



**A STUDY OF EFFECT OF HOFSTED'S CULTURAL DIMENSIONS THEORY  
ON EMPLOYEE LOYALTY: THE MEDIATING EFFECT ANALYSIS OF  
ORGANIZATIONAL COMMITMENT**

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ORGANIZATIONAL COMMITMENT**

**Thematic Certificate**

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**ABSTRACT**

Title: A Study of effect of hofstede's cultural dimensions theory on employee loyalty:the mediating effect analysis of organizational commitment

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In the final analysis, the competition among countries in the world is the competition of talents, and the competition among enterprises is also the case. How to make excellent employees identify with and be loyal to the enterprise and ultimately remain effective for the enterprise is particularly critical.

This article studies employee loyalty from the Hofstede's cultural dimensions theory and Organizational Commitment,and aims to provide some reference for multinational corporations to establish effective employment and retention mechanisms and policies in Asian regions.

In this paper, a questionnaire survey was used to survey 400 employees.Inspected the relationship between the Hofstede's cultural dimensions theory and Organizational Commitment and employee loyalty.This paper discusses the mediating effect of organizational commitment on the influence of Hofstede's cultural dimension theory on employee loyalty.Through empirical analysis, this paper draws the following conclusions:(1) Hofstede's theory of cultural dimensions has a positive effect on employee organizational commitment. Hofstede's five cultural dimension theories have a positive effect on employee organizational commitment. (2) Hofstede's cultural dimension theory has a positive effect on employee loyalty. (3) The employee's organizational commitment has a positive effect on employee loyalty.

(4) Organizational commitment plays a mediating role in Hofstede's cultural dimension theory and employee loyalty. (5) Highly-matched Hofstede's cultural dimension theory, through high-quality organizational commitment, can strengthen employee loyalty. (6) Hofstede's cultural dimension theory and employee organizational commitment may have dual effects on employees' corporate loyalty.

**Keywords: Hofstede's cultural dimension theory; organizational commitment; employee loyalty; mediating effects**



## 摘要

标题：霍夫斯泰德文化维度下人物性格对企业员工忠诚度的影响：员工企业认同感的中介效应研究

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世界各国之间的竞争是人才的竞争，企业之间的竞争也是如此。如何使优秀员工认同并忠于企业，最终对企业认同是尤为关键的。

本文从霍夫斯泰德的文化维度理论和组织承诺的角度对员工忠诚度进行了研究，旨在为跨国公司在亚洲地区建立有效的就业和留住机制和政策提供参考。

本文采用问卷调查法对 400 名员工进行了调查，考察了霍夫斯泰德文化维度理论与组织承诺和员工忠诚度的关系，探讨了组织承诺对霍夫斯泰德影响的中介作用。通过实证分析，得出以下结论：1.霍夫斯泰德的文化维度理论对员工组织承诺有正向影响。霍夫斯泰德的五种文化维度理论对员工组织承诺有正向影响。2.霍夫斯泰德的文化维度理论对员工忠诚度有正向影响。3.员工的组织承诺对员工忠诚度有正向影响。4.组织承诺在霍夫斯泰德的文化维度理论和员工忠诚度中起中介作用。5.高度匹配的霍夫斯泰德的文化维度理论，通过高质量的组织承诺，可以增强员工忠诚度。6.霍夫斯泰德的文化维度理论和员工组织承诺对员工忠诚度具有双重影响。

**关键词：**霍夫斯泰德的文化维度理论；组织承诺；员工忠诚度；中介效应；

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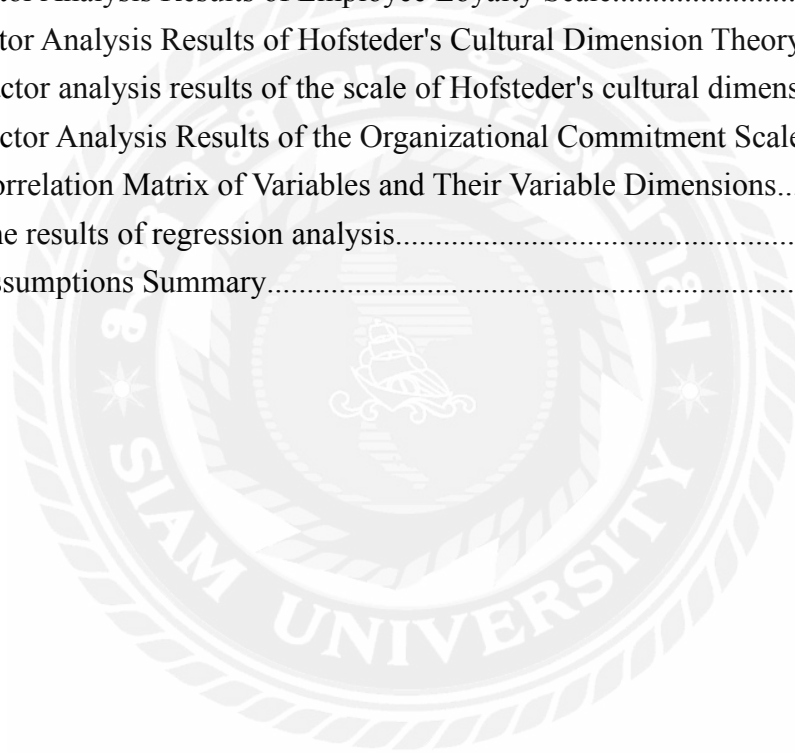
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# 1.INTRODUCTION

## 1.1Research background

With the globalization of economy, China advocates the establishment of an Asian infrastructure investment bank. In an enterprise, more and more employees come from different cultural backgrounds and different countries. However, how to allow excellent employees to identify and be loyal to the company and eventually stay The issue of serving the enterprise has become increasingly important.(Meyer,1997) research shows that employees with higher emotional commitments are more likely to stay in their organizations.Employee loyalty is reflected in employees' recognition of corporate culture and environment. It is believed that the company will provide them with development opportunities and due material rewards, and devote themselves wholeheartedly to the work and integrate personal development into the development of the enterprise.

Hofstede's theoretical theory of cultural dimension theory is of great value to enterprises. The employee's organizational commitment is not to allow employees to identify with the company's performance and scale of the label, to recognize the conventional rules and regulations and rules of conduct, but from the heart and spirit of identity (or culture and value of identity). To establish a sense of identity is also good, corporate culture is also good, learning organization is also good, if the principle of economics to explain, is nothing more than greatly reduce the company's supervision costs, that is, everyone does not look at the face of superiors to do things, in accordance with the heart to Doing, then these guidelines are unified by the same values, you can achieve higher work efficiency, and bring benefits to the business. The more far-reaching significance is that it can open the source of strength and value in people's hearts. When Welch launched a revolutionary change for GE, he insisted that the hidden power in the human heart is endless, and what the company has to do is to start this force.

There are two main factors that affect employee loyalty: wages and benefits salary and organizational commitment. Organizational commitment is divided into emotional identity, dependent identity, and standardized identity. Wages and benefits Salaries and benefits are often calculated based on the previous year's profitability of the company and the cost and profit of the next year. It's hard to make a big difference. Therefore, improving corporate identity has become the goal pursued by every company. Improving employees' sense of corporate identity through correct and reasonable methods can greatly increase employee loyalty and reduce supervision costs.

Organizational commitments are divided into emotional identity, dependent identity, and standardized identity. (1) Affective Commitment. Mainly refers to how strong the employees are in supporting and participating in the company. (2) Continuance Commitment. Mainly refers to employees feel that it is necessary to stay in the enterprise; (3) Normative Commitment. Mainly refers to employees' sense of responsibility for corporate strategy and their various goals. However, in the actual situation, the emotional identity factor often determines the degree of feeling of the other two factors. In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Obviously, employee's emotional recognition of the company affects the employees' common mental and behavioral behavior. In the organization, if you feel that you are valued and engaged in the enterprise, you will feel comfortable, work hard, and actively participate in every strategic activity of the company; if you feel that you are not valued, your participation will be low, and your input will be reduced. Increase rewards or pass negative energy like people around, and even impede and destroy company's strategic activities.

To sum up, in an organization, the employees' cultural background and education background are different, and the employees' organizational commitment is also different. Under the joint effect of the two, how will the employee's employee loyalty change? How does Hofstede's theoretical theory of cultural dimension theory influence employees' loyalty to employees' various dimensions of organizational commitment? What are the effects of employee organizational commitment and its various dimensions on Hofstede's theoretical theory of cultural dimensions? All questions will be the focus of the author's research and writing this article.

## **1.2 The significance research**

Based on reviewing and comparing relevant studies of organizational commitments in China and the West, this topic combines the specific situations in Southeast Asia, establishes the organizational commitment mechanism that influences employees' loyalty, and introduces employee commitments to the organization as Hofstede's theory of cultural dimensions. Employee loyalty intermediary variables. Theoretically, it helps to reveal the influence mechanism of Hofstede's cultural dimensions on employee loyalty in the Southeast Asian context, enrich Hofstede's research on the dimensions of culture and internal influence mechanism, and helps to confirm the cultural dimension of Hofstede. Employees' influence on employees' loyalty to various dimensions of corporate identity, and how employees interact with each dimension of organizational commitment on the dimensions of Hofstede and employee loyalty.

