

# **Research on relations among corporate cultural strength, employee behavior and organizational performance empirical analysis from Chinese private education and training industry**

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## **Abstract**

It has always been a hot topic in the academic circles about how corporate cultural strength influences organizational performance. This paper adopted questionnaire in empirical research to study the relationship among corporate cultural strength, employee behavior and organizational performance. The questionnaire data was processed with descriptive statistical analysis, reliability analysis, correlation analysis and structural equation model analysis with statistical analysis tools SPSS22.0 and AMOS20.0. Through research, it is found that for Chinese private education and training industry, corporate cultural strength is of positive correlation with organizational performance, and corporate cultural strength is of positive correlation with employee behavior, and employee behavior is of positive correlation with organizational performance, while employee behavior plays an intermediary role in the relationship between the corporate cultural strength and organizational performance.

**Keywords:** Corporate cultural strength, Employee behavior,  
Organizational performance, Empirical research



## Introduction

By now, scholars have been working on corporate culture for 40 years and there are numerous theories and textbooks on corporate culture. However, most references mainly focus on the constitutional elements and construction of corporate culture; in the meantime, insufficient attention has been paid to corporate cultural strength. Based on the research status in China, the research on corporate cultural strength started from the 1990s and scholars mainly conducted the studies related to the following aspects. Chunfeng Jia (1998) thought that cultural strength is the guiding force, cohesive force, driving force and inspiring force. Hao Yang and Lianke Song (2013) emphasized the importance of corporate cultural strength and proved the mechanism study of corporate cultural strength from the perspective of strategic human resource management. Yaoqiang Xu and Jin Li (2015) defined the connotation and concept of corporate cultural strength and discussed about the structural mode and measurement method of corporate cultural strength. All the conclusions of the above research were made based on the practical experience, practice or theoretical deduction to a certain extent of the authors and were descriptive analysis. And a few papers conducted an empirical study on corporate cultural strength. At

present, the research on corporate cultural strength of the domestic scholars is still at the initial stage and constitutional elements of corporate cultural strength as well as its causes and conferences need deeper study and empirical inspection. Thus, what is corporate cultural strength? How corporate cultural strength influence organizational performance?

This paper mainly studies the relations among corporate cultural strength, employee behavior and organizational performance. In the background of Chinese circumstance, according to the characteristics of oriental culture, the author has developed the four dimensions of corporate cultural strength, which are spiritual cultural strength, institutional cultural strength, behavior cultural strength and creative learning strength respectively. They also contain 19 questions of corporate cultural strength measurement scale, covering corporate spirit, corporate value, corporate ethics, corporate social responsibility, corporate cohesive force, corporate salary system, corporate incentive mechanism, corporate management standard and operation procedures, corporate information management and communication, corporate democracy, corporate operation practical experience, corporate law abidance operation, corporate activities, employee knowledge and



skills, employee behavioral norms, creative thinking, innovation ability, relearning awareness and learning ability.

The innovations of this paper mainly include the following two aspects: First, the innovation of research perspective. This paper builds the relation model of corporate cultural strength, employee behavior and organizational performance to explore the influence path and mechanism of corporate cultural strength on organizational performance and dynamically demonstrate the role of corporate cultural strength in operation and management. Second, the innovation of theories and methods. Based on the theoretical basis of contract theory and organizational behavior theories, this paper expands the study on relations among corporate cultural strength, employee behavior and organizational performance and reveals the action mechanism of corporate cultural strength to intensify the predictability of corporate cultural strength on organizational performance by building relevant theoretical models. On methods, this paper adopts the empirical research method to verify the relations among corporate cultural strength, employee behavior and organizational performance to guide the corporate cultural strength in management practice and provide more precise and maneuverable theoretical instructions.

## **Literature review and hypothesis proposal**

### **Corporate cultural strength and organizational performance**

Qingkai Nie and Qing Zhao (2008) pointed out that corporate cultural strength is the "core" embedded in the corporate organization, technology and management and is indispensable to corporate performance. Corporate cultural strength could improve production efficiency, decrease transaction cost, improve brand value and increase product value so as to intensify corporate competitiveness. Corporate cultural strength could bring visible and invisible, economic and social benefits to the enterprise, which proves that corporate cultural strength is an effective means to acquire economic growth (Qingkai Nie, Haoming He, 2012). Chunhua Chen (2016) thought that corporate culture is the internal driving force for the sustainable development of the enterprise and is of extreme significance for the enterprise to acquire great performance. Excellent corporate culture could smoothen the internal value difference of the organization, improve the organizational operation efficiency and intensify organizational commitment and team morale. Corporate cultural strength is of



strong path dependence on the development of the enterprise (Qingkai Nie, Qing Zhao, 2008). According to the above contents, corporate cultural strength contains four dimensions which are spiritual cultural strength, institutional cultural strength, behavior cultural strength and creative learning strength respectively.

### **Spiritual cultural strength and organizational performance**

Corporate spiritual culture leads all the members of the enterprise to work and fight together and improves the cohesion and competitiveness of the enterprise as a whole. It is the soul of the core competence of the enterprise (Guangyou Liu, 2002). It can guide, restrict and control the behaviors of the enterprise and employees to build enterprise image and reputation outwards and develop enterprise cohesion and centripetal force of the enterprise inwards through ideas and values. Although spiritual cultural strength is demonstrated in ideas, it contains huge potential, which can greatly improve the core competence of the enterprise as well as destroy an enterprise completely. Therefore, spiritual cultural strength is one of the key factors to decide the rise or fall of an enterprise.

