

IN YEMEN ISLAMIC BANKING SECTOR: IMPACT THE RECRUITMENT & SELECTION ON ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF TRIBALISM

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ABSTRACT: This paper aims to develop a framework to determine the relationship between Recruitment & Selection, and the organizational commitment through the tribalism as a mediating factor in Yemen Islamic banking sector. The search for the answer to this question focuses on What are the effects of Recruitment & Selection, on organizational commitment, and what extent is tribalism playing a mediator role on the relationship between HRM practices and organizational commitment in Yemen Islamic banks, in order to examine the problem and analyze the interrelationships between variables, The study used Recruitment & Selection to determine organizational commitment. Mainly the quantitative approach was used in this study, to achieve the main objectives, data were collected from staff in Yemen Islamic banking sector. The survey employed questionnaires to obtain personal and social facts, beliefs and attitudes; the unit of analysis for this study is the individual level. Four hundred fifty questionnaires were distributed to four Islamic banks in the banking sector, a total of 292 distributed questionnaires were valid for analysis from the study population, representing 65%, which it is acceptable in scientific research, also used Smart PLS-SEM to validate the measurement model and structural model, which contributes the methodological aspect significantly. The results indicate that there is a significant impact among Recruitment & Selection, and Organizational Commitment, also this research reveals that tribalism is playing an important role as a mediator on the relationship between Recruitment & Selection, and Organizational Commitment in Islamic banks in Yemen.

KEYWORD: Recruitment & Selection- Organizational Commitment- Tribalism- Yemen Islamic banks sector.

I. INTRODUCTION

Organizational Commitment has received more attention in organizational research and practice because of its positive outcomes (Imran et al., 2014). Many research has been done to examine the antecedents of commitment with an aim to find the most significant factors that determine OC. Earlier studies (Meyer & Allen, 1997) suggests that there are many antecedents of OC, such as work experiences, personal and organizational factors, and human resource practices. Most literature however focused on developed countries (Chew & Chan, 2008; Yamao & Sekiguchi, 2015), while others have examined the effect of the practices of human resource practice on OC among the emerging nations (Aladwan et al., 2015; Lamba & Choudhary, 2013; Nik & Sharmin, 2009). Indeed, third world countries have a unique context that differs from the developed countries context. Thus, there is a call for research to revitalize Recruitment & Selection one of the HRM practices in all cultural contexts.

In line with the discussion, Arabic countries possess unique social and cultural values that affect hugely on managerial functions (Aladwan et al., 2015). Altarawneh (2009) reported that behaviours of individual and managerial practices in Arabic countries are affected significantly by the cultures of these countries. In previous studies, the culture was found as an important mediator among the various stakeholders (Aladwan et al., 2015; Yamao & Sekiguchi, 2015; Zaitouniet al., 2011). Tribalism remains a major cultural factor in many Arab countries, particularly in Yemen. Tribalism in Yemen is responsible for underdevelopment and corruption, serving a great obstacle that stands in the way of democracy and socio-economic development (Baabbad, 2015; Fattah, 2011). It is argued that with the presence of tribalism, the commitment and loyalty to tribe will be greater than the commitment and loyalty to the country or organization (Manea, 1996). Therefore, is expected that this study will contribute to enriching the existent literature through investigating the culture influential effect

tribalism on the Recruitment & Selection and OC relationship in developing countries context such as Yemen. Therefore, importing the Western Recruitment & Selection to third world countries like Arab countries by neglecting the differences in cultural context could be unreasonable moreover there is a gap in the previous literature regarding examining the effect of Recruitment & Selection on commitment where inconsistent results existed. Another gap that can be extracted from the literature is factors which might strengthen or weaken the relationship among the Recruitment & Selection and OC. However, the effect of tribalism as unique characteristics in the Yemeni context is not yet examined, in which Yemen is considered as the poorest country in the Arab region with strong tribalism.

Therefore, this study would assess the mediating effect of tribalism on the relationship between Recruitment & Selection and organizational commitment among Islamic banks. The banking sector is selected because it is considered as a leading driver of economic growth and development by academics and practitioners.