In practice, the first is to guide the leaders of Southeast Asian enterprises to identify their own behavioral effectiveness. While strengthening the cultural dimension of employees, Hofstede also pays attention to enhancing the corporate employees' sense of identity in order to enhance the employees' loyalty and enhance their organizational ownership. Sense, retain outstanding employees, improve employee performance, and reduce supervision costs. The second is that Hofstede's cultural dimension may have a double impact on employee loyalty. This reminds leaders that when a sense of employee organizational commitment is lacking, the positive impact of a good leader on the employee can make up for the sense of commitment of the lower employee organization. With negative effects, employees will work for good leaders. Even when employees are dissatisfied with leaders, good organizational commitments will make them willing to stay in the company. This research has expanded the tactical choices of improving employee loyalty to the company, mobilizing the enthusiasm of employees, and giving full play to their potential.

### **1.3 Research content**

The main research content of this study is as follows:

The first, from the social reality background, elicit problems, review the literature, study the opinions and conclusions drawn by previous people, and present their own theoretical models and research hypotheses.

The second, design questionnaires based on research hypotheses and theoretical models, issue and collect questionnaires, use SPSS software to analyze and process the

questionnaire data, and carry out confidence in the three dimensions of Hofstede's cultural dimensions, organizational commitment, and employee loyalty to the company. Validity analysis.

The third, Applying methods such as correlation analysis and regression analysis, discuss the positive prediction between Hofstede's cultural dimension and organizational commitment, organizational commitment and loyalty of employees, employee's identity with the company, and employee's loyalty to the company. Roles, as well as employee organizational commitments and their various dimensions in mediating effects between Hofstede's cultural dimensions and employee loyalty to the company, study the impact relationships and impact mechanisms between these three variables and their variables.

Last one, Based on the analysis and processing of the questionnaire data, we reached a conclusion to see whether it supported the hypothesis, then linked the actual results, extended the management implications so as to provide some reference for future management practices.

## **1.4 Research method and technical route**

### **1.4.1 Research method**

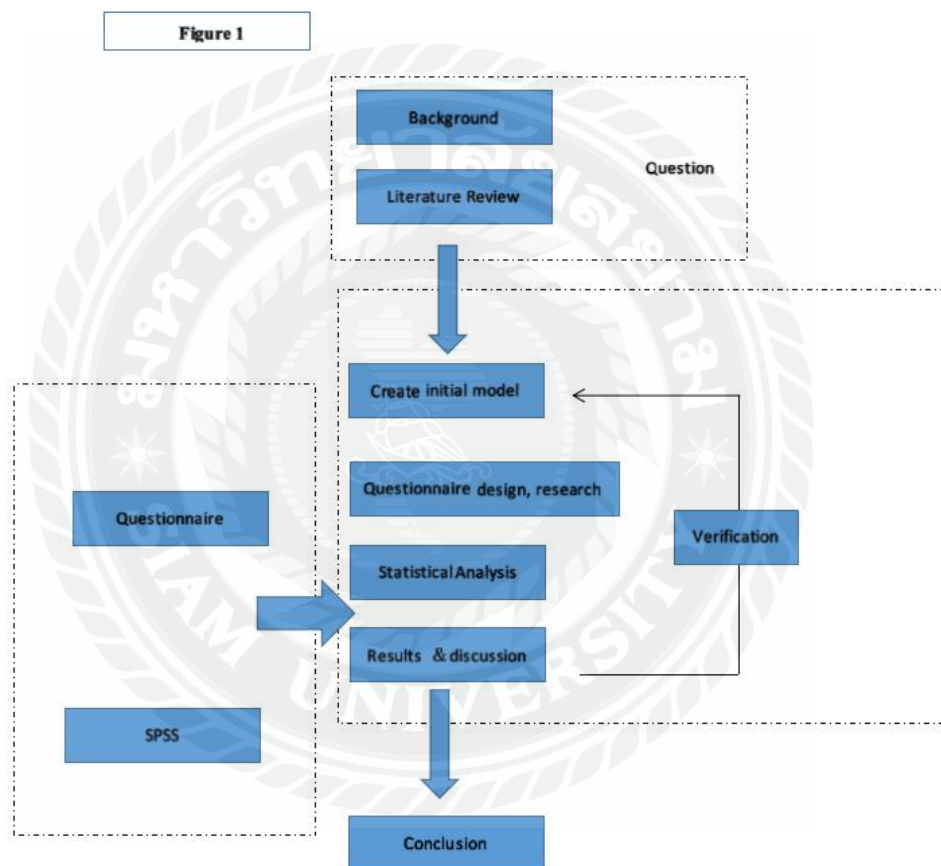
This study intends to use a combination of theoretical and empirical analysis. The theoretical deduction seeks to review, compare, and evaluate relevant documents such as employees' recognition of the company's identity, and incorporates Asian specific cultural characteristics. It uses logical analysis, documentary evidence, and other methods to explore employees' sense of identity and corporate employees' identity. The relationship between sense and employee loyalty, establishing a theoretical model of the influence mechanism of employee loyalty, and thus put forward the reasonable hypothesis that organizational commitment plays an important role in Hofstede's cultural dimension and employee loyalty.

The empirical analysis is based on reliability and validity testing to determine the effectiveness of the research and application scale; collect data, analyze data, verify hypotheses around the proposed theoretical framework and hypotheses, and establish the employees' sense of corporate identity and employee loyalty. Mechanism; through the found laws, inferences and assessments are made from the relationship between Hofstede's cultural dimension, organizational commitment, and employee loyalty, so as to how to coordinate employee perceptions of the company in practice, improve

leadership effectiveness, and guide employee behaviors. Put forward suggestions for countermeasures; provide some evidence for how to build a core mechanism and establish an effective employment mechanism and policy. The statistical analysis methods that this study will involve mainly include correlation analysis, regression analysis and so on.

#### 1.4.2 Technical route

The technician line that this text plans to adopt is shown in Figure 1  
Figure 1 Technical route



#### 1.5 Paper framework

This article mainly includes six parts

1 Introduction. Briefly introduce the research background, research significance, research content, research methods, technical route, thesis framework and innovation.



2 Literature review. Researching and reviewing Hofstede's cultural dimensions, organizational commitments, and employee loyalty-related research literature provide theoretical support for this research and make research and discussion on this basis.

3 Theoretical model and research hypothesis. On the basis of comprehensive predecessors' research, an initial model of Hofstede's cultural dimension, organizational commitment and employee loyalty is established, and the research hypothesis of this paper is proposed.

4 Samples, scales and research methods. The sample selection of this article, the definition and measurement of major variables, the design of questionnaires, and the distractions of validity and reliability of the scale are described, and the data analysis methods used in the text are introduced in detail.

5 Data Analysis and Results Discussion. SPSS software was used to carry out correlation analysis and regression analysis of the data, examine the initial model, and discuss the results obtained.

6 Research conclusions and management implications. The above research results are summarized and related management implications are extended. The author puts forward reasonable suggestions for the problems reflected in this paper, and finally puts forward the limitations of this research and the prospects for future research.

## **1.6 Innovation**

On the content of the study, the intermediary variables between organizational commitment and employee loyalty were introduced to study how the South-East Asia organization's commitment and employee loyalty play a role.

In the research results, this paper argues that Hofstede's cultural dimension and the organizational commitment of employees and its three dimensions have a positive effect; the three dimensions of employee commitment to organization are in the Hofstede dimension and there are mediating effects among employee loyalty; the three dimensions of organizational commitment have a positive effect on employees' loyalty. Among them, emotional identity has the strongest effect on organizational commitment, while

dependency recognition is the second, and normative identity impact is greater than the other two. Compared to the smallest.



## **2.LITERATURE REVIEW**

### **2.1Research on employee loyalty**

#### **2.1.1Definition of employee loyalty**

Employee loyalty is the degree of employee loyalty to the company. It is a quantitative concept. Loyalty is the organic unity of employee loyalty and attitude loyalty. Behavioral loyalty is the basis and premise of attitude loyalty. Attitude loyalty is the deepening and extension of behavioral loyalty.

The so-called loyalty means dedication and honesty. Employee loyalty refers to the employee's behavioral orientation and psychological attribution to the company, that is, employees' dedication to the company they serve. Employee loyalty is the employee's loyalty to the company. It is a quantitative concept. Loyalty is the organic unity of employee loyalty and attitude loyalty. Behavioral loyalty is the basis and premise of attitude loyalty. Attitude loyalty is the deepening and extension of behavioral loyalty.

Employee loyalty can be divided into active loyalty and passive loyalty. The former refers to the employee's desire to be loyal to the enterprise subjectively. This desire is often caused by factors such as the high degree of unity of the organization's and employee's goals, and the organization's help to employees' self-development and self-realization. Passive loyalty means that the employees themselves are reluctant to stay in the organization for a long time, but they have to stay in the organization because of some constraints, such as high wages, high welfare, and traffic conditions. Once these conditions disappear, employees may no longer Organization loyal(Meyer & Allen,1997).