Hao Yang and Lianke Song (2013) pointed out that corporate spiritual cultural strength is the value core of the

constitution of corporate cultural strength and the integration of belief, thinking and perception as well as the ultimate root of corporate values and behaviors. Spiritual cultural strength is also the productivity which reflects the most essential feature of core competence. It is the dominant consciousness of enterprise operation which can not only dynamically reflect the essential features closely related to the enterprise production and operation but also clearly demonstrate the business purposes and development direction of the enterprise. Therefore, it plays a decisive role in the development of an enterprise. Therefore, we put forward research on relations between corporate spiritual cultural strength and organizational performance.

### **Institutional cultural strength and organizational performance**

Wenchen Wang (1998) thought that corporate institutional culture is generated and developed in the long-term production, operation and management practice of the enterprise. It is a cultural phenomenon with the purpose of improving enterprise economic benefit and the carrier of enterprise rules and regulations as well as the embodiment of corporate spirit in enterprise institution. Junzuo Li (2009) pointed out that the incentive functions of corporate institutional cultural strength include regulating and restricting employee behaviors, regulating and coordinating



enterprise production and operation order, mobilizing employees' production enthusiasm and promoting the achievement and realization of the joint vision of the enterprise and its employees. Its corresponding corporate institutional cultural strength is the driving force for the development of the enterprise brought by the management atmosphere which is constituted by the guaranteeing, promoting and guiding systems and mechanisms through the realization of values advocated by the enterprise (Hao Yang, Lianke Song, 2013). Therefore, we put forward research on relations between corporate institutional cultural strength and organizational performance.

### **Behavior cultural strength and organizational performance**

Hao Yang and Lianke Song (2013) also pointed out that corporate behavior cultural strength is the driving force for the enterprise operation brought by culture of enterprise employees in production and operation, learning and recreation activities which could intuitively reflect the connotation of corporate cultural strength. Behavioral culture contains the cultural phenomena in enterprise operation, educational propaganda, interpersonal relationship activities and recreational activities. They are the spiritual strength demonstrated in the enterprise activities and can bring multiple economic and

social benefits for the enterprise. Minghao Wei (2014) pointed out that behavior cultural strength is an important carrier of corporate cultural strength as well as the key to the practice of corporate cultural strength. Without behavioral culture strength, corporate cultural strength cannot be realized. In conclusion, behavior cultural strength is developed from the words and actions of employees and its final effect is demonstrated in the civilization, comprehensive quality, teamwork awareness, loyalty and sense of belonging to the enterprise and many other aspects of employees. Through institutional restriction, idea instruction, model guidance, behavioral norm and many other methods, it can successively shape and modify the employees' behaviors and make employees voluntarily regulate his or her own behaviors by the proposal of values as well as develop good behavioral habits and patterns consciously. In this way, it shall realize the transformation of the integration of behaviors and ideas of employees and further guarantee healthy and stable development of the enterprise to create economic benefit for the enterprise. Therefore, we put forward research on relations between corporate behavior cultural strength and organizational performance.

### **Creative learning strength and organizational performance**



Shan Lin, et al. (2004) pointed out that the success of organizational innovation and study is closely related to the interaction between its explicit culture and implicit culture. Constant creativity and learning strength is the key for the enterprise to keep the ability of harmony. Xuanhua Liu (2006) thought that creative learning strength of an organization is the breakthrough point for improving the core competence of the organization as well as the guarantee for the existence of core competence. The creative learning strength of the organization could improve the organizational efficiency and success rate, thus improving organizational performance. The meaning of creative learning strength is about breaking the competition mode and thinking set of an enterprise. An enterprise can only maintain and improve its core competence through constant self-transcendence and competitive advantage acquisition. Zhipeng Zhang (2005) pointed out that the continuous innovation of an enterprise would promote the increase of enterprise benefit. The core competitiveness of an enterprise is actually related to organizational study and innovation. Therefore, we put forward research on relations between corporate creative learning strength and organizational performance.

According to the above reasoning of the relationship among corporate cultural

strength, its four dimensions and organizational performance, we propose the first hypothesis of the research and propose 3 sub-hypotheses based on this:

Hypothesis 1: corporate cultural strength has positive influences on organizational performance

Hypothesis 1a: spiritual cultural strength has positive influences on organizational performance

Hypothesis 1b: institutional cultural strength has positive influences on organizational performance

Hypothesis 1c: behavior cultural strength has positive influences on organizational performance

Hypothesis 1d: creative learning strength has positive influences on organizational performance

## **Corporate cultural strength and employee behavior**

Qin Wang (2012) thought that corporate cultural strength must be revealed with the assistance of ideas and behaviors of enterprise employees. Min Zhang and Chuanming Chen (2005) concluded that corporate culture influences enterprise behavior through the guidance on the behaviors and values of the enterprise members and it is the most reactive, adaptive and imaginative basic element in personnel organization. The efficiency



of any enterprise behaviors shall be restricted by its members' behaviors. In the final analysis, corporate culture is created in practice by humans; and human factors are closely related to the corporate culture and environment (Minghua Li, 1993). Through the behavior of employees, a company's value pursuit and ideas become something tangible; through the behaviors of employees, customers and the society can clearly understand the company's culture. The employee behaviors in this paper mainly include organizational commitment, organizational citizenship behavior and turnover intention.