This study contains the social exchange theory that has employed in the literature to explain the framework of the study to link the relations between Recruitment & Selection, OC and tribalism. The concept of social exchange theory is based on the norm of reciprocity (Gouldner, 1960). This theory is used as the theoretical foundation to understand Organizational relationships in the organization (Coyle & Conway, 2005). According to social exchange theory employees show engaged motivation behaviour when they are given benefits and resources. Accordingly, when the organization takes care of employees through the implementation of Recruitment & Selection, employees show more engaged behaviour to their work, leading to better performance outcomes in the workplace and high OC. This study explores a reciprocal exchange of relationship that reflects relative dependency on each other by examining the effect Recruitment & Selection on OC in the Islamic banking sector within Yemen tribal society.

II. LITERATURE REVIEW

RECRUITMENT & SELECTION

Recruitment is attracting a sufficient number of individuals who have the right qualifications to progress in job vacancies in the organization (Mondy and Martocchio, 2015). Selection is the process of selecting the best suitable persons from among a group of individuals applying for vacancies. According to Dessler (2012), Recruitment and selection allow firms to choose the appropriate HR to achieve organizational objectives. The organizations aim of the selection process and appointment to get a good quality of the employees, and minimum costs to achieve their goals (Armstrong, 2009).

III. ORGANIZATIONAL COMMITMENT

Organizational commitment is a complex phenomenon (Meyer & Allen, 1991), and OC can be understood as a pattern of behaviour, and motivating force (Frank & Goulet, 2002). Yamao and Sekiguchi (2015) stated that OC could be defined as the relative strength of the individual related to the achievement of the goals of the organization. Palmer (2006) stressed that there are two models that dominate the concept and measurement of OC.

The first model, Mowday, Porter and Steers model (1974). The attitudinal model initiated by Porter et al. (1974) is the most famous in conceptualizing OC. A decade later, Suliman (2000) showed that four main models conceptualize and explore OC, namely the attitudinal model, the behavioural model, the normative model, and the multidimensional model. Palmer (2006) adds that this model has been criticized by researchers because the concept is general and lacks precision. The second model, which is Allen and Meyer model emerges strongly as an alternate to Mowday and others. It was proposed both as an alternative definition and measurement. It emerged from several works (Allen & Meyer, 1996; Meyer *et al.*, 2002). According to this viewpoint, OC is the feeling of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual before entry or following entry (Allen & John, 1990).

IV. TRIBALISM IN YEMEN

In general, the tribe also considered the basic social unit in the Arabian Peninsula (Manea, 1996). Some studies suggest that the tribes about 85% of the population in Yemen, constitute (McCune, 2012). In Yemen, the tribe is the basic social unit and structural. Tribalism in Yemen has social and political significance since it constitutes the main point of customs and traditions for most Yemeni people (Corstange, 2008; Robinson *et al.*, 2006). A Yemeni tribe is a corporate unit which has maintained its significant social and cultural responsibility (Peterson, 2008). Tribalism in Yemen gives protection assurance to members of the tribe; therefore, tribesmen protect and help each other when there is a need to do so. Rights and benefits from tribalism membership are enjoyed by the tribesmen, who in turn have responsibilities to perform (Al-Dawsari, 2012).

V. RECRUITMENT & SELECTION & ORGANIZATIONAL COMMITMENT

According to Warsame (2015), extensive recruitment and selection of the best might increase affective commitment, maintaining that the practices help to ensure that only people who are a good fit with organization goal and culture are selected. According to Katou (2008), there is an urgent need for recruiting candidates who are committed to organizational goals and values. Due to the diverse business environment and complex job insecurity retaining workers is a cheaper and better option than hiring new ones. An organization should treat its employees as partners as this would assist in motivating them to achieve its goals in creative ways, helping the organization face global challenges with confidence and competitive action (Aghazadeh, 2003). Aladwan *et al.*, (2015); Palmer (2006); Zaitouni *et al.*, (2011) showed that OC dimensions are also related positively to strategic recruitment and selection as. Recruitment and selection enhance employee commitment and personal efficiency (Gottschalg & Zollo, 2007). Thus, the following hypothesis is predicted:

H1: *There is a significant relationship between Recruitment and selection and OC to employees in Yemen Islamic banking sector.*

TRIBALISM, RECRUITMENT & SELECTION, AND ORGANIZATIONAL COMMITMENT

Through amplifying the positive characteristics of tribalism members and denigrating non-tribalism members, employees “protect, enhance, or achieve a positive social identity” for themselves and members of their in-group (Tajfel & Turner, 1979). Consequently, they may be less likely to accept, endorse, or interact with non-tribalism members. Hofstede & Minkov (1997) reveals that collectivism as a cultural dimension refers to that the people act mainly as members of a lifelong and coherent group. Also, the people have large outspread families, which are used as a safeguard in exchange for unquestioning allegiance (Phillips, 2010). Emam & Jais, (2017) state that a tribal identity has a negative effect on industrial productivity. This tribalism customs reflect the interdependence between members of the tribe. Arab countries like Yemen have a unique societal structure with varying tribes.