#### **2.1.2Employee loyalty influencing factors**

There are two main factors that affect employee loyalty: salary and organizational commitment. Wages are based on the calculation of interests. The gains and losses will affect the relationship between the two parties. However, wages are usually set by the company's operating conditions in the previous year and the wage standards for the next year are calculated. So it's hard to make a big difference. And employees have accepted this standard by default before entering the service. Therefore, wages are a quantitative reference rather than the influence of variable factors on employee loyalty.However, regarding organizational commitment, the impact on employee loyalty is far greater than the effect of wages. The impact of wages is short-term, and organizational commitments based on trust and win-win results have long-term characteristics. According to this

theory, organizational commitment is divided into three aspects: emotional identity, dependent identity, and standardized identity. Let us explain how these three aspects affect employee loyalty through Hofstede's cultural dimension theory. Organizational commitment and employee loyalty are closely related. What exactly is its connotation and influence effect is still needed for further detailed study.

## **2.2 Research on Hofstede's cultural dimensions theory**

### **2.2.1 The theoretical basis of Hofstede's cultural dimensions theory**

Hofstede's cultural dimensions theory is a framework proposed by Dutch psychologist Gert Hofstede to measure cultural differences in different countries. He believes that culture is a psychological program shared by people in an environment and can distinguish a group of people from others. Through research, he summed up the differences between different cultures into six basic dimensions of cultural values. Power distance index (PDI): The power distance index is defined as “the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.” In this dimension, inequality and power is perceived from the followers, or the lower level. A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power.

Individualism vs. collectivism (IDV): This index explores the “degree to which people in a society are integrated into groups.” Individualistic societies have loose ties that often only relates an individual to his/her immediate family. They emphasize the “I” versus the “we.” Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group.

Uncertainty avoidance index (UAI): The uncertainty avoidance index is defined as “a society's tolerance for ambiguity,” in which people embrace or avert an event of something unexpected, unknown, or away from the status quo. Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute truth, or the belief that one lone truth dictates everything and people know what it is.

Masculinity vs. femininity (MAS): In this dimension, masculinity is defined as “a preference in society for achievement, heroism, assertiveness and material rewards for success.” Its counterpart represents “a preference for cooperation, modesty, caring for the weak and quality of life.” Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men.

Long-term orientation vs. short-term orientation (LTO): This dimension associates the connection of the past with the current and future actions/challenges. A lower degree of this index (short-term) indicates that traditions are honored and kept, while steadfastness is valued. Societies with a high degree in this index (long-term) views adaptation and circumstantial, pragmatic problem-solving as a necessity. A poor country that is short-term oriented usually has little to no economic development, while long-term oriented countries continue to develop to a point.

Indulgence vs. restraint (IND): This dimension is essentially a measure of happiness; whether or not simple joys are fulfilled. Indulgence is defined as “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun.” Its counterpart is defined as “a society that controls gratification of needs and regulates it by means of strict social norms.” Indulgent societies believe themselves to be in control of their own life and emotions; restrained societies believe other factors dictate their life and emotions.

### **2.2.2 Hofstede's cultural dimension theory under macroscopic theory**

Foreign scholars' researches on cross-cultural management are mainly based on the study of ways of dealing with cultural conflicts, studies on cultural differences in different countries, and studies on differences in management models of different countries. After World War II, U.S. companies faced serious challenges to the title companies. They focused on investigating and analyzing the country differences and work performances among employees of IBM's national companies in terms of values, and summarizing the cultural dimension theory to coordinate the daily management of employees. jobs.

Therefore, this study believes that under the macro, Hofstede's cultural dimension theory does play a role in the employee's sense of corporate identity, and different cultures have different dimensions of influence

### **2.2.3 The theory of cultural dimension of Hofstede under microcosmic theory**

Many scholars believe that Hofstede's cultural dimension theory is one of the main ways to study transnational culture. In fact, Hofstede's theory of cultural dimension can also be applied to individuals, but background research has changed from state to family. The growth of different family backgrounds leads to different people's personalities. Therefore, the understanding of relationships is also very different.

In Power Distance, in the Oriental family, if the city where they are attached pays attention to strict laws and less cases of favoritism and malpractice, then they are more concerned with personal capabilities. For example, in Asia, the enforcement of laws is more oriented to human factors. Therefore, the people cultivated in families living in such cities basically pay attention to the pursuit of rights, and their utilitarian values are heavier. Individualism-versus\Collectivism, in a selfish family, such as parents are selfish personality, the basic family growth of this individual will focus on individualism, selfishness is serious. Masculinity versus Femininity, dimension about this culture, such as the higher status of the mother in the family, the people who cultivated tend to the principle of the priority of woman's rights. Long-term versus Short-term, the filial family generally tends to have a long-term goal. Only the families who care about the human relationship focus on short-term orientation.

### **2.2.4 The effect of Hofstede's theory of cultural dimension**

Since Hofstede's cultural dimension theory was put forward, the study of Hofstede's cultural dimension theory in business management focused on exploring Hofstede's cultural dimension theory and the variables affecting individual and organizational outcomes. . These outcome variables can be roughly divided into two major categories: attitudes, perceptions, and behaviors. Among them, attitudes and perceptions refer to organizational commitments. Behaviors include: communication, innovation, and organizational citizenship behavior. The results provided by the organization have also been shown to be closely related to the influence of Hofstede's cultural dimension theory. Studies confirm the inextricable link between Hofstede's cultural dimension theory and these variables.(Buchanan,1974)

According to the above, Hofstede's theory of cultural dimension influences employee loyalty, and at the same time, it also influences employees' recognition of the

company; believes that organizational commitment also has a positive influence on employee loyalty. (Hollander,1978). What is the relationship between Tide's cultural dimension theory, employee loyalty, and organizational commitment? The organization promises to play an intermediary or a regulatory role between employee loyalty and Hofstede's cultural dimension theory. Tide's cultural dimension theory is based on whether organizational commitments have a stronger influence on employee loyalty, or whether it directly affects employee loyalty. These issues need to be further clarified. To sort out the mechanism of action between these three parties, we must also study the related theories of organizational commitment.

### **2.3 Research on organizational commitment**

#### **2.3.1 The connotation and structure of organizational commitment theory in western situations**

In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Westerners think that the sense of dependence is less important than the other two. Westerners pay more attention to the degree of participation in a company and an organization. It is also in line with Westerners' education views to encourage heroism.

#### **2.3.2 The connotation and structure of organizational commitment theory in asian situation**

The biggest difference between the Asian researchers and the West regarding the issue of organizational commitment is the difference in cultural background between the two sides. The organizational commitment in the Asian context has a strong sense of attachment. Reliance on identity is important as an Asian in measuring the status of individuals in the organization. Although Orientals will also consider emotional identity and normative identity, they have long been influenced by Confucianism and Orientals value the dependence more. Compared with the sense of participation and normative identity, the Orientals generally believe that it is particularly effective to shoot a headed

bird. So more Orientals tend to ignore the sentiment and normative recognition of the company.

### **2.3.3 Effect of organizational commitment**

It is very important to examine the antecedents of organizational commitment, so that we can better understand the concept of factors in different organizational commitment models. In the context of Chinese culture, employees are mainly concerned with the stability of the existing work and the prospects for the development of the enterprise. The direction of organizational commitment is more directed to individuals than in the abstract organization. We classify it into three categories: work factor, organizational factor and personal factor. Working factors include job challenge, job clarity, work spontaneity and role creation. Rhoades and other studies found that the higher the perceived organizational support, the higher the organizational commitment. The study showed that organizational support perception, organizational justice, employee and inter organizational trust would affect organizational commitment. Comparative Study of Chinese and foreign cultures found that the organizational commitment of Chinese employees was significantly different from that of Western employees. Organizational factors include organizational support, organizational dependence, fairness and collective work spirit. Porter and other research found that staff positions, job freedom, salary, promotion and so on will affect organizational commitment; the organizational environment pressure, interpersonal relationship and so on will have an impact on organizational commitment.

Personal factors include age, length of service, marital status, education level and work experience. Research results, showed that the age and working life of the individual were positively related to organizational commitment; Meyer found that older employees had higher organizational commitment; and showed that the organizational commitment study showed that the organizational commitment of the individuals with high cultural range was lower.

The research on the outcome variables of organizational commitment is generally carried out on the individual level. Compared with the antecedent variables of organizational commitment, the result variables of organizational commitment are much less. The main outcome variables include turnover rate, attendance rate, job turnover, organizational citizenship behavior and job performance.



Organizational commitment will change employee's work attitude and behavior. Porter and so on believed that organizational commitment was negatively related to employee turnover intention, and the turnover rate of high organizational commitment was lower and more willing to stay in the organization; Korean wing found that organizational commitment would affect employee performance. believed that the work input of the members of the organization was related to organizational commitment, and It is pointed out that work engagement is a spontaneous and proactive behavior of the members of an organization, while organizational commitment is a spontaneous action taken by members for consideration of the vital interests of an organization. Mowday research shows that employees with high organizational commitment have a high degree of spontaneous innovation behavior. Enterprises should increase their organizational commitment.