### **Corporate cultural strength and organizational commitment**

Most scholars believe that cultural matching has a positive impact on organizational commitment. Hariis and Mossholder (1999) pointed out that "organizational culture can influence an organization's individual attitudes, such as individual members' commitment to the organization. Meglino, et al. (1998) argued that individuals with similar values adopt similar perceptions and actions so that they can accurately predict each other's actions, effectively interact with each other and reduce conflicts, resulting in improvement of satisfaction and organizational commitment. The empirical research on middle managers conducted by O' Reilly, et al. (1991)

showed that the higher the individuals align with organizations in value, the higher the organizational commitment of their members. The impact of personal-corporate culture matching on organizational commitment has also been empirically tested in our country. Xiaoping Liu, et al. (2003) argued that the continuous commitment of employees in foreign-funded enterprises will be more influenced by the organizational culture. In state-owned enterprises, the emotional commitment is more affected by the organizational culture. Through empirical research, Mingzheng Lai, et al. (2005) clearly pointed out that the ethical values of enterprises have a significant positive relationship with organizational commitment. That is, the higher employees' recognition of corporate ethical values, the higher the organizational commitment of employees. Xiaoping Liu (2003) listed personal-corporate culture matching as one of the influential elements of organizational commitment. Weide Huang, et al. (2005) also believed that the match between corporate culture and employee values will directly affect the level of employees' organizational commitment. Research by Weiqi Chen, et al. (2007) showed that the match between individuals and their jobs and organizations has a significant positive effect on employees' job satisfaction and organizational commitment. Yun Fan, et





al. (2012) believed that the motivation and fairness of corporate culture have achieved a positive correlation with the emotional commitment of knowledge-based talents through human resource management practices. Therefore, we put forward research on relations between corporate cultural strength and organizational commitment.

### **Corporate cultural strength and organizational citizenship behavior**

When Organ (1988) constructed the theory of organizational citizenship behavior, he thought that there is a very close relationship between organizational culture and organizational citizenship behavior. When members of the organization accept the organization's culture, and personal values and organizational values are close, individual's organizational citizenship behavior will be more and better. Through the research of Goodman and Svyantek (1999) on organizational culture and organizational citizenship behavior, the explanation rate of the helping dimension by the enthusiasm and competition dimensions is 10.6%, while their explanation rate of the responsible organizational citizenship behavior is 14.5%. This shows that the organizational culture does have some impact on employees' organizational citizenship behaviors. In addition, research by Turnipseed, et al. (2000) on American and Romanian employees

found that social culture, organizational culture, and economic conditions do have significant impacts on employees' organizational citizenship behaviors. Quan Shi (2013) holds the opinion that organizational citizenship behaviors are generated by the existence of psychological contract and there exist many factors which can affect it; organizational culture is an important part of organizational citizenship behaviors. This is because whether employees show some behavior and how they show that are largely affected by the corporate cultural strength. According to Yalan Li (2016), corporate culture is related to the antecedent variables of most organizational citizenship behaviors. Behaviors are the superficial embodiment of culture, and the culture will generate corresponding behaviors. Therefore, we put forward research on relations between corporate cultural strength and organizational citizenship behavior.

### **Corporate cultural strength and turnover intention**

Numerous scholars (Schein, 1985; Smircich, 1983; Lim, 1995) explained corporate cultural strength and turnover intention in theory, and the further empirical research includes Q-classification method adopted by Sheridan (1992) to study the influence of the specific cultural value on employees' attitude towards demission, and his





research is representative. Additionally, Nystrom (1993), Gunter & Furnham, et al. (1996) also studied such theme. Currently, research on corporate cultural strength's influence on employees' demission has two characteristics: First, it basically stays at the qualitative stage or the conclusion has not been in-depth enough, thus verification and in-depth discussion are required. Yang Zhou (2008) thought that the knowledge-based employees could not blend into the corporate culture is one of the main reasons for their demission in the mature career period; Xiuling Ding (2004) also thought that corporate culture is an important influencing factor of demission; Xingmin Duan and Yazhou Wang (2005) drew the conclusion that 7 factors such as corporate culture have important influences on knowledge-based employees' demission through empirical analysis, but their analysis on which dimension has influence on demission and influence degree is not in-depth enough. Second, much indirect evidence proves that corporate culture may have influence on demission but it doesn't mean that necessary connection exists between the two. Therefore, we put forward research on relations between corporate cultural strength and turnover intention.