In Yemen, the tribalism customs encapsulate the interests of the tribe and its members, where the environment for business is largely control and lead by varying traditions like customs, rules, norms and attitudes towards social activities and practices (Al-dawsari, 2012; Peterson, 2008). The literature of in-group and out-group behaviours suggests that tribalism identity is likely to be negatively related to the HRM in organizations (Zoogah, 2016). Emam & Jais, (2017) found the tribalism identity of employees is likely to affect their interactions in organizations. In this regard, some tribes in Yemen have a social connection in the form of confederation, where they behave as members of a single tribe (Baabbad, 2015). Therefore, these relations may threaten the forming of Recruitment & Selection as one of the HRM practices, and the commitment especially when the resources management and some employees are from similar tribes that have a friendly-social connection. Thus, this study tries to investigate the effect of tribalism on the employees’ commitment and the mediating effect of tribalism on the relationship between the Recruitment & Selection, and OC. Thus, the following hypothesis is predicted:

H2: *There is a significant relationship between Tribalism and Organizational Commitment in Yemen Islamic banking sector.*

H3: *There is a significant relationship between Recruitment and selection and Tribalism in Yemen Islamic banking sector.*

H4: *The Tribalism has a mediating effect on the relationship between Recruitment and selection and organizational commitment in Yemen Islamic banking sector.*

VI. THE FRAMEWORK

The variables have been selected for the study, which is presented in the framework. There is based on the previous literature. Social exchange theory is used to develop the research model depicted in figure 1 demonstrating the relationship between the dependent variable (organizational commitment), independent variables Recruitment & Selection and mediating variable (tribalism).

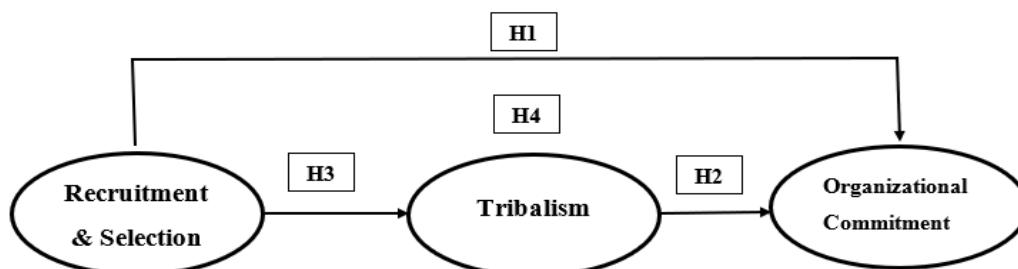


Figure 1: The Study Framework

VII. METHODOLOGY AND MEASUREMENT

This study also will rely on quantitative approaches. The quantitative design is used in this study to test hypotheses. It is most often associated with a deductive approach, consisting theory and tests, provide evidence for or against a pre-specified hypothesis (Casebeer & Verhoef, 1997). The survey will employ questionnaires to obtain personal and social facts, beliefs and attitudes (Pedhazur, 1997). The unit of analysis for this study is the individual level, whereby the survey will be distributed in 4 banks. The target population of this study focuses on three regions which are selected from the north, middle and south of Yemen, representing the employees in the Islamicbank's sector in Yemen, that are a total population (2261).

The random sampling technique used because it has the least bias and offers the most generalization (Cooper & Schindler, 2006; Sekaran, 2003). Since that population of more than 2200 employees, the minimum sample size of 331 is enough for any research as suggested by many scholars (Sekaran & Roger, 2010), as shown in Table (1).