Organizational Commitment influences employees' views and behaviors towards employers. When the results of individual expectations are not satisfied, there will be a sense of injustice. When people feel unfair, employee loyalty and job performance will decline, and collaboration and mutual assistance between colleagues and teams will be reduced, which will stimulate them to find new organizations that can rely on, participate in, and recognize. Organizational commitments can predict employee satisfaction with pay and work, as well as loyalty. In predicting outcome variables related to individuals (such as employee satisfaction with pay and job satisfaction), organizational commitments have a mediating effect on employee loyalty. In summary of the literature review of Hofstede's cultural dimension theory, organizational commitment, and loyalty, the effect of Hofstede's cultural dimension theory, organizational commitment, and loyalty on Asian employees under the Asian context is different from western employees, it is necessary and meaningful to adopt the localization studies for measuring using the scales developed in the Asian context.

## **2.4 Research review**

To sum up, employee loyalty is a state in which employees work emotionally on an organization, embodying the psychological attitude of employees to organizational identification, input, and loyalty. The reason why employees are in an individual is to link themselves with the organization rather than being forced, or just for their own benefit. Employee loyalty makes employees expect to stay in their own organizations. Hofstede's cultural dimension theory is one of the most important antecedent variables of employee

loyalty, and there is research sensitivity. Hofstede's cultural dimension theory has a significant positive effect on employee loyalty.

There is a great difference between China and the West in defining the crowd through Hofstede's cultural dimension theory. Western employees pay more attention to individualism, while the eastern employees consider hierarchical relationships and job affiliation relationships. Because of these differences, we have made the Asian environment The study of Hogstede's cultural dimension theory to define the personality of personnel is very necessary and more practical. Organizational commitments in the Asian environment are also distinguished from Western employees' demands for corporate identity.

Organizational commitment is a fair feeling of the members of the organization regarding personal interests related systems, policies, and measures. It is a subjective perception and psychological experience of the individual. The sense of corporate identity in the Western environment is based on the sense of corporate participation and norms, while the employees in the Eastern environment are more dependent on the organization and organization. The difference in the personality of the staff defined by Hofstede's cultural dimension theory will make employees have different organizational commitments. This kind of identity will affect employee loyalty. Previous research shows that Hofstede's cultural dimension theory defines personnel's The study of personality has a significant positive effect. At the same time, Hofstede's theory of cultural dimension defines the personality of employees and employees' perception of corporate identity is very different. This raises the question of exactly what role Hofstede's cultural dimension theory defines the personality, organizational commitment, and employee loyalty, and whether there are other mechanisms for the existence of these three variables. The scale measures and studies the character, organizational commitment, and loyalty of Asian Hofstede's definition of cultural dimension theory, and will draw conclusions. These issues need to be further clarified.

### 3.THEORETICAL MODEL AND RESEARCH HYPOTHESIS

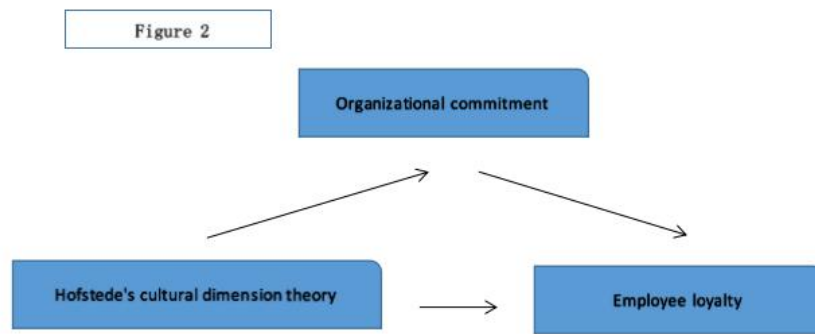
#### 3.1Theoretical model and research hypothesis

The basic hypothesis of Hofstede's cultural dimension theory is that culture is a psychological program shared by people in an environment that can distinguish a group of people from others. Through research, he summed up the differences between different cultures into six basic dimensions of cultural values. Are all such people committed to organizational commitments? But the hint is affirmative. Organizational commitments still affect many important effect variables, such as employee loyalty.

Employee loyalty is one of the most significant organizational effect variables affecting employees' emotional commitment. Studies have shown that the leadership-member exchange relationship has a significant positive effect on employees' emotional commitment (Vandenberghe&Stinglhamber,2004). That is, the higher the quality of the leadership-member exchange relationship, the higher the employee's emotional commitment (Vecchio&Gobdel,1984); It shows that organizational commitment also has a positive impact on employee loyalty, that is, the higher the organizational commitment, the higher its loyalty. Hofstede's cultural dimension theory and employee's sense of corporate identity have a positive influence on employee loyalty. Therefore, the quality of Hofstede's cultural dimension theory will not be passed by high-quality organizational commitment. To strengthen employee loyalty, if this idea can be verified, it will play a great role in the theory and practice of human resources.

Based on the above assumptions and past research results, this study focuses on the current stage of the organizational context of Asia, the relationship between Hofstede's cultural dimension theory, organizational commitment, and their dimensions to influence employee loyalty and attempts to The sense of corporate identity serves as an intermediary variable to examine how the employee's sense of identity and the various dimensions of the employee play a mediating role in Hofstede's theoretical dimension of cultural dimension.Based on the previous literature review and combined with the above analysis, we propose the theoretical model of this research as shown in Figure 2

Figure 2 Theoretical model of this research



### 3.2 Research hypothesis

Employee loyalty attaches emotionally to a state of the organization, embodying the employee's psychological attitude towards the organization's identity, commitment, and loyalty (Buchanan, 1974); . Under the organizational environment in Asia, how to increase employee loyalty and reduce employee turnover is an issue that managers and academics in enterprises are eager to solve and discuss in depth (Allen & Meyer, 1991). The author believes that when the quality of Hofstede's cultural dimension theory is high, when employees encounter difficulties, they may receive support and encouragement, and provide more job-related information. In order to reward the leadership's trust and authority, employees often work harder than their own responsibilities. They show that they feel more support from the company. The employees will be more satisfied with the work they are doing, and then they will have more influence on their own organization. With a sense of identity and loyalty, the level of emotional commitment will be higher. From this, we propose the following research hypotheses:

H1: Hofstede's theory of cultural dimensions has a positive effect on employee loyalty.

H1a rights distance has a positive effect on employee loyalty

H1b Uncertain evasion has a positive effect on employee loyalty

H1c individualism/collectivism has a positive effect on employee loyalty

H1d long-term/short-term orientation has a positive effect on employee loyalty

H1e masculinization \female has a positive effect on employee loyalty

According to Hofstede's theory of cultural dimension, the background of each employee is different, and they have very different recognition and behavior of value. When a small number of people are in line with the company's policies and goals, they will receive high attention, gain more trust and respect, and more work-related interests, their job satisfaction and corporate identity. Higher. In other words, when Hofstede's cultural dimension theory has a high degree of match, employees' sense of identity will be strong. However, the other part is contrary to the culture of the company. Under such circumstances, employees often show grievances and attitudes and feel unfair, which means that when the degree of match of Hofsted's cultural dimension theory is low, employees The organizational commitment is lower. From this we propose the following research hypotheses:

H2: Hofstede's theory of cultural dimensions has a positive effect on employee organizational commitment.

H2a rights distance has a positive effect on employee identity

H2b uncertain evasion has a positive effect on employee identity

H2c individualism/collectivism has a positive effect on employee identity

H2d long-term/short-term orientation has a positive effect on employee identity

H2e masculinization and feminization have a positive effect on employee confidentiality to the employee-organization matching theory, when the employee's goals and values are matched with the indications, they will make emotional commitments to the organization. Meyer and others also believe that when the work experience of employees matches their values, they will form employee loyalty to the company, and employees will increase their sense of identity with the company, increase investment in work, and therefore have higher loyalty. We propose the following hypotheses:

H3 employees' sense of corporate identity has a positive effect on employee loyalty.

In a company, Hofstede's cultural dimension theory and employees' sense of corporate identity are uncertain. When the employee's sense of corporate identity is

lacking, the positive impact of high-quality Hofstede's cultural dimension theory on employees will compensate for the negative impact of lower identity. A common cultural background, even if different from the sense of identity, will leave employees to work in the company. Therefore, we propose the following research hypothesis:

H4: The employee organization promised to mediate between Hofstede's cultural dimension theory and employee loyalty to employees.