According to the foregoing reasoning on the relations between corporate cultural strength and employee behaviors, we put

forward the second hypothesis of this research and put forward 3 sub-hypotheses based on it:

Hypothesis 2: corporate cultural strength has positive influences on employee behavior

Hypothesis 2a: corporate cultural strength has positive influences on organizational commitment

Hypothesis 2b: corporate cultural strength has positive influences on organizational citizenship behavior

Hypothesis 2c: corporate cultural strength has negative influences on turnover intention

## **Employee behaviors and organizational performance**

In the 1980s, with the development of corporate culture theory, William Ouchi (1980) raised Theory Z based on people-oriented management, and emphasized the influence of organizational support, organizational atmosphere as well as employee relations on employees' productivity. This theory is supported in the empirical test, and include the following specific factors: organizational commitment, organization or managerial support, transformational leadership, organizational atmosphere, working environment and working conditions, authorization, sense of salary fairness, company system as well as company



culture (Riggle Edmondson & Hansen, 2009; Min Wu, Zhujun Liu, Jihong Wu, 2009; Lifeng Zhong, Zhen Wang, 2013; Zhen Wang, Meng Song, Jianmin Sun, 2014). Qing Qu and Ang Gao (2013) studied and found that vitality, market value as well as individual-organization fit is basically correlated with employees' work performance. In view of this, this research tends to the comprehensive view of behavior of performance and thinks that the dependent variables of organizational performance should cover employees' working ability, attitude and behavior. Ping Shuai and Liping Ge (2004) studied and drew the conclusion that employees' individual efforts are positively correlated with corporate performance and that employees would make greater contributions to corporate value if they made more efforts. Some research also drew the conclusion as follows: human resource agenda and activity aggregation influence 10% of operation performance of enterprise (Brockbank, Ulrich & Yakonich, 2002). Therefore, in this section, analysis on relations between the employees' behavior modes (including organizational commitment and organizational citizenship behavior as well as turnover intention) and organizational performance is conducted respectively.

### **Relations between organizational commitment and organizational performance**

No consistent conclusion has been drawn by research on the relations between organizational commitment and job performance all the time. Steers (1977) thought that no significant relation exists between the two; however, in Porter's opinion (1974), organizational commitment is positively correlated with job performance according to his research. Meanwhile, Dubin, Champoux & Porter (1975) studied and thought that the employees would work more efficiently if their organizational commitment is higher. The domestic scholar Jiazhou Chen (2001) pointed out that the relations between the organizational commitment and employees' performance is correlated yet not strongly correlated due to the influence of random factors in the research on the relations between organizational commitment and employees' performance. Weipeng Hu and Kan Shi (2004) thought the organizations having higher employee commitment could have higher organizational performance. Guoan Yue, et al, (2006) pointed out that the divergence is generated probably because the researchers adopted different research objects or because the regulating variables exist between the organizational commitment and job performance and would show different relations in different situations. Yi Han (2007) studied and thought that



organizational commitment is overall positively correlated with job performance and that higher organizational commitment level would generate higher job performance. A lot of research thought organizational commitment could effectively predict the job performance. Ying Wang and Shengtai Zhang (2008) drew the conclusion that organizational commitment has influence on employees' behavior performance and personal welfare through carrying out empirical research on IT enterprises. Yapping Chang, et al. (2010) thought that organizational commitment has significant positive influences on employees' individual job performance. Therefore, we put forward research on relations between organizational commitment and organizational performance.

### **Relations between organizational citizenship behavior and organizational performance**

Currently, the research on the influence of organizational citizenship behavior on some result variables mainly focuses on the aspects below: research on the influence of organizational citizenship behavior on the management performance evaluation and the relevant personnel management decisions; research on the influence of organizational citizenship behavior on the organization effect and organizational performance. Influence of organizational citizenship behavior on objective organizational performance evaluation.

The research of Vilela, et al. (2008) showed that in the evaluation on the final performance of computer salespersons, the sales performance accounts for 12% and organizational citizenship behavior accounts for 48%. Mackenzie, et al. (1998) took the insurance agents of 216 insurance companies as the subjects and found that the proportion of organizational citizenship behavior in their overall performance evaluation is up to 44%. Podsakoff, et al. (2000) integrated 11 studies in this field, and the meta-analysis showed that in the overall performance evaluation, task performance only accounts for 9.5% and organizational citizenship behavior accounts for 42.9%; the proportion in overall performance is 61.2% if combining the effects of task performance and organizational citizenship behavior, and that still could be explained as 46% after eliminating the error caused by the factor of method. In can be seen that in the performance evaluation, organizational citizenship behavior accounts for a higher proportion than the job performance, wherein, altruism behavior, civic virtues and sportsman morality dimensions have the most significant contribution to performance evaluation.

Influence of organizational citizenship behavior on subjective organizational performance evaluation. In the research on the subjective performance evaluation, the organizational citizenship behavior indexes mainly come from the



measurement of relation performance. Similarly, Podsakoff (2000) integrated 8 studies in this field and the meta-analysis showed that in the subjective performance evaluation, in-duty behavior accounts for 9.3% and relation performance accounts for 12% and that 42% variation in the performance evaluation could be explained if combining their effects. The above mentioned research shows that the important role of organizational citizenship behavior cannot be neglected regardless of objective or subjective performance evaluation.

Therefore, we put forward research on relations between organizational citizenship behavior and organizational performance.