Where they were distributed 450 questionnaires, also multiple attempts were made to distribute and collection the questionnaire through Personal distribution, the use of some friends employees in banks to speed up the response, and also the Online using Google Form, the respondents have constantly been following through many phone calls (Sekaran & Roger, 2010), and e-mails, MS, and also use some social networks, The data was collected using the survey questionnaire over the three-month, are 292 usable questionnaires, accounted for overall 65% valid response rate, a response rate of 30% is adequate for surveys so that further analysis can be conducted (Sekaran & Roger, 2010). This study met the criteria. Data collection questionnaire was administered, distributed and collected personally by the researcher — data analysis and hypothesis testing by using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Table 1 samplingFrame and Sample Size

Regions	Population	Percentage %	Sample size
North	855	38%	126
Middle	715	32%	106
South	691	30%	99
Total	2261	100%	331

There are three variables in this study, namely: Recruitment & Selection, as the independent variables, OC as the dependent variable, and Tribalism as the mediator variable. The questionnaire used by selecting a five-point Likert's scale ranging from: "totally disagree" to "totally agree" (Cavana *et al.* 2001). The measurements of these three variables will be performed according to the recommendations from various sources as follows: The Recruitment & Selection it is developed based modified measurement from the previous study for (Fiona and Alan, 2005), where the measurement of Recruitment and selection consist of 6 items as appendix 2. OC is measured by using three-dimensional models of OC, developed validated and revised by Allen & Meyer and Smith (1993). Thus, the measurement of OC consists of 18 items. Also, the measurement of tribalism consists of 9 items as appendix 1. The questionnaire items for measurement of tribalism were adapted from organizational culture measure (Glaser, Susan; Zamanou, 1987).

VIII. THE FINDING

Assessment of Measurement Model in PLS-SEM Model Finding

To guarantee the validity and reliability of the output of the analysis processes using the PLS-SEM technique, the goodness of the measurement was evaluated. According to Hair *et al.*, (2014) and Henseler *et al.*, (2009), this study assessed indicator reliability, internal consistency reliability, convergent validity and discriminant validity before testing the hypotheses of the model, is illustrated in Figure 2.

The Individual Item Reliability was examined according to outer loadings of each measure intended to measure a construct where the factor loading of items should be significantly higher than 0.70 as recommended by many researchers (Hair *et al.*, 2011; Henseler *et al.*, 2009). Moreover, it has also been indicating that composite reliability between 0.60 and 0.70, according to that, a total of 9 items out of 33 items (see figure 2) were deleted as their loadings were lower than the bespoke value, Table 2 shows the individual item reliability. Considered Cronbach's alpha is very sensitive to the number of items in the measure, so it tends to underestimate the Internal Composite Reliability of the measures. Thus, suggested away to measure the internal consistency reliability (Hair Jr *et al.*, 2014).

Hair *et al.* (2011) Indicates the Cronbach's alpha values, and Composite Reliability should be significantly higher than 0.70. In this study, all the Cronbach's alpha values of all constructs ranged between 0.832 and 0.947, Composite Reliability between 0.888 and 0.956, as shown in Table 2. Therefore, it can say that the internal consistency reliability of the measures was verified. For establishing adequate convergent validity, was used the Average Variance Extracted (AVE) which refers to the average percentage of the variance extracted

commonly among the observed variables of a construct (Hair Jr *et al.*, 2014). According to Valérie, (2012); and Hair *et al.*, (2014) should be higher than 0.50. Table 2 illustrates that all the values of AVE were in the acceptable.

