfaction and work performance that were not explored in this study. Therefore, future research should investigate different organizational culture models. Additional studies could benefit from exploring other factors of organizational culture that impact job satisfaction and work performance.

In every study, there are limitations and areas for further investigation. In this study, while positive findings were observed, there are specific limitations to consider. One limitation is that the study was conducted only at the organization's headquarters. Future research should include larger sample sizes to provide more detailed analysis, not just for this company but also across different industry sectors. This broader approach would offer deeper insights into organizational culture, job satisfaction, and work performance.

Additionally, the exclusive focus on the organization's headquarters may limit the applicability of the findings to other branches or subsidiaries. Therefore, the results may not be sufficiently representative to cover all branches of the organization and telecommunication industry of Myanmar. Furthermore, exploring diverse geographical locations and cultural contexts could contribute the broader relevance of the study's implications within the business environment at large.

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APPENDIX I

QUESTIONNAIRE

The Effect of Organizational Culture and Job Satisfaction on Work Performance of CITCC (Myanmar) Company Limited in Yangon

This questionnaire is only for EMBA thesis focusing on organizational culture, job satisfaction on work performance. The research is conducted solely for academic purposes, and will not be used for any other purpose and will be handled confidentially. Your participation is greatly appreciated.

I. Respondent Profile

Please specify your answer by placing a (√) on the relevant answers provided.

1. Kindly indicate your gender:

Male Female

2. What is your age group?

25 years and below 26-35 years old
36-45 years old 46 years and above

3. What is your level in CITCC?

Junior staff Senior staff Management staff

4. Please state your academic qualification:

Under graduate Graduated Post graduate

5. How many years have you worked with CITCC?

Less than 2 years 2 to 5 years
6 to 9 years Above 9 years

II. Organizational Culture

Please rate the following statements related to your organization using the scale provided below.

1= Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Organizational Culture					
Supportiveness	1	2	3	4	5
1. People have adequate mentoring from the superior.					
2. Superior supports me in executing my duties.					
3. My Co-workers at work are friendly and supportive.					
4. My organization actively promotes a healthy work-life balance for employees.					
5. People are treated fairly in my organization.					
Innovation	1	2	3	4	5
1. The organization encourages and supports innovation.					
2. New and improved ways to do work are continually adopted.					
3. I respond well to competitors and other changes in my organization.					
4. Different parts of the organization often cooperate to create change.					
5. The ways things are done is very flexible and easy to change.					
Emphasis on rewards	1	2	3	4	5
1. In my organization there is equity in the distribution of rewards.					
2. Employees are rewarded in proportion to the excellence in quality of job performance.					
3. Rewards in my organization is based on merit.					
4. In my organization the rewards that I receive meets my expectation.					
5. Reward and recognition consistent with individual contribution.					

Performance-oriented	1	2	3	4	5
1. The glue that holds my organization together is the emphasis on tasks and goal accomplishment.					
2. My organization has an ongoing process of performance evaluation.					
3. In my organization there is a well-defined criteria in evaluating performance.					
4. Performance evaluating is done in an objective manner.					
5. In my organization there is a norm to maintain progress and strive towards excellence.					
Work itself	1	2	3	4	5
1. My job is mentally challenging with variety of job responsibilities.					
2. The job I am doing is interesting.					
3. I am aware of the daily operations within my department.					
4. I have enough information to do my job well.					
5. The amount of work I am expected to do on my job is reasonable.					

III. Job Satisfaction

Description	1	2	3	4	5
1. I feel that my supervisor praises employee suggestions that aid in solving organizational problems.					
2. Job performance evaluations done by my supervisor are fair and based on clear performance standards.					
3. I feel fairly compensated for my work.					
4. The benefit package we have is equitable.					
5. I work in an environment where there is cooperation and respect.					
6. Problems in the workplace are addressed quickly and adequately.					

Description	1	2	3	4	5
7. Work assignments are delegated fairly.					
8. Our management has an open-door policy and there is always a welcoming feeling present.					
9. Career growth for employee is highly considered by the management.					
10. Ability to improve skills and knowledge from my job.					

IV. Work Performance

Description	1	2	3	4	5
1. I can achieve the objective of the job.					
2. I could manage more responsibility than typically assigned.					
3. I can do all tasks which are expected to me.					
4. I fulfilled the formal requirements of work performance.					
5. I have engaged in the activities which influence my evaluation related to job.					
6. I have the motivation to exert more effort into the job I am doing.					
7. I communicate effectively with my colleague for problem solving and decision making.					
8. I believe in possessing the necessary skills, sociological readiness, and behavioral abilities to perform tasks.					
9. Seeking methods to enhance performance in the workplace.					
10. Organization follows a defined job performance measurement criterion.					

Thank you so much for your precious time and enthusiastic participation.

APPENDIX II
STATISTICAL OUTPUT

I. The Effect of Organizational Culture on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.940 ^a	.884	.878	.18425	2.440

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.893	5	4.979	146.653	.000 ^b
	Residual	3.259	96	.034		
	Total	28.152	101			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Itself, Emphasis on Rewards, Supportiveness, Innovation, Performance-Oriented

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	.103	.157		.655	.514		
Supportiveness	.004	.031	.006	.134	.894	.650	1.539
Innovation	.094	.047	.103	1.998	.049	.457	2.189
Emphasis on Rewards	.177	.042	.248	4.247	.000	.355	2.819
Performance-Oriented	.377	.053	.422	7.067	.000	.337	2.964
Work Itself	.303	.055	.323	5.549	.000	.357	2.803

a. Dependent Variable: Job Satisfaction

II. The Effect of Job Satisfaction on Work Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 ^a	.747	.744	.23897	1.791

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.824	1	16.824	294.595	.000b
	Residual	5.711	100	.057		
	Total	22.535	101			

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Job Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.987	.179		5.447	.000		
Job Satisfaction	.773	.045	.864	17.164	.000	1.000	1.000

a. Dependent Variable: Work Performance