### **Relations between turnover intention and organizational performance**

Turnover intention means that the organization has lost the attraction to an employee and that the employee has generated the attitude and idea of leaving the organization. Mobley, et al. (1977) pointed out that turnover intention is a summative factor of many other factors related to employees' demission and that turnover intention is significantly correlated with employees' demission by empirical research. Therefore, knowing the employees' turnover intention in advance is helpful for an enterprise to take measures as early as possible to reduce employees'

voluntary demission rate, to keep operation stability and to improve the enterprise's operation performance. According to Fangguo Su and Shuming Zhao (2005), employees' turnover intention might generate negative influence on the enterprise performance. Therefore, we put forward research on relations between turnover intention and organizational performance.

According to the foregoing reasoning on the relations between employee behaviors and organizational performance, we put forward the third hypothesis of this research and put forward 4 sub-hypotheses based on it:

Hypothesis 3: Employee behavior has positive influences on organizational performance

Hypothesis 3a: Organizational commitment has positive influences on organizational performance

Hypothesis 3b: Organizational citizenship behavior has positive influences on organizational performance

Hypothesis 3c: Turnover intention has negative influences on organizational performance.

### **Corporate cultural strength, employee behavior and organizational performance**



Corporate culture influences employees' value orientation, thus influencing their behavioral orientation, behavioral pattern, behavioral dynamics and efficiency, and eventually influencing overall operation efficiency of an enterprise (Fenfei Tian, 2002). Zhimin Yang, Lan Li, et al. (2005) pointed out that, corporate culture has the effect of standardizing enterprise employees and their behaviors as well as improving corporate business performance. Lijuan Wang (2006) also pointed out that, corporate culture can guide and shape employees' attitudes and behaviors, thus influencing a company's final business results. Ye Zhou, Hanhui Hu and Ancheng Pan (2006) argued that, corporate cultural strength has the functions of guidance, standardization, cohesion, motivation and radiation to an enterprise, and serves as a significant assurance to sustainable competitiveness, which can not only create outstanding motives to employees, but also can improve corporate performance. Meiyue Lu and Wenxian Zhang (2006) pointed out that, corporate culture is an intangible asset featured with brand effect, which has strong vitality and expansionary strength. Though it can't directly create economic benefits, it plays a role in an enterprise's benefits and determines its survival and development, with its influence on production, sales, market and consumption through management of employees. Thus, it is a significant cultural productivity with unlimited potential.

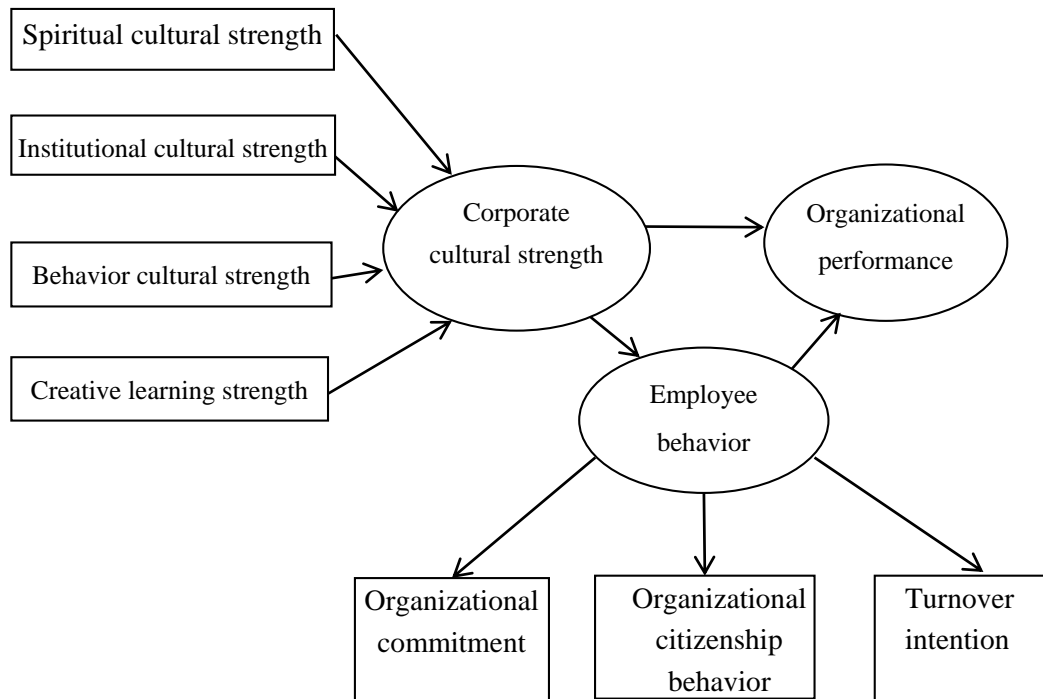
According to Hao Yang and Lianke Song (2013), in order to realize improvement in business performance, an enterprise must change the behaviors of its employees, and this requires guidance in their mindset. According to Maria (2016), employee behavior is an important tool that corporate cultural strength influences organizational performance. Qingkai Nie and Haoming He (2012) pointed out that, psychological contract constitutes the kernel of corporate cultural strength which directly influences organizational employee behaviors and further affects the organizational performance.

Given the above, we propose the fourth hypothesis in this paper:

Hypothesis 4: Employee behavior plays an intermediary role in the relationship between corporate cultural strength and organizational performance.