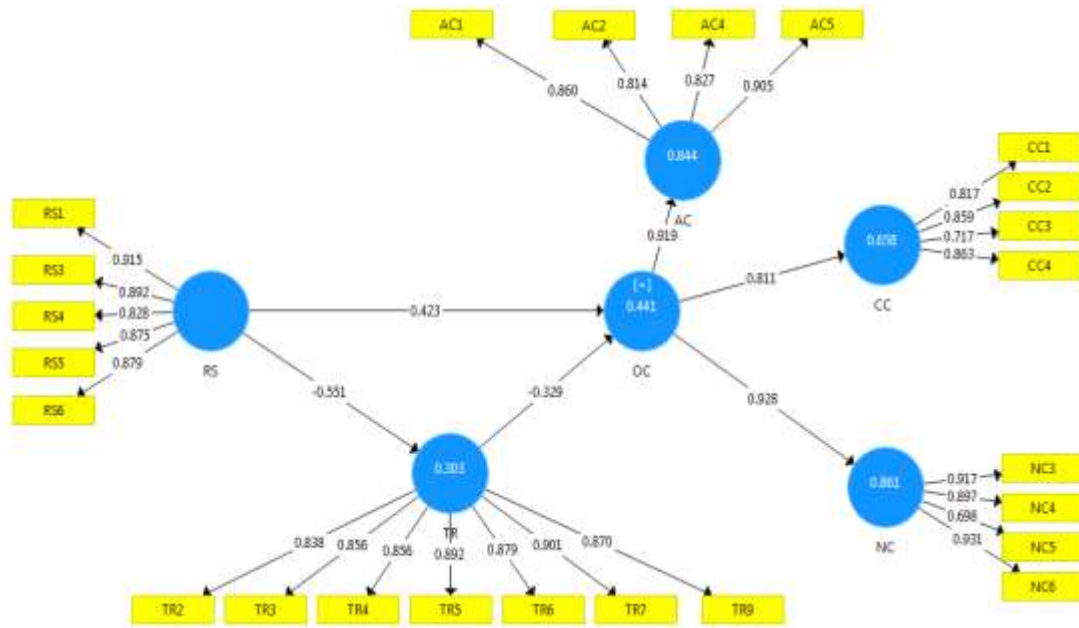


Figure 2 Assessment the Research Mode

RS= Recruitment and selection; AC= Affective Commitment; CC= Continuance Commitment; NC= Normative Commitment; TR= Tribalism.

Table 2 Assessment of Measurement Model

Construct	Item	Loadings	Cronbach's Alpha	CR ^a	AVE ^b		
Recruitment and Selection (RS)	RS1	0.915	0.926	0.944	0.771		
	RS3	0.892					
	RS4	0.828					
	RS5	0.875					
	RS6	0.879					
Tribalism	TR2	0.838	0.947	0.956	0.758		
	TR3	0.856					
	TR4	0.856					
	TR5	0.892					
	TR6	0.879					
	TR7	0.901					
	TR9	0.870					
Organizational commitment (OC)	AC1	0.860	0.874	0.914	0.726		
	AC2	0.814					
	AC4	0.827					
	AC5	0.905					
	CC1	0.817				0.832	0.888
CC2	0.859						
CC3	0.717						
CC4	0.863						
NC3	0.917	0.885	0.922	0.750			
NC4	0.897						
NC5	0.698						
NC6	0.931						

In this study used the Discriminant Validity Test, for examining the cross-loadings of the indicators, through measured the Fornell-Larcker criterion by the square root of AVE values compared with correlations of each latent construct as the requirement, where terms of must the square root of each latent construct's AVE greater than its highest correlation with any other latent construct (Hair Jr *et al.*, 2014). The table 3 shows that all the square root of the AVE values exceeded the correlations of latent construct, suggesting that the discriminant validity.

Table 3 Discriminate Latent Variable correlation

	AC	CC	NC	RS	TR
AC	0.852				
CC	0.604	0.816			
NC	0.812	0.622	0.866		
RS	0.533	0.461	0.603	0.878	
TR	-0.559	-0.408	-0.516	-0.551	0.871

Assessment of Structural Model in PLS-SEM Model Finding

The structural model of the current study was subjected to several evaluating step such R-square determination (R^2), Effect Size (F^2), Predictive Relevance (Q^2), Goodness of fit the Model (GOF), Finally, the bootstrapping was run to test the significance level of the hypothesized relationships in the study model (Hair *et al.*, 2012; Henseler *et al.*, 2009).

As for the R^2 value represents the amount of variance in the dependent variable that can be explained by one or more predictor variables (Hair *et al.*, 2012). In this study, based on the criterion of Chin (1998a); Frank; Miller (1992), and Hair *et al.*, (2014), showed acceptable levels of R^2 values (see figure 2). While that, the size of the effect in PLS-SEM is a method to evaluate how much as a predictor construct has a substantive control on the dependent variable, which can be explored in the course of the effect sizes f^2 (Jacob Cohen, 1988). According to the recommendation of Cohen, (1988) the effect size f^2 of 0.02, 0.15, and 0.35, which can be viewed as a gauge for whether a predictor exogenous latent variable has a small, medium, or large effect at the structural level, where shows the effect size of this study ($RS=0.223$) was medium effect, and ($TR=0.135$) was small effect.