H4a employee organization promises mediation between rights distance and employee loyalty

H4b employee organization promises to mediate between uncertain avoidance and employee loyalty

H4c employee organization promises to mediate between individualism, collectivism and employee loyalty

H4d employee organization promises mediation between long-term\short-term orientation and employee loyalty

H4e employee organization promises to mediate between masculinization and femininity and employee loyalty

## 4.SAMPLES, SCALES AND RESEARCH METHODS

### 4.1Samples

In this study, Asian companies were the main survey subjects: different types of companies such as Asia, Singapore, Thailand, and Vietnam, 400 questionnaires were distributed and 376 were recovered. The recovery rate was 94%, of which 334 were valid, and the effective recovery rate was 88.5%. Most of the questionnaires were obtained on the spot and the details of the samples were as follows:

Table 1 Study sample

Demographic characteristics		Number of people	Percentage
Gender	male	220	65.8
	Female	114	34.2
Marital status	married	148	
	unmarried	186	
Age	Under 25	152	
	26-35	148	
	36-45	29	
	More than 46	5	
Education	Undergraduate	154	
	College	101	
	Undergraduate	73	
	Master and above	6	
Working years	Less than 3 years	164	
	3-6 years	82	
	6-15 years	66	
	More than 15 years	22	
Position	General staff	207	
	General managers	79	
	Middle management	40	
	Senior management	8	

### 4.2Definition and measurement of major variables

#### 4.2.1The definition and measurement of employee loyalty

Employee loyalty to employees refers to employees' psychological recognition of the organization and is the organizational commitment put forward. Numerous studies

have shown that loyalty is the most important influencing factor in organizational commitment. Using it as an alternative to employees' identification with companies is not only feasible but also more accurate. In employee loyalty measurement, (Mowday & Porter,1979) developed the "organizational commitment questionnaire" (QCA scale), although its original intention is to measure organizational commitment, but Mowday and Allen's research results show that the QCQ scale The main measure is employee loyalty. The QCQ scale is the most comprehensive and most characteristic measure of employee loyalty to date.Developed the Emotional Commitment Scale based mainly on the revision of the Mowday scales, and the exclusion of the questionnaire on turnover intentions resulted in the formation of an 8-question scale for emotional commitment.

This paper uses the Emotion Commitment Scale proposed (Meyer et al.,1993). The scale includes six items. The measurement was selected using the Likert 5 scale (1=very disagree; 5=strongly agree).

Table 2 The Emotional Commitment Scale used in this paper

TABLE 2	
NO.	content
c1	I am happy to develop my career in this company for life
c2	I think the company's business is my personal business
c3	The company gives me a strong sense of belonging
c4	I have deep feelings for people and things in the company
c5	I feel like a member of an extended family in the company
c6	I think the company is extraordinary for me
Cumulative variation interpretation (%)	
Gauge consistency coefficient (α)	

#### 4.2.2The definition and measurement of Hofstede's cultural dimension theory

Hofstede's cultural dimensions theory is a framework for cross-cultural communication, developed by Geert Hofstede. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis.



Based on Hofstede's cultural dimension theory, Chen developed a dimension scale of Hofstede's cultural dimension theory in the context of Asia, with 22 items in total. Measurements using LIKERT five scales (1=very disagree; 5=strongly agree)

Table 3 The Hofstede Cultural Dimension Theory Relationship Scale used in this paper

TABLE 3

NO.	content
a1	Company's distribution has rules to follow
a2	The company's distribution is open and transparent
a3	The company's distribution system can be well implemented
a4	The company's employees can participate in the development of the distribution system
a5	All people are equal before the distribution system
a6	The company's distribution system can represent the wishes of the majority
a7	Remuneration reflects my efforts to work
a8	Compared with other colleagues, my compensation is reasonable
a9	My reward reflects my efforts to work
a10	Compared with colleagues with the same job and duties, my compensation is reasonable
a11	In terms of my workload and responsibilities, my compensation is reasonable
a12	In terms of my job performance, my compensation is reasonable
a13	The leader has no prejudice against me
a14	My work has been recognized by leaders
a15	Leadership is right for me
a16	At work, leaders can give me support and help
a17	I think I got enough respect from the leaders
a18	The leadership's assessment of me is just
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive
a21	I think leadership makes sense in explaining the distribution process and results.
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely

#### 4.2.3 Definition and measurement of organizational commitment

It can be seen from the above literature review: In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job

insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. It may also not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve.

The original project of this organization's commitment to the fairness scale came from the Asian scholar , which collated the results of an open survey of 207 subjects. Through an exploratory factor analysis of the data of 446 subjects from five companies, the Cronbach Alpha coefficients of all factors were all above 0.8, and the Cronbach Alpha coefficient of the entire questionnaire was 0.925, indicating that the same organization promised fairness. The scale has a good degree of homogeneity. The results of the confirmatory factor analysis on the data of 346 subjects from four other companies show that the four-factor model has the best fit to the data, indicating that the organizational fairness scale has a good structural validity. This paper will use this scale to measure the organizational commitment fairness scale, a total of 12 items in the scale. The measurement was made using Likert's five scales (1=strongly disagrees; 5=strongly agrees).

Table 4 Organization Promise Fairness Scale used in this paper

TABLE 4

NO.	content
b1	I often work with and lead the work of educating and winning ideas
b2	When I communicate with leaders I feel very relaxed
b3	If leaders decide to leave the company, I will feel lost
b4	If the leader encounters difficulties, I will help him
b5	I am will to obey the leader
b6	Even if I do not agree with leadership, I will support his decision
b7	I will to give up my personal goals to achieve leadership goals
b8	I will to sacrifice personal interests to meet the interests of leaders
b9	The leader will let me help with his family affairs
b10	I and leaders will exchange phone calls during the holidays
b11	In my spare time, I will participate in social activities with leaders
b12	I am familiar with the family of the leader

### 4.3 Survey design

The questionnaire used in this article is mainly composed of two parts (see Appendix A), a total of 40 items:

Part I: The main components of the questionnaire, including the Hofstede Cultural Dimensional Theory Scale (22 items), the Organizational Commitment Scale (12 items) and the Staff Loyalty Scale (6 items) In the broad category, this part of the questionnaire measures the variables studied.

Part II: demographic characteristics of the surveyed subjects, such as gender, marriage, age, education, length of service, company nature, current position, etc. (8 items). Through this scale, understand the basic situation of the respondents and provide the basis for further analysis.

### 4.4 The validity and reliability of the scale

The validity test is based on factor analysis. Whether the scale is suitable for factor analysis or not, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) is used as the standard. KMO is the Kaiser-Meyer-Olkin sampling appropriateness measurement statistic. When the KMO value is larger, the more common factors between the variables, the more suitable for factor analysis. According to Kaiser, if  $KMO > 0.9$  (very good),

KMO > 0.8 (very good), KMO > 0.7 (medium), KMO > 0.6 (general), KMO > 0.5 (Coarse) Factor analysis is less appropriate when KMO < 0.5 (unacceptable). In addition, for univariate variables believes that the commonality of all items exceeds 0.35 and is acceptable, exceeding 0.50 is better. In this paper, the choice of common degree is more than 0.35 acceptable.

The test of reliability uses the Cronbach's  $\alpha$  test. It is generally believed that the reliability of the questionnaire can be accepted when the value of  $\alpha$  is greater than 0.6, and it is better when the value is greater than 0.7.

#### 4.4.1 Test reliability and validity test

After the collected questionnaires are entered into the excel form, a trial survey is conducted first to initially check the reliability and validity of each scale.

##### 4.4.1.1 Test the reliability and validity of the emotional commitment scale

Employee loyalty is due to the use of a one-dimensional scale. This study examines the reliability of this part of the scale. Thirty data were selected for reliability and validity tests. The test result of Cronbach's  $\alpha$  for test meter reliability was 0.928. The reliability was high and the questionnaire was credible. The commonness of the other 6 items was greater than 0.5, explaining a total of 74.261% of the variance. Therefore, the employee loyalty and emotional commitment scale is acceptable. The specific results are as follows:

Table 5 Factor Analysis Results of Investigating Employee Loyalty Scale

TABLE 5

NO.	content	Commonalit
c1	I am happy to develop my career in this company for life	0.764
c2	I think the company's business is my personal business	0.769
c3	The company gives me a strong sense of belonging	0.873
c4	I have deep feelings for people and things in the company	0.836
c5	I feel like a member of an extended family in the company	0.825
c6	I think the company is extraordinary for me	0.707
Cumulative variation interpretation (%)		74.261
Gauge consistency coefficient ( $\alpha$ )		0.928

#### **4.4.1.2 To Test the reliability and validity of scales of Hofstede's cultural dimension theory**

This article uses Chen to develop a dimension scale of Hofstede's cultural dimension theory in Asian context. A total of 12 items.