## Research model

This study, based on the logic that corporate cultural strength influences organizational performance, constructs the theoretical analysis framework for the integrated relations among corporate cultural strength, employee behavior and organizational performance, and conducts theoretical exploration and empirical test of the direct influence and indirect influence (through employee behavior) of corporate cultural strength on organizational performance, which discloses the internal mechanism among the three factors.



**Figure 1** Research model

## Research method and questionnaire distribution

The research mainly uses the study method of questionnaire survey in empirical research. The statistical analysis tools utilized are SPSS22.0 and Amos 22.0. For the formation of the questionnaire, it mainly follows the following steps: literature review, expert discussion, solicitation of opinions from senior management of enterprises,

selection of some enterprises in Guangdong and Guangxi for pre-test, and further questionnaire correction through the pre-test data to form the final questionnaire. In the finalized and distributed questionnaire, 19 questions are in relation to corporate cultural strength, and 5 questions are in relation to "spiritual cultural strength": SCI, SC2, SC3, SC4 and SC5; 5 questions for "institutional cultural strength": ICI, IC2, IC3, IC4 and IC5; 5 questions for "behavior cultural strength": BCI, BC2, BC3, BC4 and BC5; 4 questions for



"creative learning strength": CLI, CL2, CL3, CL4 and CL5. Employee behavior questionnaire includes 18 questions in relation to organizational commitment (Meyer & Allen, 1997); 20 questions in relation to organizational citizenship behavior (Farth, et al, 1997) and 7 questions in relation to turnover intention (Farth, et al, 1997). Finally, there are 6 questions in relation to organizational performance (Hongming Xie, et al, 2006).

In terms of questionnaire distribution and collection, we distributed and collected the questionnaires in the venue of the spring festival meeting of the China Private Education Union, which covers private education enterprises in Beijing, Zhengzhou, Xi'an, Guangzhou, Shanghai, etc. In terms of distribution quantity of the questionnaires, we determined the best sample quantity to be 5-10 times of the number of questions according to Nunnally and Berstein (1994). Based on the actual difficulty of questionnaire distribution, we distributed 400 questionnaires On April 18-20, 2017 and retrieved 384 questionnaires (valid questionnaires), with a recovery rate of 96%. According to Anderson and Gerbing (1998), 100-150 questionnaires should be the lowest limit of the sample quantity, thus the 384 valid questionnaires are of statistical significance. We used Likert 7-rating scale in the design of the questionnaire,

in which 1 represents "strongly disagree", 2 represents "disagree", 3 represents "somewhat disagree", 4 represents "fair", 5 represents "somewhat agree", 6 represents "agree", and 7 represents "strongly agree".

## Data analysis results

### Descriptive statistical analysis

The data analysis tool SPSS 22.0 is used to carry out descriptive statistical analysis on 384 samples, including gender, age, years of working, education background, working department and job level. Of all the samples, there are 189 male objects and 195 female objects, respectively accounting for 49.22% and 50.78% of the total samples. Most of the subjects are at the age of 30-39, accounting for 52.86%, and only 8 objects are older than 50 years, accounting for only 2.08%. In terms of years of working, 162 objects have worked for 6-10 years, accounting for 42.19%, and 110 objects have worked for more than 5 years, accounting for 28.55%. The subjects have different levels of education background, among whom 27 subjects are students from junior colleges and below, accounting for 7.03%, 309 subjects are undergraduates, accounting for 80.47%, 46 subjects are postgraduates, accounting for 11.98%, and 2 subjects are doctoral candidates,





accounting for 0.52%. In terms of working department, 156 subjects are from administrative departments, accounting for 40.63%, 104 subjects are from marketing departments, accounting for 27.08%, and the other subjects are from human resource, teaching and research, general manager office and other departments. In terms of job level, 203 subjects are first-line managers, accounting for 52.86%, 172 subjects are middle managers, accounting for 44.79%, and 9 subjects are senior managers, accounting for 2.34%.

### **Reliability and validity analysis**

Before analyzing the questionnaire results, we must make sure the reliability

of the questionnaire to ensure measurement quality, and this process is measured through the Cronbach's  $\alpha$  consistency coefficient. The coefficient determines the frequency of various question items to keep score consistency during variable measurement (Truran, 2001), and only a higher enough consistency coefficient can be satisfactory to the reliability requirement of variable measurement. The internal consistency coefficient is best for homogeneity test, i.e., detect whether various items of each factor measure the same and similar characteristics. The reliability inspection results of various variables in the scale are as shown in Table 1

**Table 1** Statistical table of variable reliability inspection results

| Variable                                 | Classified Variable                 | Cronbach's value |
|--|-------------------------------------|------------------|
| Corporate cultural strength              | Spiritual cultural strength         | 0.874            |
|  | Institutional cultural strength     | 0.849            |
|  | Behavior cultural strength          | 0.816            |
|  | Creative learning strength          | 0.873            |
| Corporate cultural strength              | Overall Cronbach's value            | 0.956            |
| Employee behavior                        | Organizational commitment           | 0.587            |
|  | Organizational citizenship behavior | 0.683            |
|  | Turnover intention                  | 0.942            |
| Employee behavior                        | Overall Cronbach's value            | 0.926            |
| Organizational performance               | Organizational performance          | 0.897            |
| Total scale reliability Cronbach's value |                                     | 0.965            |