The predictive relevance Q^2 is another criterion to assess the structural model capability to predict (Hair Jr *et al.*, 2014). The basic proposition of predictive relevance is that the model must be able to adequately predict each endogenous latent construct's indicators (Hair *et al.*, 2011). Therefore, Q^2 value is obtained by using a blindfolding procedure, Fornell and Cha (1994) indicate that If an endogenous construct's cross-validated redundancy measured value (i.e., Q^2) for a certain dependent latent variable is larger than zero, its latent explanatory constructs exhibit predictive relevance. The results show that all the endogenous latent constructs have exhibited predictive relevance, are $Q^2=(OC=0.231$; and $TR=0.213$).

For the purpose of accounting for the model performance at both the measurement and structural models with a focus on overall prediction performance of the model (Henseler & Sarstedt, 2013). We can use the Goodness of fit the Model (GOF), the following formula can calculate the GoF:

$$Gof = \sqrt{(R^2 \times AVE)} \quad Gof = \sqrt{(0.372 \times 0.734)} = 0.523$$

To compare the GOF value of this study with the threshold values of GOF suggest by Wetzels *et al.*, (2009) derived the following GOF criteria for 0.1 are small, 0.25 are medium, and 0.36 are large GOF, it can be concluded that the model's GOF 0.523 was large suggesting an adequate of the global PLS model validity.

Finally, the bootstrapping was run to test the significance level of the hypothesized relationships in the study mode. Where PLS path approach, multiple regressions were conducted for the main effects, using the PLS bootstrapping output with some 1000 bootstrap samples and 292 cases to examine the path coefficients significance (Hair *et al.*, 2014; Henseler *et al.*, 2009). Based on the results offered in Table 4, it was obvious that the proposed relationship to RS was a positive and significant direct effect on OC. Hence the hypothesis H1 was supported, while About TR was a significant negative effect on OC, hence the hypothesis H2 was supported.

While the proposed relationship, RS, was a significant negative direct effect on mediator TR, hence the hypothesis H3, was supported. The results display in Table 4, the indirect mediating effect of TR on the link between (RS) and OC, that TR mediates the relationship between RS and OC, was significant. Therefore, it can be concluded that hypothesis H4 is supported.

Table 4 Path Coefficients Testing

NO. Hypo	Hypothesis	Original Sample(O)	T Values	P Values	Findings
H1	RS-> OC	0.423***	6.523	0.000	Supported
H2	TR -> OC	-0.329***	4.970	0.000	Supported
H3	RS-> TR	-0.551***	12.074	0.000	Supported
H4	RS-> TR->OC	0.181***	4.749	0.000	Supported

Note: ***: $p < 0.000$; **: $p < 0.01$; *: $p < 0.05$.

RS= Recruitment and Selection; OC= Organizational Commitment; TR= Tribalism.

IX. DISCUSSION

The current study suggests the model of relationships between some distinguished areas in the administrative sciences and organizational behaviour and linking them to cultural traditions. Basically, this study tried to determine the relationship between Recruitment & Selection, and the OC through the tribalism as a mediating factor in Yemen Islamic banking sector, based on an overall review of the relevant previous studies, through the perceptions of the employees in in Yemen Islamic banking sector, for testing the study hypotheses and the model.

By refer to the hypotheses of this study results in table 4 that (RS) was a significant positive relationship with OC, this corresponds with the studies (Aladwan *et al.*, 2015; Katou, 2008; Palmer, 2006; Warsame, 2015; Zaitouni *et al.*, 2011), that Recruitment and selection enhance employee commitment and personal efficiency

Based on the study model, the direct mediating effect of TR Tribalism was proposed as a mediator, where the results showed in Table 4 that the proposed relationship OC, and RS were a significant negative effect on TR, hence the hypothesis, H2, and H3, were supported. As a display, the results having a significant indirect effect for TR Tribalism as a mediator on the relationship between for Training practices (RS), and OC, was a significant effect.