In the first stage of the study, the author conducted a test on the scale, that is, 30 data were selected for reliability and validity tests, and the results of the test reliability test using Cronbach's  $\alpha$  were used for the test measurement. The result of the degree test is 0.768. The reliability is high and the questionnaire is credible. The KMO and Bartlett test results showed that the KMO value was 0.775 and Bartlett value was 135.577,  $p < 0.0001$ . The questionnaire was suitable for factor analysis. The principal component analysis method was used to extract the factors for these 12 items, and the shaft was rotated according to Varimax. The result is as follows:

Table 6 Factor analysis results of Hofstede's cultural dimension theory table

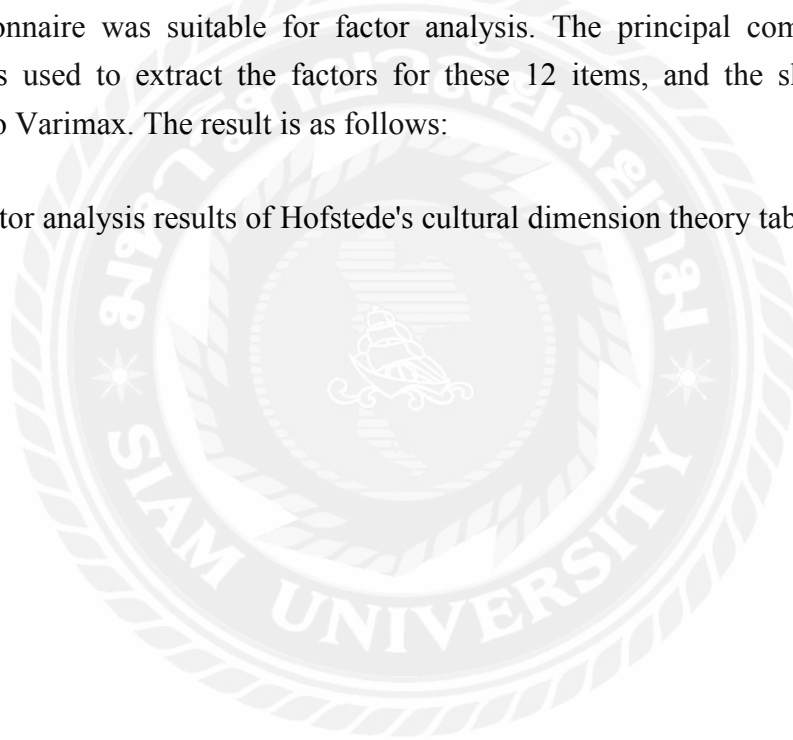


TABLE 6

NO	comment	Factor1	Factor2	Factor3	Factor4	Factor5
a1	Company's distribution has rules to follow	.408		.673		
a2	The company's distribution is open and transparent			.750		
a3	The company's distribution system can be well implemented			.734		
a4	The company's employees can participate in the development of the distribution system			.698		
a5	All people are equal before the distribution system			.704		
a6	The company's distribution system can represent the wishes of the majority			.681		
a7	Remuneration reflects my efforts to work		.700			
a8	Compared with other colleagues, my compensation is reasonable		.746			
a9	My reward reflects my efforts to work		.810			
a10	Compared with colleagues with the same job and duties, my compensation is reasonable					.887
a11	In terms of my workload and responsibilities, my compensation is reasonable		.822			
a12	In terms of my job performance, my compensation is reasonable		.828			
a13	The leader has no prejudice against me	.745				
a14	My work has been recognized by leaders	.807				
a15	Leadership is right for me	.818				
a16	At work, leaders can give me support and help	.639			.495	
a17	I think I got enough respect from the leaders	.782				
a18	The leadership's assessment of me is just	.713			.438	
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.748	
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive explanation					.902
a21	I think leadership makes sense in explaining the distribution process and results.				.735	
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.772	

#### 4.4.1.3 To test the reliability and validity of the organizational commitment fairness scale

The scale refers to the organizational fairness scale designed. The questionnaire consists of 22 items.

In the first stage of this study, the author conducted a test on the scale, that is, 30 data were selected for reliability and validity test, and the test result of Cronbach's  $\alpha$  for test meter reliability was 0.953. High degree, the questionnaire is credible. The KMO and Bartlett test results showed that the KMO value was 0.876 and the Bartlett value was 582.045,  $p < 0.0001$ . The questionnaire was suitable for factor analysis. The principal component analysis method was used to extract the factors for these 22 projects, and the axis was rotated according to Varimax. The result is as follows:

Table 7 Factor Analysis Results of Investigating the Organizational Commitment Fairness Scale

TABLE 7

NO.	content	Factor1	Factor2	Factor3
b1	I often work with and lead the work of educating and winning ideas		.796	
b2	When I communicate with leaders I feel very relaxed		.772	
b3	If leaders decide to leave the company, I will feel lost		.522	
b4	If the leader encounters difficulties, I will help him		.489	
b5	I am will to obey the leader	.667		
b6	Even if I do not agree with leadership, I will support his decision	.615		
b7	I will to give up my personal goals to achieve leadership goals	.793		
b8	I will to sacrifice personal interests to meet the interests of leaders	.779		
b9	The leader will let me help with his family affairs			.593
b10	I and leaders will exchange phone calls during the holidays			.720
b11	In my spare time, I will participate in social activities with leaders			.719
b12	I am familiar with the family of the leader			.684

#### 4.4.2 The reliability and validity of the formal survey scale

After preliminary investigation and inspection, the reliability and validity of each test scale are high. A formal survey is then conducted to test the overall reliability and validity of each scale. Only if the overall reliability and validity of the scales is high and the scales are acceptable, can the correlation analysis and regression analysis of the data be continued.

##### 4.4.2.1 Formally investigate the reliability and validity of the emotional commitment scale

All questionnaire data of the Emotion Commitment Scale was analyzed using Cronbach's  $\alpha$ . The specific results are as follows Table 8:

Table 8 Factor Analysis Results of Employee Loyalty Scale

TABLE 8

NO.	content	Commonalit
c1	I am happy to develop my career in this company for life	0.664
c2	I think the company's business is my personal business	0.759
c3	The company gives me a strong sense of belonging	0.827
c4	I have deep feelings for people and things in the company	0.762
c5	I feel like a member of an extended family in the company	0.775
c6	I think the company is extraordinary for me	0.729
Cumulative variation interpretation (%)		69.525
Gauge consistency coefficient (α)		0.910

From the table, it can be seen that the six items of loyalty metrics have a degree of commonality above 0.5, explaining a total of 69.525% of the variance, and the Cronbach's  $\alpha$  coefficient is greater than 0.8, so the employee loyalty scale can be accepted.

#### 4.4.2.2 The reliability and validity test of the formal survey of Hofstede's cultural dimension theory scale

Using Cronbach's  $\alpha$  to analyze all the questionnaire data of the organizational fairness scale, the overall reliability of the scale was 0.925, high reliability and reliable questionnaire. The KMO and Bartlett test results showed that the KMO value was 0.906 and the Bartlett value was 5046.218,  $p < 0.0001$ . The questionnaire was suitable for factor analysis. After the first factor analysis, the second factor analysis was performed after deleting the items a1, a16, and a18 with a smaller load. The KMO and Bartlett test results show that the KMO value is 0.886 and the Bartlett value is 418750.75,  $p < 0.0001$ . The principal component analysis method is also used to extract the factors for these 19 items, and the pivot is performed according to Varimax. The result is as follows Table 9:

Table 9 Factor Analysis Results of Hofstede's Cultural Dimension Theory Scale 1



TABLE 9

NO	contact	Factor1	Factor2	Factor3	Factor4	Factor5
a2	The company's distribution is open and transparent		.752			
a3	The company's distribution system can be well implemented		.718			
a4	The company's employees can participate in the development of the distribution system		.743			
a5	All people are equal before the distribution system		.719			
a6	The company's distribution system can represent the wishes of the majority		.683			
a7	Remuneration reflects my efforts to work	.707				
a8	Compared with other colleagues, my compensation is reasonable	.743				
a9	My reward reflects my efforts to work	.814				
a10	Compared with colleagues with the same job and duties, my compensation is reasonable					.889
a11	In terms of my workload and responsibilities, my compensation is reasonable	.823				
a12	In terms of my job performance, my compensation is reasonable	.833				
a13	The leader has no prejudice against me			.778		
a14	My work has been recognized by leaders			.825		
a15	Leadership is right for me			.822		
a17	I think I got enough respect from the leaders			.757		
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.780	
a20	Have opinions on the assigned procedures and processes, and the leaders will give me a comprehensive explanation					.903
a21	I think leadership makes sense in explaining the distribution process and results.				.755	
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.784	

After the second factor analysis, the third factor analysis was performed after deleting the items a10 and a20 that had a low load. The KMO and Bartlett test results show that the KMO value is 0.908, the Bartlett value is 3527.417,  $p < 0.0001$ , and the principal component analysis method is also used for factor extraction in these 19 items, and the pivot is performed according to Varimax. The result is as follows Table 10:

Table 10 Factor analysis results of the scale of Hofstede's cultural dimension theory

TABLE 10

NO	content	Factor1	Factor2	Factor3	Factor4
a2	The company's distribution is open and transparent		.753		
a3	The company's distribution system can be well implemented		.722		
a4	The company's employees can participate in the development of the distribution system		.746		
a5	All people are equal before the distribution system		.721		
a6	The company's distribution system can represent the wishes of the majority		.681		
a7	Ramneration reflects my efforts to work	.710			
a8	Compared with other colleagues, my compensation is reasonable	.755			
a9	My reward reflects my efforts to work	.819			
a11	In terms of my workload and responsibilities, my compensation is reasonable	.821			
a12	In terms of my job performance, my compensation is reasonable	.832			
a13	The leader has no prejudice against me			.777	
a14	My work has been recognized by leaders			.826	
a15	Leadership is right for me			.822	
a17	I think I got enough respect from the leaders			.756	
a19	There are opinions on the results of the distribution, and the leaders will interpret patiently				.785
a21	I think leadership makes sense in explaining the distribution process and results.				.790
a22	Leaders are very concerned about my thoughts on distribution and can communicate with me in a timely manner				.789
Each factor variance interpretation(%)		21.428	18.540	17.720	14.295
Cumulative variance interpretation(%)		21.428	39.968	57.687	71.982
Intrinsic coefficient of continuity( $\alpha$ )		.904	.857	.873	.855
Overall reliability of the scale		.922			

From the result of the factor analysis, this subscale satisfies the concept of Hofstede's cultural dimension theory. The factor load of each item of the scale in its indicator factor was above 0.5, and the four factors explained a total of 71.98% of variance, indicating that the scale has a higher structural validity. The internal consistency coefficient of each measurement index Cronbach's  $\alpha$  is also greater than 0.60, indicating that the reliability of the scale is acceptable.