According to Table 1, except the reliability of the variable "organizational commitment" is 0.587 (relatively lower), the reliability values of all the other variables are above 0.60. According to

Nunnally (1978) and Nunnally & Bernstein (1994), the reliability of variable scale is acceptable when the value of Cronbach's  $\alpha$  is above 0.6

**Table 2** Construct validity analysis result (confirmatory factor analysis)

| CFI                   | TFI                | X <sup>2</sup> | Df  | SRMR                                   | RMSEA                                   | 90%CI                   |
|-----------------------|--------------------|----------------|-----|--|---|-------------------------|
| Comparative fit index | Tucker Lewis index |                |     | Standardized Root Mean Square Residual | Root-mean-square error of approximation | 90% confidence interval |
| 0.935                 | 0.923              | 208.921        | 146 | 0.055                                  | 0.058                                   | 0.039-0.075             |
| >0.9                  | >0.9               |                |     | <0.08                                  | <0.08                                   |                         |

Table 2 shows that Confirmatory Factor Analysis Results ( $\chi^2/df=1.43$ , CFI=0.935, TFI=0.923, SRMR=0.055, RMSEA=0.058), the indexes have met the requirements, which has illustrated the better model fit. Jietai Hou (2006) has pointed out that generally speaking, the

standardized loading is expected to be 0.6 or above; if it is less than 0.5, the corresponding index should be considered to be deleted. The standardized path of confirmatory analysis shown that all the standardized factor loading capacity are above 0.5

## Correlation analysis

### Test of relations between corporate cultural strength and organizational performance

**Table 3** Analysis on correlation between corporate cultural strength and organizational performance

| Organizational performance       | Corporate cultural strength | Spiritual cultural strength | Institutional cultural strength | Behavior cultural strength | Creative learning strength |
|----------------------------------|-----------------------------|-----------------------------|---------------------------------|----------------------------|----------------------------|
| Spearman correlation coefficient | 0.793                       | 0.747                       | 0.739                           | 0.739                      | 0.721                      |
| P                                | <0.001                      | <0.001                      | <0.001                          | <0.001                     | <0.001                     |

According to results of correlation analysis between corporate cultural strength and organizational performance in Table 3, the correlation coefficient of corporate cultural strength, spiritual cultural strength, institutional cultural strength, behavior cultural strength, and creative learning strength is 0.793, 0.747, 0.739, 0.739 and 0.721 respectively, with

their P values less than 0.001 unexceptionally. In conclusion, corporate cultural strength, spiritual cultural strength, institutional cultural strength, behavior cultural strength and creative learning strength are all positively correlated with organizational performance.

### Test of relations between corporate cultural strength and employee behavior

**Table 4** Analysis on correlation between corporate cultural strength and employee behavior

| Corporate cultural strength      | Employee behavior | Organizational commitment | Organizational citizenship behavior | Turnover intention |
|----------------------------------|-------------------|---------------------------|-------------------------------------|--------------------|
| Spearman correlation coefficient | 0.807             | 0.590                     | 0.785                               | 0.725              |
| P                                | <0.001            | <0.001                    | <0.001                              | <0.001             |

According to results of correlation analysis between corporate cultural strength and employee behavior in Table 4, the correlation coefficient of employee behavior, organizational commitment, organizational citizenship behavior and turnover intention is 0.807, 0.590, 0.785 and 0.725 respectively, with their P values less than 0.001 unexceptionally.

In conclusion, employee behavior, organizational commitment, and organizational citizenship behavior are all positively correlated with corporate cultural strength, and turnover intention is negatively correlated with corporate cultural strength, which means higher corporate cultural strength corresponds to lower turnover intention.

### Test of relations between employee behavior and organizational performance

**Table 5** Analysis on correlations between employee behavior and organizational performance

| Organizational performance       | Employee behavior | Organizational commitment | Organizational citizenship behavior | Turnover intention |
|----------------------------------|-------------------|---------------------------|-------------------------------------|--------------------|
| Spearman correlation coefficient | 0.778             | 0.572                     | 0.763                               | 0.694              |
| P                                | <0.001            | <0.001                    | <0.001                              | <0.001             |

According to results of correlation analysis between employee behavior and organizational performance in Table 5, the correlation coefficient of employee behavior, organizational commitment,

organizational citizenship behavior and turnover intention is 0.778, 0.572, 0.763 and 0.694 respectively, with their P values less than 0.001 unexceptionally. In conclusion, employee behavior,

organizational commitment, and organizational citizenship behavior are all positively correlated with organizational performance, while turnover intention is negatively correlated with organizational performance, which means higher organizational performance corresponds to lower turnover intention.