This is due to the effect of the mediator as indicated by prior studies. Manea (1998) found the tribalism identity of employees impact their interactions behaviour in organizations. While Alesina *et al.* (2000) showed that tribal identity influences Organizations works. Also, literature of behaviours suggests that tribalism identity is negatively related to the HRM in organizations (Zoogah, 2016). In this regard, findings show that the culture has a significant mediating effect between RS and OC; this could be justified through that Tribalism a major cultural factor in many Arab countries, particularly in Yemen. Where that Tribalism in Yemen is responsible for underdevelopment and corruption, serving a great obstacle that stands in the way of democracy and socio-economic development (Baabbad, 2015; Fattah, 2011). It is argued that with the presence of tribalism, the commitment and loyalty to tribe will be greater than the commitment and loyalty to the country or organization (Manea, 1996).

Generally, the scope of the study was limited to the Islamic banks sector in Yemen. This limitation opens the opportunity for future research works in other sectors such commercial banks, manufacturing, education sectors to draw different views. Therefore, generalization can be further made for the service sector in Yemen. It is highly recommended to do further studies to investigate the same model in other Arab or African countries for obtaining more insights, comparison and generalization.

X. STUDY IMPLICATIONS

This study supports the validity of most results on the previous western studies on the relationship between Recruitment & Selection, and Organizational Commitment (OC) by providing empirical evidence from the Islamic banking section in the least developed country namely Yemen. This study contributes theoretically by examining the mediating impact of tribalism on the relationship between both Recruitment & Selection, and Organizational Commitment in a non-western tribalism society. The study also provides a broader theoretical perspective regarding the role of Recruitment & Selection, and Organizational Commitment in the light of Hofstede's Cultural Theory, and social exchange theory.

Also, this study contributes Practical through it extends significant insights in explaining the most impact factors of Organizational Commitment in Yemen Islamic banking sector. This surely contributes to improving the Organizational Commitment in the Islamic banking sector. This study creates awareness about the Tribalism negative effect on the relationship between Recruitment & Selection and Organizational Commitment (OC). This study can help Islamic banks to reduce Tribalism negativity by improving employee relationships.

XI. CONCLUSION

It is essential to pay enough attention to the issue of commitment in organizations because it helps to maintain stability and help the organization achieve high-quality performance. Organizational Commitment has been considered as an important topic which attracts the attention of both practitioners and academicians who studied the changes in the behavioural and organizational of business organizations. In this study, the influence of tribalism culture as a mediating variable between in human resource management practices on OC in the Yemeni Islamic banks, was explored tribalism plays a crucial role in Yemen, which in turn affects largely on positive and negative effects to involvement and commitment of the employees, and possibly threatens the independence of the HRM practices to selection and recruitment of suitable people in Islamic banks, which assist in finding ways to ensure of motivating employees on organizational commitment.

Thus, this study contributed to the present literature by many ways such as: Investigating the effect of Recruitment and Selection on OC in developing country particularly Yemen, and examining the mediating effect of culture (Tribalism) on the relationship between Recruitment and Selection, and OC.

XII. Data Availability

All data, models, or code generated or used during the study are available from the corresponding author by request.

XIII. Conflict of interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

XIV. REFERENCES

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Appendix (1) Dimension Tribalism

Items	Source
1. In my bank, my tribe identity is an obstacle to confront problems constructively.	(Glaser, Susan; Zamanou, 1987)
2. In my bank, my tribe identity is an obstacle to work cooperatively.	
3. In my bank, my tribe identity is an obstacle to work with resolving disagreements cooperatively.	
4. In my bank, my tribe identity is an obstacle to work directly and honestly with my workmates.	
5. In my bank, my tribe identity is an obstacle for getting an atmosphere of trust.	
6. In my bank, because of my tribe identity, my opinion is not counted.	
7. In my bank, because of my tribe identity, my ideas are not valued.	
8. In my bank, because of my tribe identity, I feel like not being part of the family.	
9. In my bank, because of my tribe identity, I seldom asked to suggest how to make my job better.	

Appendix (2) Dimension Recruitment and selection

Items	Source
1. The recruitment and selection processes in this bank are impartial.	(Fiona Edgar and Alan Geare, 2005)
2. Favouritism is not evident in any of the recruitment decisions made in the bank.	
3. Interview panels are used during the recruitment and selection process in the bank.	
4. This bank does not need to pay more attention to the way it recruits people.	
5. All appointments in this bank are based on merit (i.e. the best person for the job is selected regardless of their characteristics).	
6. Your bank uses job competence rather than the social or family background as criteria in hiring employees.	