#### 4.4.2.3 Formal survey of reliability and validity of the organizational commitment scale

Using Cronbach's  $\alpha$  to analyze the entire questionnaire of the Organizational Commitment Scale, the overall scale of the scale was 0.763. The reliability was high and the questionnaire was credible. The KMO and Bartlett test results showed that the KMO value was 0.775 and the Bartlett value was 938.361,  $p < 0.0001$ . The questionnaire was suitable for factor analysis. After the first factor analysis, the second factor analysis is performed after deleting the item a4 with a smaller load. KMO and Bartlett test results show that the KMO value is 0.754 and the Bartlett value is 838.850,  $p < 0.0001$ . The principal component analysis method is also used for the 11 items to extract the factors, and the axis is rotated according to Varimax. The result is as follows Table 11:

Table 11 Factor Analysis Results of the Organizational Commitment Scale

TABLE 11				
NO.	content	Factor1	Factor2	Factor3
b1	I often work with and lead the work of educating and winning ideas			.823
b2	When I communicate with leaders I feel very relaxed			.777
b3	If leaders decide to leave the company, I will feel lost			.527
b5	I am will to obey the leader	.671		
b6	Even if I do not agree with leadership, I will support his decision	.627		
b7	I will to give up my personal goals to achieve leadership goals	.799		
b8	I will to sacrifice personal interests to meet the interests of leaders	.775		
b9	The leader will let me help with his family affairs		.584	
b10	I and leaders will exchange phone calls during the holidays		.735	
b11	In my spare time, I will participate in social activities with leaders		.736	
b12	I am familiar with the family of the leader		.687	
Each factor variance interpretation(%)		20.851	18.183	17.133
Cumulative variance interpretation(%)		20.851	39.034	56.167
Intrinsic coefficient of continuity( $\alpha$ )		0.733	0.670	0.646
Overall reliability of the scale		0.763		

From the results of factor analysis, this subscale is in line with the concept of organizational commitment. The factor load of each item of the scale was above 0.5, and the three factors explained a total of 56.17% of the variance, indicating that the scale has a high structural validity. The internal consistency coefficient of each measurement index Cronbach's  $\alpha$  is also greater than 0.60, indicating that the reliability of the scale is acceptable.

#### **4.5 Data analysis**

This study mainly uses Spss17.0 for windows professional statistical software to process and analyze all research data. The specific data processing methods are mainly correlation analysis and regression analysis.

##### **4.5.1 Correlation analysis**

Although correlation analysis cannot clearly identify the correlation between variables, correlation analysis can provide a preliminary analysis and understanding of the interrelationship between variables, which is of significance for subsequent statistical analysis.

Correlation analysis is the analysis of the signs that are indeed linked in the whole body, and its main body is the analysis of the causal relationship markers in the whole. It is a process that describes the close relationship between objective things and their relations with appropriate statistical indicators. In a period of time, the birth rate rises with the increase of economic level, which indicates that the two indicators are positive correlation, and in the other time, with the further development of the economic level, the decline of birth rate appears, and the two indicators are negative correlation.

In order to determine the relationship between variables, first of all, we should collect some data, which should be paired. For example, the height and weight of each person. These points are then described in the Cartesian coordinate system. This set of points is called "scatter plot".

According to the scatter graph, when the independent variable takes a value, the dependent variable is a probability distribution. If the probability distribution is the same for all the independent variables, it shows that there is no correlation between the

dependent variable and the independent variable. Conversely, if the value of the independent variable is different and the distribution of dependent variable is different, then there is a correlation between them.

The correlation between the two variables is expressed by correlation coefficient  $r$ . The correlation coefficient  $r$  is between -1 and 1, but it can be any value in this range. When the correlation is positive, the  $R$  value is between 0 and 1, the scatter plot is diagonally upward, then one variable increases and the other increases; when the correlation is negative, the  $R$  value is between -1 and 0, the scatter plot is downward, at this time one variable increases and the other variable will be reduced. The closer the absolute value of  $R$  is to 1, the stronger the degree of association of two variables, the closer the absolute value of  $R$  is to 0, and the lower the degree of correlation of two variables.

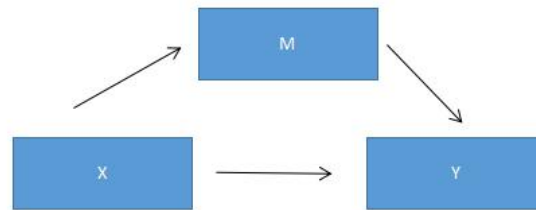
#### **4.5.2 Regression analysis**

Regression analysis is a commonly used statistical method to investigate the quantitative relationship between variables. It predicts and controls variables by establishing a mathematical model between variables. It is a statistical method that uses a certain model to express the correlation of variables. Regression analysis and correlation analysis are methods to study and measure the relationship between two or more variables. Broadly speaking, relevant analysis includes regression analysis, but strictly speaking, the two are different. Regression analysis is a mathematical representation of the relationship between variables, and correlation analysis is the test or measurement of the closeness of these relationships, and they complement each other. If correlations among variables are known through correlation analysis, regression analysis can be used to explain the patterns of mutual influence among variables and further analyze the correlations among variables (Dunham & Castaneda, 1994)

If the variable  $X$  affects the variable  $Y$  by influencing the variable  $M$ ,  $M$  is said to be a mediator variable. This model with mediator variables can generally be illustrated with Figure 3.

Figure 3 Model with mediator variable

Figure 3



This article draws on Baron and Kennyl's 986 conditions for assessing mediator variables. The four conditions are: (1) the independent variable is related to the dependent variable; (2) the independent variable is related to the intermediary variable; (3) the intermediate variable is related to the dependent variable; (4) when the intermediate variable is controlled as a constant, The independent variable has no influence on the dependent variable (in this case, a complete mediation) or only a minor effect (in this case, a partial mediation).

## 5.DATA ANALYSIS AND RESULTS DISUSSION

In order to verify the conceptual model and related assumptions of this study, we used the Spss17.0 for windows professional statistical software for a series of analysis. Firstly, through the correlation analysis, we first understand the correlation between variables. Then, we test the relationship model between variables by regression analysis.

### 5.1Correlation analysis of variables

This study mainly focuses on the above assumptions and conducts Pearson correlation analysis on the relationship between Hofstede's cultural dimension theory, organizational commitment and employee loyalty variables and their dimensions. The analysis results are shown in Table 12:

Table 12 Correlation Matrix of Variables and Their Variable Dimensions

TABLE 12		1	2	3	4	5	6	7	8	9	10
1	Hofstede's cultural dimension theory	1									
2	PDI	.700**	1								
3	UAI	.764**	.326**	1							
4	IDV	.725**	.339**	.287**	1						
5	LTO	.543**	.448**	.455**	.318**	1					
6	MAS	.457**	.333**	.419**	.263**	.806**	1				
7	Dependency	.357**	.264**	.340**	.208**	.799**	.601**	1			
8	Emotional identity	.428**	.433**	.279**	.272**	.720**	.407**	.441**	1		
9	Organizational commitment	.497**	.436**	.358**	.327**	.762**	.539**	.468**	.548**	1	
10	Employee loyalty	.487**	.390**	.446**	.227**	.535**	.467**	.320**	.509**	.448**	1

Note: \*P<0.05, two-tailed test \*\*P<0.01, two-tailed test

It can be seen from the table that Hofstede's cultural dimension theory has a significant positive correlation with organizational commitment and employee loyalty, the correlation coefficient is 0.543, 0.487, and the relative degree is higher, and the Hofstede cultural dimension theory has a significant positive correlation with employee loyalty, and the correlation number is 0.700, 0.764, 0 respectively. 0.725, 0.457, 0.357, 0.428, 0.497, the relative degree is high. Among them, the correlation degree of Hofstede's cultural dimension theory and emotional identity is the lowest, 0.357, and the right distance has a significant positive correlation with other factors, and the correlation coefficient is 0.326, 0.339, 0.448, 0.333, 0.264, 0.433, respectively. 0.436, 0.390, the

relative degree is high, of which the correlation between the right distance and the dependency identification is the lowest, 0.264. The uncertain evasion is positively correlated with the other factors, and the correlation coefficient is 0.287, 0.455, 0.419, 0.340, 0.279, 0.358, 0.446, and the relative degree is higher, individualism is higher. There is a positive correlation between somatic and other factors. The correlation coefficients are 0.318, 0.263, 0.208, 0.272, 0.327, 0.227, and the correlation is normal. The long-term orientation and short-term orientation are positively correlated with other factors, and the correlation coefficients are 0.806, 0.799, 0.720, 0.762, 0.535, respectively. The correlation coefficient between masculinity and feminization and other factors is positive, and the correlation coefficient is 0.601, 0.407, 0.539, 0.467, and the correlation is high. The correlation coefficient is positively correlated with other factors, and the correlation coefficient is 0.441, 0.468, 0.320, and the relative degree is higher; emotional identity and other factors are higher. The correlation coefficient is 0.548, 0.509, and the correlation is high, and the organizational commitment is positively related to employee loyalty, the correlation coefficient is 0.448, and the relative degree is higher.