## Structural equation model analysis

Three conditions established on the basis of mediating effect: independent variables and mediating variables respectively have significant relations with dependent variables; independent variables have significant relations with intermediating variables; after a mediating variable is inserted, the relations between an independent variable and a dependent variable become weaker (Baron & Kenny, 1986; Minglong Wu, 2009). According to our previous study, it's detected that

corporate cultural strength has significant influence on employee behavior and organizational performance; meanwhile, employee behavior also has significant influence on organizational performance; thus, we observe the variation of corporate cultural strength's influence on organizational performance after employee behavior is inserted, and further determine whether employee behavior has mediating effect. According to AMOS20.0 verification results, both corporate cultural strength and employee behavior have significant influence on organizational performance, and corporate cultural strength also has a significant influence on employee behavior. Therefore, these empirical results are in line with the conditions for the establishment of mediating effect (Baron & Kenny, 1986; Minglong Wu, 2009). The following tables will analyze the influence mechanism and the outcome of mediating effect from the fit index of mediating effect, the indirect effect analysis, and the structural equation model of mediating effect.

**Table 6** Fit index of mediating effect model

| $X^2$  | Df | p      | CFI   | TFI  | RMSEA | SRMR  |
|--------|----|--------|-------|------|-------|-------|
| 96.475 | 18 | <0.001 | 0.973 | 0.95 | 0.107 | 0.024 |

According to the fit indexes of the mediating effect model in Table 6,  $X^2/df$  = 5.36, P value is less than 0.001, CFI =

0.973, TFI = 0.95, RMSEA = 0.107, SRMR = 0.024, wherein,  $X^2/df$  is larger than 3, RMSEA is larger than 0.05, and

the actual values of all the other fit indexes have met the standard, indicating that the fit of this data to the model is acceptable.

In order to verify the mediating effect of employee behavior, we use the path analysis method to take organizational performance as a dependent variable, and we input corporate cultural strength firstly and employee behavior secondly, and then we find that the correlation

between corporate cultural strength and organizational performance ( $\beta=0.243$ ) is weaker than before ( $\beta=0.879$ ), indicating that employee behavior has mediating effect on the relations between corporate cultural strength and organizational performance, and the mediating effect is obvious ( $\beta = 0.634$ ,  $P = 0.001$ ). Relations between corporate cultural strength, employee behavior and organizational performance: direct relations and indirect relations are as shown in Table 7

**Table 7** Indirect effect analysis (Standard solution)

| Indirect effect  | Estimated value | Standard error | Estimated value/standard error | P     |
|--|-----------------|----------------|--------------------------------|-------|
| Corporate Cultural Strength - Employee behavior - organizational performance | 0.558           | 0.171          | 3.263                          | 0.001 |

According to Table 7, P value is = 0.001, less than 0.005, with statistical significance, showing mediating effect.

## Research conclusions and future study

Through empirical research and theoretical analysis, this paper validates the research model of the relations among corporate cultural strength, employee behavior and organizational performance. The proposed hypotheses have been tested, and the conclusions are drawn as follows: First, corporate cultural strength is composed of spiritual cultural strength, institutional cultural strength, behavior cultural strength and

creative learning strength. Empirical test results show that all the four components of corporate cultural strength have a positive and significant influence on organizational performance, indicating that effective corporate cultural strength is helpful to improve organizational performance. Second, corporate cultural strength has positive influences on organizational performance. The verification results show that corporate cultural strength has a positive influence on the two components of employee behavior, namely, organizational commitment and organizational citizenship behavior, and is negatively correlated with turnover intention (another component of employee behavior). This shows that corporate cultural strength affects employee

behavior, and effective corporate culture will be recognized by employees. Third, employee behavior has a positive influence on organizational performance. The verification results show that organizational commitment has a positive influence on organizational performance; organizational citizenship behavior has a positive influence on organizational performance, while turnover intention has a negative impact on organizational performance. This indicates that good organizational commitment and organizational citizenship behavior are conducive to the improvement of organizational performance, while turnover intention has a negative effect on organizational performance (that is, the higher the turnover intention, the lower the organizational performance). Fourth, employee behavior has an obvious mediating effect on the relations between corporate cultural strength and organizational performance. The test results show that corporate cultural strength affects employee behavior, while employee behavior affects organizational performance.

We regard corporate cultural strength as the antecedent variable in the study of employee behavior and organizational performance, which has significant theoretical and practical significance. In theory, corporate cultural strength has become a factor which is difficult to define, yet plays a sustaining role in business management. Besides, it is a significant component of the core competitiveness of an enterprise. In practice, the role and effect of corporate cultural strength in business operation

and management practice cannot separate from an enterprise's business activities. Corporate cultural strength stems from practice and in turn guides practice, and practice is the embodiment of the maximum value of corporate cultural strength. Therefore, it can be said that important theoretical and practical significance exists in researching the influence of corporate cultural strength on organizational performance.

This paper mainly discusses the relations among corporate cultural strength, employee behavior and organizational performance in Chinese private education industry. Among the variables studied, there are still many issues worthy of in-depth exploration and study due to the incompleteness of the scale system of corporate cultural strength. Due to limitations of conditions, resources and time, this paper has certain defects, and certain areas still need further study. Combined with the research process of this paper, and in consideration of the research conclusions and limitations, the author believes that the following aspects should be highlighted in the future study: First, follow-up study may be orientated to the relations between relevant variables. Second, quantity and scope of sample. If time allowed, follow-up study may have further discussions on the influence of corporate cultural strength and employee behavior on organizational performance through experimental study and longitudinal study in a more scientific and precise manner. Third, follow-up study may be done through comparative observation and cross-layer analysis.





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