## **5.2 Regression analysis of variables**

Baron and Kenny believe that the test of the mediating effect must satisfy three preconditions: the independent variable is significantly related to the mediating variable; the mediating variable is significantly related to the dependent variable; the independent variable is significantly related to the dependent variable. From Table 5.1 we can see that Hofstede's cultural dimension theory and organizational commitment, organizational commitment and employee loyalty, Hofstede's cultural dimension theory and organizational commitment are all significantly related, and therefore meet the three preconditions, *An Analysis of the Mediating Effects of Organizational Commitment* (Podsakoff & Bachrach, 2000).

The specific steps are as follows: Examine whether the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is significantly related; if significant, check whether the regression coefficient of Hofstede's cultural dimension theory on organizational commitment, organizational commitment, and employee loyalty is significant. Relevance; if both are significant, after testing to join the organizational commitment, the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is significant, if significant, it is a partial agency, and if not significant, it is a full agency.



With employee loyalty as the dependent variable, Hofstede's cultural dimension theory is an independent variable, and the organizational effect of organizational commitment on Hofstede's cultural dimension theory and employee loyalty is tested. The results of regression analysis are shown in Table 13:

Table 13 The results of regression analysis

TABLE 13		
	Standardized Regression Equation	Regression coefficient significance test
The first step	$d=1.345+0.720a$	Outstanding(0.000)
The second step	$b=1.278+0.649a$	Outstanding(0.000)
The third step	$d=1.445+0.652b$	Outstanding(0.000)
The fourth	$d=0.747+0.416a +0.468b$	Outstanding(0.000)

(a: Hofstede's cultural dimension theory b: organizational commitment c: employee loyalty)

From Table 13, it can be seen that the first-step employee loyalty has a regression coefficient of 0.720 for Hofstede's cultural dimension theory, and the significance level is 0.000. It supports hypothesis H1, which is Hofstede's cultural dimension theory. There is a positive effect on employee loyalty. The regression coefficient of employee loyalty to organizational commitment is 0.649, and the significance level is 0.000. It supports hypothesis H3, that is, organizational commitment has a positive effect on employee loyalty; Step 3 The organizational commitment to the Hofstede cultural dimension theory is a regression coefficient of 0.652 with a significance level of 0.000, which supports the hypothesis H2, that is, the Hofstede cultural dimension theory has a positive effect on employee loyalty; Stepping back to employee loyalty and returning to Hofstede's cultural dimension theory and organizational commitment, the result is a regression coefficient of 0.468 for organizational commitment, a significance level of 0.000, and a return to Hofstede's cultural dimension theory. The coefficient is 0.416, and the significance level is 0.000. Meanwhile, under the mediating effect of organizational commitment, the regression coefficient of Hofstede's cultural dimension theory on employee loyalty is reduced from 0.720 to 0.416. Styled Cultural Dimensions The influence of degree theory on employee loyalty is significantly reduced, and because the regression coefficient of Hofstede's cultural dimension theory in the fourth step is still significant, the organizational commitment has only partial mediating effects. Assume that H4 is verified, ie, organizational commitment is There is an intermediate effect between the Fustede's cultural dimension theory and employee loyalty.

### **5.3 Results And Discussion**

#### **5.3.1 The influence of Hofstede's theory of cultural dimensional relationship on employees' loyalty**

The correlation analysis and regression analysis of the relationship between Ted's cultural dimension theory and employee loyalty shows that the relationship between leadership and Hofstede's cultural dimension theory has a significant positive effect on employees' loyalty, that is, high-quality Hofstede's theoretical relationship of cultural dimension can effectively improve employees' employee loyalty. This result fully verifies the hypothesis H1 proposed. The results of Hofstede's cultural dimension theory and employee's employee loyalty univariate regression analysis showed that the direct effect of Hofstede's cultural dimension theory relationship and employee's employee loyalty was 0.720 and it was a positive effect. The degree of explanation of the employee loyalty variation with the Hofstede's cultural dimension theory also reached 23.8%, which means that Hofstede's cultural dimension theory relationship and employee's employee loyalty play a good predictive role. , consistent with previous studies. Maert believe that if members do not want to lose valuable relationships with their leaders, they will be psychologically more dependent on the organization and should have a higher emotional commitment (Christian&Florence,2004).In the context of highly-matched Hofstede's cultural dimension theory, the relationship between the two parties is continuously strengthened by mutual affection, trust, respect and obligation. Leaders grant members more rights and give members more information and work freedom. At this time, members often voluntarily make additional efforts to improve their work performance, and they are also more loyal to their leadership as a reward for leadership trust. In addition, if a member perceives a high level of relationship with leadership and does not want to lose valuable relationship with the leader, their psychological dependence on the leadership and the company will be strengthened, so the more loyal to the company, the higher the employee loyalty.

#### **5.3.2 The organizational commitment to employees' employee loyalty**

Based on the analysis results of this study, organizational commitment has a positive effect on employee loyalty. This result verifies the hypothesis H3 proposed in this paper. The univariate regression analysis of organizational commitment to employees' loyalty shows that the direct effect of organizational commitment on employee loyalty is 0.652 and is positively impacted. Organizational commitments can effectively increase

employee loyalty, while organizing commitments to employees. The degree of explanation for employee loyalty variation also reached 28.6%, which means that the organization promised to play a good predictive role for employee loyalty. This shows that the higher the organizational commitment, the higher the employees' loyalty to employees, the more they want to stay in the company.

### **5.3.3 The influence of Hofstede's theory of cultural dimension theory on organizational commitment**

The results of correlation analysis and regression analysis of Hofstede's theoretical relationship of cultural dimension and organizational commitment show that Hofstede's theoretical relationship of cultural dimension and its various dimensions have a significant positive effect on organizational commitment. This result is complete. The hypothesis of hypothesis H2 and its sub hypothesis is verified. The results of the univariate regression analysis of Hofstede's theoretical relationship of cultural dimensions to organizational commitment show that the effect of Hofstede's theoretical relationship on organizational commitment has a direct effect on organizational commitment of 0.576 and is a positive effect. Hofstede's theory of cultural dimension theory also explained 22.8% of the organizational commitment variance, which means that Hofstede's theoretical relationship of cultural dimensions plays a good predictive role in organizational commitment. It can be seen that the highly-matched Hofstede cultural dimension theoretical relationship can effectively improve organizational commitment.

### **5.3.4 The mediating effect of organizational commitment**

In the data analysis process of this study, it was found that in the influence of the relationship between the leadership of the Hofstede cultural dimension theory on employee loyalty, the organizational commitment of the mediating effect was established, and the organizational commitment in the Hofstede cultural dimension theoretical relationship and Five-dimensional rights distance, uncertain avoidance, individualism/collectivism, long-term orientation and short-term orientation, masculinization and feminization, and employee loyalty all play an intermediary role. This result validates the hypothesis of H4 and its five subhypotheses. The regression analysis of Hofstede's theoretical relationship of cultural dimension, employee's identity with the company, and employee's loyalty to employees showed that after applying Hofstede's cultural dimensionality theory relationship and employees' sense of corporate identity into the regression model, R<sup>2</sup> increases, which means that employees'

organizational commitment strengthens the strength of Hofstede's theory of cultural dimension to employees' loyalty. This can be understood in management practice as: Highly-matched Hofstede's cultural dimension theory. Relationships, through high-quality organizational commitments, can strengthen employee loyalty. In the organizational commitment, it also proves that the employees' organizational commitment to strengthen Hofstede's cultural dimension theoretical relationship and the five dimensions of the right distance, uncertain avoidance, individualism \ collectivism, long-term orientation and short-term orientation, masculinization and feminization Strength of employee loyalty to employees.(Dienesch & Liden, 1986)



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